

28th EGOS Colloquium

Design!?

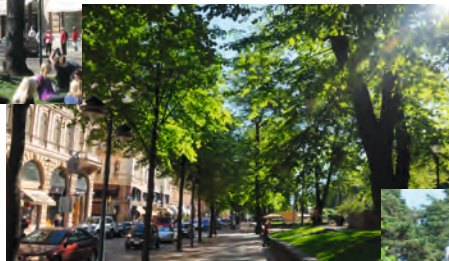
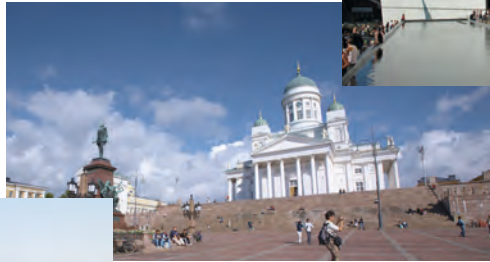


July 5–7, 2012 in Helsinki, Finland

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



Colloquium Program





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Dear EGOSians,

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

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



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

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

I wish you all a great Colloquium!

Renate Meyer
Chair of EGOS

Dear EGOSians,

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

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

The Colloquium venue is located in downtown Helsinki, and many of the hotels are within walking distance. You’ll see that Helsinki’s city center is small and compact. A visit to the market down by the harbour is only a short stroll or tram-ride away. Helsinki is the 2012 World Design Capital; you can enjoy all sorts of activities or simply gaze at the weird Finnish interpretation of design. The weather may be unpredictable, but we suggest that you do as the Finns do: don’t let little setbacks spoil your plans.



This year's EGOS Colloquium comprises 57 sub-themes. The range of themes and topics is exciting. We would like to thank all sub-theme convenors who have worked hard in reviewing papers and figuring out schedules for their sessions. We want to extend our thanks to the EGOS Board and to Angelika Zierer, who have supported us and shown that EGOS is in loving hands.

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

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

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

28th EGOS Colloquium 2012 Executive Committee

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

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Executive Committee

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

Assistants to Executive Committee

Salli Hukkinen
Tommi Pajala

Organizing Committee

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

Colloquium Secretariat: CONGREX, Helsinki

Jussi Saari
Mervi Toivonen
Emmi Luhtala
Noora Miinalainen

EGOS Executive Secretariat, Berlin

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

Venue

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

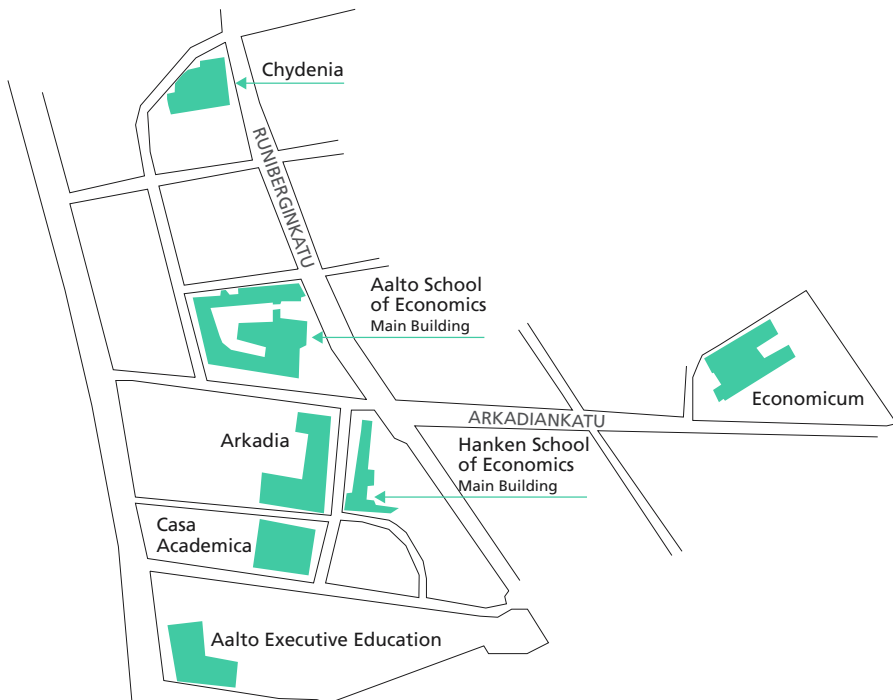
Venue locations

Aalto School of Economics Main Building (ASE)	Runeberginkatu 14–16
Hanken School of Economics	Arkadiankatu 22
Arkadia	Lapuankatu 6
Economicum	Arkadiankatu 7
Chydenia	Runeberginkatu 22–24
Aalto Executive Education (AEE)	Mechelininkatu 3 C
Casa Academica	Perhonkatu 6
Finlandia Hall	Mannerheimintie 13

Transportation to the venue

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

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



Sponsors and Exhibitors

Sponsors

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

Exhibitors

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

The **Exhibition area** is located on the first floor of the Aalto School of Economics Main Building, Runeberginkatu 14–16.

For further details, please refer to the floor plan at the end of this book.

Social Events

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

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

The Opening Ceremony of the Colloquium and the first keynote will take place at the Finlandia Hall on Thursday, July 5, 2012, at 18:00.

Finlandia Hall opens at 17:30 and the Opening Ceremony will start at 18:00.

Please note that Colloquium participants are expected to make their own transport arrangements to arrive at Finlandia Hall on time.

Finlandia Hall

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

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

The main idea of Finlandia Hall with its tower-shaped part and inclined roof rising over the whole structure was, as Aalto thought, to improve the acoustics of the concert hall

Address: Mannerheimintie 13

by providing a resonance area overhead. The audience would not see it because of the suspended ceiling but it would be capable of creating the kind of acoustic effect that high churches possess.

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

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

Opening Ceremony program – hosted by Mirva Peltoniemi and Janne Tienari

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

Kimmo Pohjonen

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

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

His performances and his music have been called revolutionary, astounding audiences and



critics alike with their uncompromising intensity and originality.

Solo concerts have been performed all over Europe, North and South America, Israel, Japan and Russia to unanimous rave reviews.

Convenors' Dinner on Thursday, July 5, 20:30–22:30

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

Please note that admission is by invitation only. The Restaurant Töölönranta is located about 10 minutes by foot walk from Finlandia Hall.

Transportation to the venue will not be provided.

Address
Töölönranta
Helsinginkatu 56

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

19:00 Dinner; requires the EGOS Dinner ticket

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

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

Please note that the dinner ticket is not included in the registration fee. Due to the limited capacity of the venue, the number of tickets available is restricted, and they will be provided on a first-come first-served basis. If you have bought a ticket in advance, you will receive your ticket together with your name badge and Colloquium bag when registering on-site.

All Colloquium participants have free entry to EGOS Party from 22:00 onwards.

Please remember to bring your EGOS badge to be admitted!

Address
Old Student House
Mannerheimintie 3

Colloquium Registration Desk

Opening hours

Monday, July 2	12:00–18:00	Hanken School of Economics
Tuesday, July 3	08:00–18:00	Hanken School of Economics
Wednesday, July 4	08:00–20:00	Hanken School of Economics
Thursday, July 5	08:00–18:00	Aalto School of Economics Main Building
Friday, July 6	08:00–18:00	Aalto School of Economics Main Building
Saturday, July 7	08:00–14:00	Aalto School of Economics Main Building

Colloquium fees

You must be registered as an “active” EGOS member to participate in the Colloquium. This means your EGOS membership fee must already have been paid before registering for the Colloquium.

Fee/registration	up to May 15, 2012	after May 15, 2012
EGOS full member	EUR 365	EUR 440
EGOS student member	EUR 255	EUR 440

The registration fee includes:

- Registration drinks on Wednesday, July 4, 2012
- Welcome reception on Thursday, July 5, 2012
- Access to Colloquium sessions (sub-themes, Meet the Editors sessions, keynotes) on Thursday, July 5; Friday, July 6; and Saturday, July 7, 2012
- Coffee breaks and lunches on Thursday, July 5; Friday, July 6; and Saturday, July 7, 2012 (cf. p. 16)

Personal badge

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

Certificate of attendance

Your certificate of attendance is included in your Colloquium bag.

Cancellation of registration

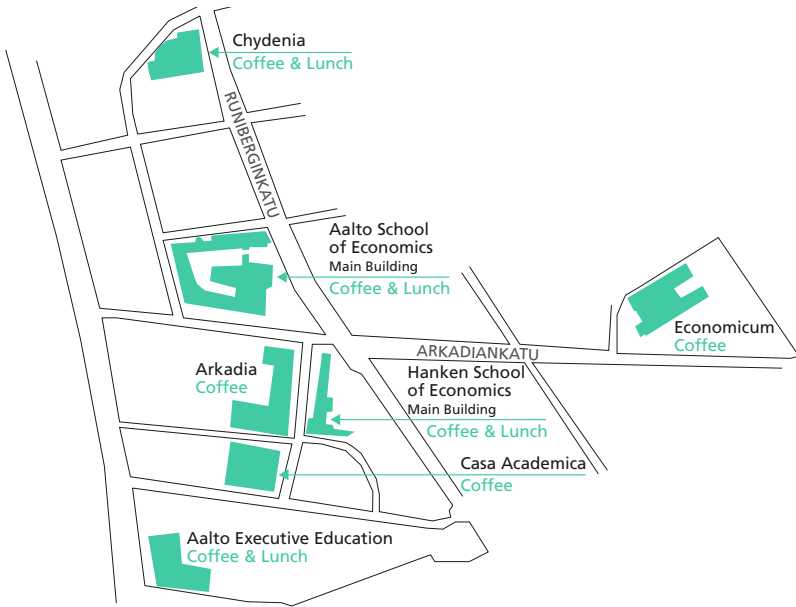
Please note that we cannot honour any refunds after May 15, 2012. If you cannot attend the Colloquium, your registration can be transferred to another member of your organization/institution. Please inform the Colloquium Secretariat, CONGREX (egos2012@congrex.fi), in writing as soon as possible to whom your registration should be transferred, in order to be able to print the correct name on the badge and also for the room list for the hotel. All granted refunds will be made after the Colloquium.

Disclaimer/liability

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

Coffee and Lunch

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



Thursday, July 5, 2012

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

Friday, July 6, 2012

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

Saturday, July 7, 2012

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

L = Lactose-free
M = Milk-free
G = Gluten-free

Special dietary requirements

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

Technical Equipment

Wireless internet (Wi-Fi)

The whole Colloquium venue is covered by free wireless internet.

Computers and printers

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

Further Useful Information

Banks/post offices

Banks are open mostly between 10:00 and 16:00. Some banks in the city centre may be open until 18:00.

Post offices are generally open between 9:00 and 18:00 on weekdays and between 10:00 and 14:00 on Saturdays.

Currency/credit cards

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

Cashpoints

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

Electricity

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

Emergencies

The emergency phone number in Finland is 112.

Lost and found

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

Transportation in Helsinki

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

How to get to the city from the airport

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

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

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

Water

Tap water is safe to drink.

PRE-COLLOQUIUM PHD WORKSHOP

Date Monday, July 2, and Tuesday, July 3, 2012

Location Hanken School of Economics, room: A210

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

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

Monday, July 2

12:00–13:00 Registration

13:00–14:30 Markus A. Höllerer & Hanna Timonen: **Introduction**
Tracks A and B

14:30–15:00 Renate Meyer & Silviya Svejenova: **Welcome on behalf of EGOS**
Tracks A and B

15:00–15:30 Coffee break

15:30–16:30 Frank den Hond: **Reviewing for Academic Journals**
Tracks A and B

16:30–17:30 Janne Tienari: **Getting Published**
Tracks A and B

- 17:30–18:30 Saku Mantere & Henri Schildt:
Participating in the Academic Community on the Edge of Europe
Tracks A and B, together with the Post-Doctoral and Early Careers Scholars Workshop
- 19:00–20:30 **Reception**
Tracks A and B, together with the Post-Doctoral and Early Careers Scholars Workshop

Tuesday, July 3, 2012

- 09:00–11:00 Ann Langley: **Organizational Scholars' Methodological Toolkit**
Tracks A and B
- 11:00–12:00 Jeannette Colyvas, Markus A. Höllerer, Martin Kornberger, Mirva Peltoniemi & Silviya Svejenova:
Having a Successful Career: Getting a Job and Getting Started
Tracks A and B
- 12:00–13:00 Lunch
- 13:00–17:00 **Discussion of participants' dissertation proposals – Track A**
Group 1: Janne Tienari
Group 2: Douglas Creed
Group 3: Jeannette Colyvas
Group 4: Gerardo Patriotta
Group 5: Haldor Byrkjeflot
Group 6: Linda Rouleau
Group 7: Antti Ainamo
Group 8: Florian Becker-Ritterspach
- 13:00–15:00 Paul du Gay, Alan McKinlay & Martin Kornberger: **Identifying a Research Problem Worth Your (and Other People's) While – Track B**
- 15:00–17:00 Richard Badham, Christian Frankel & Martin Kornberger:
The Pleasures and Sorrows of Writing – Track B
- 17:00–17:30 Coffee break
- 17:30–19:00 Gerardo Patriotta: **Keynote: Inspiring Scholarship**
Tracks A and B
- 19:30–24:00 **Dinner & Party**
Tracks A and B, together with the Post-Doctoral and Early Careers Scholars Workshop

POST-DOCTORAL AND EARLY CAREER SCHOLARS PRE-COLLOQUIUM WORKSHOP

Date	Mondy, July 2, and Tuesday, July 3, 2012
Location	Hanken School of Economics, room: A309
Convenors	Vincent Mangematin, Grenoble Ecole de Management, France, Robin Gustafsson, Aalto University School of Economics, Finland
Faculty	Frank den Hond, VU University Amsterdam, The Netherlands Stefan Haefliger, ETH Zurich, Switzerland Sirikka L. Jarvenpaa, McCombs School of Business, University of Texas at Austin, USA Saku Mantere, Hanken School of Economics, Finland Henri Schildt, Hanken School of Economics, Finland

Monday, July 2

12:00–13:00	Registration
13:00–14:00	Vincent Mangematin: Introduction – The Publication Game
14:00–15:00	GROUP WORK
	Group 1 (Chair: Robin Gustafsson): Sylwia Ciuk: “Looking through the local lens: The locals’ tales of expatriate leadership” <i>Discussant: Cyrine Ben Hafaiedh-Dridi</i>
	Group 2 (Chair: Frank den Hond) Rami Kaplan: “The post-war origins of the ‘Corporate Social Responsibility’ framework: A case of elite defensive reinstitutionalization” <i>Discussant: Henrika Franck</i>
	Group 3 (Chair: Stefan Haefliger) Ann-Marie Nienaber: “Antecedents and consequences of organizational trust in supply chains: A meta analysis” <i>Discussant: Jillian Yeow</i>
	Group 4 (Chair: Vincent Mangematin) Esther Hoffmann: “Learning and communicating across organisational boundaries: Towards an integrated model of organisational learning and boundary-spanning activities” <i>Discussant: Shuyuan Wu</i>

15:00–15:30	Coffee break
15:30–17:30	GROUP WORK
	Group 1 (Chair: Robin Gustafsson): (a) Markos Zachariadis: “Designing orchestration process to support healthcare innovation networks: the case of clinical commissioning groups (CCGs) in the UK” <i>Discussant: Tuomas Kuronen</i> (b) Tuomas Kuronen: “Ritual in constructing strategic leadership” <i>Discussant: Sylwia Ciuk</i>
	Group 2 (Chair: Frank den Hond) (a) Alex Bitektine: “The development and validation of empirical measures of organizational legitimacy, reputation, and status” <i>Discussant: Carola Wolf</i> (b) Carola Wolf: “Empowering middle managers in formal strategic planning systems: Effects of institutionalization” <i>Discussant: Rami Kaplan</i>
	Group 3 (Chair: Stefan Haefliger) (a) Alessandro Giudici: “The relational deployment and development of dynamic capacities: Evidence from a network intermediary” <i>Discussant: Norbert Steigenberger</i> (b) Norbert Steigenberger: “The two sides of firm performance: An RBV-appropriation theory perspective” <i>Discussant: Sara Browne</i>
	Group 4 (Chair: Vincent Mangematin) (a) Antti Kauppinen: “Creative desires and becomings that foster entrepreneurial processes as a part of a society-entrepreneurialism” <i>Discussant: Yuan Li</i> (b) Yuan Li: “Controversy and institution building: How expert and political elites shape the development of China’s Stock Market” <i>Discussant: Esther Hoffmann</i>
17:30–18:30	Saku Mantere & Henri Schildt: Keynote: Participating in the Academic Community on the Edge of Europe
19:00–21:00	Reception (at “Kunsthalle”, Nervanderinkatu 3) Together with the pre-Colloquium PhD Workshop

Tuesday, July 3

- 09:00–11:00 GROUP WORK
- Group 1** (Chair: Robin Gustafsson):
Tuomas Kuronen: “The strategic and the sociopsychological approaches to new venture team formation: Exploring the paradox”
Discussant: Markos Zachariadis
- Group 2** (Chair: Frank den Hond)
(a) Henrika Franck: “Ethics in strategy management: Sensemaking of the strategic aim and ethics”
Discussant: Rebecca Henn
(b) Rebecca Henn: “How do emergent issues both influence and disseminate through a fragmented field?”
Discussant: Alex Bitektine
- Group 3** (Chair: Stefan Haefliger)
(a) Jillian Yeow: “The consideration of virtuality in project-based organising contexts”
Discussant: Alessandro Giudici
(b) Sara Browne: “How do organisations engage in marketing strategy making? A problemistic search perspective”
Discussant: Ann-Marie Nienaber
- Group 4** (Chair: Vincent Mangematin)
(a) Shuyuan Wu: “Knowledge IS power: The emergence of the firm and its market as epistemic communities”
Discussant: Meera Sarma
(b) Meera Sarma: “Innovation in hacker communities”
Discussant: Antti Kauppinen
- 11:00–12:00 Frank den Hond: **View from the Editor**
After that: Questions and Debates
- 12:00–13:30 Lunch
- 13:30–15:00 Stefan Haefliger and Vincent Mangematin: **What we Learnt as Reviewers and as Authors**
- 15:00–15:30 Coffee break
- 15:30–17:00 Frank den Hond: **Responsibility to Social Movements and Politics**
– Lesson & Discussion –
- 17:00–18:30 Sirkka L. Jarvenpaa: **Getting Published and Building-up an Academic Career** (Research and Publishing)
- 19:30–24:00 Dinner & Party (at Restaurant Glöd, Korkeavuorenkatu 34)
Together with the pre-Colloquium PhD Workshop

GENDER AND DIVERSITY

Date **Wednesday, July 4, 2012, 08:30–15:00**
Location **Hanken School of Economics, room: A309**

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

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

Program

08:30–09:00 Registration
09:00–09:30 Opening
09:30–11:30 Two parallel Round Tables
11:30–12:30 Lunch break
12:30–13:30 Discussion: Developing Papers
13:30–15:00 Presentations by Silvia Gherardi and Mustafa Özbilgin
Discussion

STRATEGY AS PRACTICE

Date **Wednesday, July 4, 2012, 08:30–14:00**
Location **Aalto School of Economics, room: A-401 (A-407, A-410)**

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

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

Program

08:30–09:00 Registration
09:00–09:20 Opening
09:20–09:50 **Saku Mantere: Is Strategy-as-Practice a Theory, Object of Research or a Community of Researchers?**
10:00–10:45 Parallel Round Tables
10:45–11:30 Parallel Round Tables
11:30–12:30 Lunch break
12:30–13:15 Parallel Round Tables
13:15–14:00 Closing

ORGANIZATIONAL INSTITUTIONALISM: STUDYING SOCIAL AGENCY AND INSTITUTIONS IN LOCAL, NATIONAL AND INTERNATIONAL CONTEXTS

Date	Wednesday, July 4, 2012, 09:00–15:00
Location	Hanken School of Economics, room: A305
Convenors	Peter Walgenbach, Friedrich Schiller University of Jena, Germany Mike Geppert, University of Sussex, UK
Faculty	Florian Becker-Ritterspach, Germany University in Cairo, Egypt Susanne Blazejewski, Alanus University of Arts and Social Science, Germany Marie-Laure Djelic, ESSEC Business School, Cergy Pontoise, France Gili Drori, Hebrew University of Jerusalem, Israel Royston Greenwood, Royston Greenwood, University of Alberta, Canada Renate Meyer, WU Vienna University of Economics and Business, Austria Trish Reay, University of Alberta, Canada Arndt Sorge, University Potsdam, Germany

Program

09:00–09:45	Starting Panel (Royston Greenwood and Arndt Sorge): How to write a good paper? And how to get it published? Recommendations for authors from an editor's point of view
09:45–10:15	Coffee break
10:15–12:15	ROUND TABLE 1 (5 parallel sessions) Round Table 1.1 (Florian Becker-Ritterspach and Renate Meyer): papers presented by: Marcos Barros and Mirha Sunagic further participants: Vesa Peltokorpi Round Table 1.2 (Susanne Blazejewski and Peter Walgenbach): papers presented by: Konstantinos Chalkias and Liudvika Leisyte further participants: Christel Dumas and Alison Kemper Round Table 1.3 (Marie-Laure Djelic and Mike Geppert): papers presented by: Sylwia Ciuk & Philip James and Alexei Koveshnikov, Wilhelm Barner-Rasmussen & Eero Vaara further participants: Emilie Bargues and H�el�ene Lambrix

Round Table 1.4 (Gili Drori and Trish Reay):

papers presented by: Itziar Castelló & Michael Etter and Jordi Comas & Ted Tschang

further participants: Marcus Vinícius Peinado Gomes and Christoph Haug

Round Table 1.5 (Royston Greenwood and Arndt Sorge):

papers presented by: Josephine Stomp and Anna Gerstrøm

further participants: Sushanta Kumar Sarma

12:15–13:30

Lunch break

13:30–15:00

ROUND TABLE 2 (4 parallel sessions):

Round Table 2.1 (Marie-Laure Djelic and Arndt Sorge):

papers presented by: Christel Dumas & Céline Louche and Alison Kemper

further participants: Itziar Castelló, Jordi Comas and Josephine Stomp

Round Table 2.2 (Susanne Blazejewski and Trish Reay):

papers presented by: Emilie Bargues and Héléne Lambrix & François-Xavier de Vaujany

further participants: Marcos Barros and Mirha Sunagic

Round Table 2.3 (Gili Drori and Mike Geppert):

papers presented by: Vesa Peltokorpi & Fabian Froese and Sushanta Kumar Sarma

further participants: Konstantinos Chalkias and Liudvika Leisyte

Round Table 2.4 (Florian Becker-Ritterspach and Peter Walgenbach):

papers presented by: Marcus Vinícius Peinado Gomes and Christoph Haug

further participants: Sylwia Ciuk, Alexei Koveshnikov and Anna Gerstrøm

HISTORY AND ORGANIZATION STUDIES

Date	Wednesday, July 4, 2012, 08:30–15:00
Location	Hanken School of Economics, room: A304
Convenors	Behlül Üsdiken, Sabanci University, Istanbul, Turkey Matthias Kipping, Schulich School of Business, York University Toronto, Canada Lars Engwall, Uppsala University, Sweden Kalle Pajunen, University of Turku
Faculty	Rick Delbridge, Cardiff Business School, UK Lars Engwall, Uppsala University, Sweden Matthias Kipping, York University, Toronto, Canada Kalle Pajunen, University of Turku, Finland Mick Rowlinson, Queen Mary University of London, UK Behlül Üsdiken, Sabanci University, Istanbul, Turkey Daniel Wadwhani, University of the Pacific, Stockton, USA

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

Program

08:30–10:00	History and Organization Studies (Engwall, Rowlinson, Üsdiken)
10:00–10:30	Coffee break
10:30–12:00	Finding and analysing historical data (Kipping, Pajunen, Whadwani)
12:00–13:00	Lunch break
13:00–14:30	Writing and publishing historical articles in management journals (Delbridge, Rowlinson, Üsdiken)
14:30–15:00	Coffee break
15:00–17:00	Paper discussions in two sub-groups

Group 1 (Üsdiken, Pajunen, Rowlinson)

Anindita Banerjee (Lancaster University Management School),
"An alternative reading of A. K. Rice's book *Productivity and Social Organisation: The Ahmedabad Experiment*"

Maria Grafström (Uppsala University), "Institutional entrepreneurial processes: Nascent developments of a Swedish field of business journalism"

Genjiro Kosaka (Ibaraki University), "Revitalizing existing technology by a new Entrant: The rise of the vacuum fluorescent display industry"

Ingemar Pettersson (Royal Institute of Technology, Stockholm),
"Organizational deconstruction: Cooperative industrial research institutes in 1940s Sweden"

Group 2 (Engwall, Kipping, Wadhvani)

Silvia Dorado (University of Rhode Island) and Elena Dalpiaz (Imperial College), "Organizational value claims amidst institutional contestation: A case study from the field of microfinance"

Rami Kaplan (Tel Aviv University), "A genealogy of the struggle between 'transformative' and 'defensive' corporate social responsibility in the United States, 1920–1980"

Flora Sfez (ESEM, Tours), "Historical analysis to understand changes in organizational patterns: the case of a Financial Market"

Gerarda Westerhuis (Utrecht University), "The corporate governance of Dutch business: A shift from shareholder rights to insider control"

WORK ORGANIZATION, EMPLOYMENT AND REGULATION IN THE RETAIL INDUSTRY

Date Tuesday, July 3, 2012; 9:00–15:00

Location Arkadia, room: E-012

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

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

Program

09:00–09:10 Opening

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

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

10:10–10:30 Coffee break

- 10:30–11:00 Mika Skippari & Olli Rusanen:
Balancing between host-country institutional pressures and global retail business strategy: The case of Lidl Finland
- 11:00–11:30 Jan Czarzasty, Deniz Kağnıcıoğlu & Banu Uçkan:
Shopping for members: Trade unions in Turkish and Polish retail networks
- 11:30–12:30 Lunch break
- 12:30–13:00 Mike Geppert & Karen Williams (+ other research team members):
Micro-political game playing in European hard discounters: An international comparison of work organisation and employment in Lidl stores
- 13:00–13:30 Ödül Bozkurt:
Innovation and the intensification of managerial work: Enhancing productivity in British supermarkets
- 13:30–13:50 Coffee break
- 13:50–14:20 Ela Özkan-Canbolat & Emine Çeliksoy:
The role of network organization on strategic competitive advantage: Model of brand name manufacturer and retailer
- 14:20–15:00 Wrap-up, general discussion and closing words

WORKSHOP ON THE ART OF ACADEMIC REVIEWING

Date	Wednesday, July 4, 2012; 9:00–12:00
Location	Hanken School of Economics, room: Futurum
Coordinators	Eero Vaara, Hanken School of Economics, Finland David Wilson, University of Warwick, UK
Editors	Joep Cornelissen, <i>Journal of Management Studies</i> Rick Delbridge, <i>Academy of Management Review</i> Tomi Laamanen, <i>Strategic Management Journal</i> Ann Langley, <i>Strategic Organization</i> Robyn Thomas, <i>Organization</i>

Program

09:00–09:15	Introduction: Eero Vaara & David Wilson
09:15–10:00	Words of wisdom from the Editors
10:00–11:30	Group work
11:30–11:45	Closing: David Wilson & Eero Vaara
11:45–	Working lunch

EGOS WOMEN'S NETWORKING MEETING 2012

Date Wednesday, July 4, 2012; 15:30–17:00

Location Hanken School of Economics,
rooms: Maxen; A306, A307, A308

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

Round Table A: Impression Management

Yvonne Benschop & Savita Kumra

Round Table B: Publication Strategies

Regine Bendl

Round Table C: Work Life Balance

Inge Bleijenbergh & Elina Henttonen

Round Table D: Networking

Yvette Taminiiau

OTHER (PRE-)COLLOQUIUM MEETINGS

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

Date	Time	Event	Location
Wednesday, July 4	13:00–15:00	<i>Organization</i> : Board Meeting	A411
Wednesday, July 4	14:00–16:00	<i>Journal of Management Studies</i> : Board Meeting	Lärarrummet
Wednesday, July 4	15:00–16:00	<i>Organization Studies</i> : Advisory Board Meeting	A411
Wednesday, July 4	16:00–18:00	EGOS Board Meeting I	Lärarrummet
Friday, July 6	16:30–18:00	<i>Scandinavian Journal of Management</i> : Editorial Board Meeting	Lärarrummet
Friday, July 6	16:30–18:00	<i>Journal of Change Management</i> : Annual Board Meeting	A305
Saturday, July 7	14:00–16:00	EGOS Board Meeting II	Lärarrummet

THE GRIGOR McCLELLAND DOCTORAL DISSERTATION Award 2011

Presentation and Reception

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

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

At the event, shortlisted candidates will present their work:

- Julien Jourdan, HEC Paris, France
- Renee Rottner, University of California Irvine, USA
- Tyler Wry, University of Alberta, Canada

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

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

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

CBS PUNCH BOWL RECEPTION

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

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

SCANCOR RECEPTION

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

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

DESIGN!?

The theme of EGOS 2012 in Helsinki is *Design!?* The concept of design has been defined and used in a multitude of ways in a variety of academic fields, ranging from the classics of organizational design to studies on open sourcing and aesthetics. At the EGOS Colloquium 2012, we seek not only to problematize and rethink the various meanings of design, but also to promote discussion on new ways to view and to understand organizations and organizing on this basis.

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

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

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

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

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

Wednesday, July 4, 2012

08:00–20:00	Colloquium Registration	Hanken School of Economics
17:00	Welcome Drinks	Hanken School of Economics

Thursday, July 5, 2012

08:00–18:00	Colloquium Registration	Aalto School of Economics Main Building
09:00–10:30	Sub-themes – Session I	All buildings
10:30–11:00	Coffee break	All buildings
11:00–12:30	Sub-themes – Session II	All buildings
12:30–14:00	Lunch	Aalto School of Economics Main Building, Hanken School of Economics, Chydenia and Aalto Executive Education
14:00–15:30	Sub-themes – Session III	All buildings
15:30–16:00	Coffee break	All buildings
16:00–17:30	Sub-Plenary: “Remembering an Organizational Scholar and Management Visionary: Max Boisot” Meet the Editors	Hanken School of Economics, room: A411 Hanken School of Economics, rooms: A210, A309, Maxen
16:00–18:00	The Grigor McClelland Doc- toral Dissertation Award 2011	Aalto School of Economics Main Building, room: A-304
18:00–20:00	Opening Ceremony inc. Keynote by Gibson Burrell (further program details: p. 13)	Finlandia Hall, Mannerheimintie 13
20:30	Convenors’ Dinner	Restaurant Töölönrinta, Helsinginkatu 56

Friday, July 6, 2012

08:00–18:00	Colloquium Registration	Aalto School of Economics Main Building
09:00–10:30	Sub-themes – Session IV	All buildings
10:30–11:00	Coffee break	All buildings
11:00–12:30	Sub-themes – Session V	All buildings
12:30–14:00	Lunch	Aalto School of Economics Main Building, Hanken School of Economics, Chydenia and Aalto Executive Education
13:30–15:30	Seminar: “Building on the Work of Max Boisot: The Knowledge- Based Study of Complex Organi- zations and Systems”	Hanken School of Economics, room: A411

14:00–15:00	Plenary 1: Yrjö Engeström & Robin Holt: “Organizational Design: Art, Craft or Science?”	Hanken School of Economics, Grand Hall
	Plenary 2: Marta Calás, Linda Smircich, Yvonne Benschop & Elina Henttonen: “Gendering Designs–Designing Genders?”	Hanken School of Economics, room: Maxen
	Plenary 3: Renate Meyer, Woody Powell & Royston Greenwood: “Institutions and Design?”	Aalto School of Economics Main Building, room: B-200
15:00–15:30	Coffee break	All buildings
15:30–16:30	Keynote by Silvia Gherardi & Richard Whittington: “Dialogue on Practice-based Approaches to Organizational Design”	Aalto School of Economics Main Building, room: B-163
16:30–17:30	EGOS General Assembly	Aalto School of Economics Main Building, room: B-163
16:30–18:00	<i>Scandinavian Journal of Management</i> Editorial Board Meeting	Hanken School of Economics, room: Lärarrummet
	<i>Journal of Change Management</i> Annual Board Meeting	Hanken School of Economics, room: A305
17:00–19:00	CBS Punch Bowl Reception	Casa Academica, KPMG-Ballroom
	SCANCOR Reception	Aalto School of Economics Main Building, Restaurant Proffa
19:00	EGOS Dinner & Party	Old Student House, Mannerheimintie 3

Saturday, July 7, 2012

08:00–14:00	Colloquium Registration	Aalto School of Economics Main Building
09:00–10:30	Sub-themes – Session VI	All buildings
10:30–11:00	Coffee break	All buildings
11:00–12:30	Sub-themes – Session VII	All buildings
12:30–14:00	Lunch	Aalto School of Economics Main Building, Hanken School of Economics, Chydenia and Aalto Executive Education
	Closing Ceremony	Aalto School of Economics Main Building, Restaurant Rafla
14:00–16:00	EGOS Board Meeting II	Hanken School of Economics, room: Lärarrummet
14:00–16:00	Industry-Academy Forum	Hanken School of Economics, room: Maxen

A DESIGN ENVELOPE FOR STYLES OF ORGANIZING

Gibson Burrell

DATE Thursday, July 5, 18:00–20:00

LOCATION Finlandia Hall

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

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



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

DIALOGUE ON PRACTICE-BASED APPROACHES TO ORGANIZATIONAL DESIGN

Silvia Gherardi & Richard Whittington

DATE Friday, July 6, 15:30–16:30

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

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

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



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

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

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



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

ORGANIZATIONAL DESIGN: ART, CRAFT OR SCIENCE?

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

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

Chair Martin Fougère, Hanken School of Economics, Finland

Expansive Organizational Design from Below: An Activity-Theoretical Tale

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

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

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

He is widely known for his theory of expansive learning and for the interventionist methodology of developmental work research. Engeström's most recent book is *From Teams to Knots: Yrjö Engeström*

Activity-Theoretical Studies of Collaboration and Learning at Work, published by Cambridge University Press in 2008. He has received an honorary professorship from University of Birmingham, UK and an honorary doctorate from University of Oslo, Norway.



Strategy and the Art of Being General

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

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

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

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

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

Robin Holt is Professor at the University of Liverpool Management School, UK, on the western edge of Europe. With his friend Robert Chia, he recently published *Strategy Without Design*, which, if nothing else, is a good description of an academic career that has seen him hold down various jobs in UK universities, mainly as a researcher. Having studied economics and philosophy, and now apparently in a position where this background is starting to make some kind of sense, he is working on questions of new organizational form configured by experiences of judgment, sympathy and imagination. He is on the editorial team of the journal *Organization Studies* and is currently co-editing the *Oxford Handbook of Process Philosophy and Organization Studies*.



Robin Holt

GENDERING DESIGNS – DESIGNING GENDERS?

Date Friday, July 6, 14:00–15:00
Location Hanken School of Economics, room: Maxen

Plenary Speakers Marta Calás, University of Massachusetts-Amherst, USA
 Linda Smircich, University of Massachusetts-Amherst, USA
 Yvonne Benschop, Radboud University of Nijmegen, Netherlands
 Elina Henttonen, Aalto University, Finland

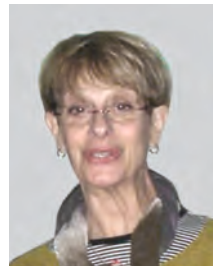
Chair Janne Tienari, Aalto University, Finland

This plenary brings together three generations of feminist organizational scholars who have been addressing questions about the gendering of organizations and the organizing of genders throughout their careers. In practice, the question of design figures centrally in the research issues they have investigated. For instance, if an organizing activity is gendered (and sexualized, racialized, classed), in which ways does this manifest itself? How does feminist theorizing allow us to observe and analyze these activities as gendered by design – i.e., gendering designs? Concurrently, does the designing of new forms of organizing lead to the appearance of new gendering processes and practices? And if so, does anything really change? From these questions, it is unavoidable, then, to examine whether the notion of “design” is already gendered (and sexualized, racialized, classed), and if so, in which ways – i.e., designing genders. Furthermore, is there a way out for imagining a future after “design”, de-sign? How does feminist scholarship provide inspiration for that re-“design”?

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

Marta B. Calás is Professor of Organization Studies and International Management, and **Linda Smircich** is Professor of Organization Studies. They are both – and have been for a very long time – at the Isenberg School of Management, University of Massachusetts-Amherst, USA.

Marta and Linda, individually and collectively, believe that their work is strongly interdisciplinary, following intellectual advances in cultural fields to interrogate and re-theorize topics in organizational scholarship such as globalization, leadership, business ethics and entrepreneurship, while focusing on theory development and meta-theoretical concerns. Of course, that is



Marta B. Calás

what they believe because they think they can control – by design – what they are doing. However, others have different opinions of what they do – including the illusion that they design anything (!), as they are promptly informed every semester when facing their scheduled courses, their students, and their colleagues, as well as journal editors and reviewers to whom they submit their work. In one of those illusory moments, when they thought they were contributing to designing something – and not being trapped by journals' design – they were part of the founding editorial team of *Organization*, serving in an editorial capacity for many years thereafter ... Their chapters on feminist theorizing in the *Sage Handbook of Organizations Studies* (1996; 2006) continue to be cited – and they are grateful for it.



Linda Smircich



Yvonne Benschop

Yvonne Benschop is Professor of Organizational Behavior at the Institute for Management Research and affiliated with the Institute for Gender Studies at the Radboud University of Nijmegen, the Netherlands. Her main inspirations are feminist organization studies and critical management studies. Her background in political science continues to influence her view on organizations as political arenas. She is interested in the ambiguities of design; she admires the aesthetic quality and ingenuity of many designs, but not as much those organizational designs that routinely reproduce inequalities on the base of gender, race, class, age and sexuality. Redesigning the inequality regimes in organizations is a main driver of her work.

Her current research looks at gender practices in informal organization processes such as networking and impression management, specifically in women's networks. A second research line focuses on power and resistance in the organizational changes brought about by gender mainstreaming and diversity management. She is an associate editor of *Organization and of Gender, Work and Organization*, and serves on the editorial boards of several other journals.

Elina Henttonen is Post-doctoral Researcher in the Department of Management and International Business, Aalto University School of Economics, Finland. Her research focuses on gender and diversity in organizations, and she is one of the convenors of the EGOS Standing Working Group of Gender and Diversity. Her current research projects deal with gendering in technology work, practices of ethnographic research, and gendered media discourses on professions and professionals.

Elina wonders how design, in all its ambiguities, simultaneously facilitates and complicates our lives and engagement in organizational practices.



Elina Henttonen

INSTITUTIONS AND DESIGN?

Date Friday, July 6, 14:00–15:00
Location Aalto School of Economics, room: B-200

Plenary Speakers Renate Meyer, WU Vienna University of Economics and Business, Austria
Walter W. Powell, Stanford University, USA
Royston Greenwood, University of Alberta, Canada

Chair Henri Schild, Hanken School of Economics, Finland

The many different connotations and usages of both concepts, design and institutions, render their relationship far from straightforward.

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

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

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

In this panel we will explore such and – as the question mark behind the title encourages – also other questions.



Renate Meyer

Renate Meyer is Professor for Public Management and Governance at WU University of Economics and Business, Vienna, Austria, and Head of the Institute for Public Management and the Research Institute for Urban Management & Governance.

She is also permanent Visiting Professor at the Department for Organization of the Copenhagen Business School, Denmark, and the current Chair of EGOS.

Her current research interests include visual and discursive framing strategies, ambiguity as a stabilizing and normalizing device, and new forms of governance in the public sector.



Walter W. Powell

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

His most recent book, with John F. Padgett, is *The Emergence of Organizations and Markets*, Princeton University Press, 2012.

Royston Greenwood is the Telus Professor of Strategic Management at the University of Alberta, Canada.

His interests and research are informed by institutional theory. Current projects include an exploration of how the design of institutional arrangements enable and shape sustained corporate corruption – notably in professional settings.

He is also a life-long weary fan of Leeds United Football Club and the Yorkshire Cricket Club (both UK).



Royston Greenwood

REMEMBERING AN ORGANIZATION SCHOLAR AND MANAGEMENT VISIONARY: MAX BOISOT

Date Thursday, July 5, 16:00–17:30
Location Hanken School of Economics, room: A411

Moderators Wolfgang Güttel, Johannes Kepler University Linz, Austria
Martin Ihrig, University of Pennsylvania, USA

Description

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

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

Panelists

John Child, Emeritus Chair of Commerce, University of Birmingham, UK
Markus Nordberg, Resources Coordinator, ATLAS Experiment at CERN, Switzerland
Marzio Nessi, Technical Coordinator, ATLAS Experiment at CERN, Switzerland
Ron Sanchez, Professor of Management, Copenhagen Business School, Denmark
Yasmin Merali, Associate Professor, Warwick Business School, UK
Agustí Canals, Associate Professor, Universitat Oberta de Catalunya, Spain

BUILDING ON THE WORK OF MAX BOISOT: THE KNOWLEDGE-BASED STUDY OF COMPLEX ORGANIZATIONS AND SYSTEMS

Date	Friday, July 6, 13:30–15:30
Location	Hanken School of Economics, room: A411
Organizer	Wolfgang Güttel, Johannes Kepler University Linz, Austria
Moderators	Wolfgang Güttel, Johannes Kepler University Linz, Austria Martin Ihrig, University of Pennsylvania, USA Agusti Canals, Universitat Oberta de Catalunya, Spain
Additional Discussants	John Child, University of Birmingham, UK Marzio Nessi, ATLAS Experiment at CERN, Switzerland

Description

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

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

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

a) Organizational complexity

Boisot & Child (1999). *Organizations as adaptive systems in complex environments: The case of China*. *Organization Science*

Boisot & McKelvey (2007). *Extreme Outcomes, Connectivity, and Power Laws: Towards an Econophysics of Organization*, *Academy of Management Conference*

Seminar papers:

Yasmin Merali & Max Boisot: *Firm-level adaptation and population level evolutionary mechanisms for overcoming Arrow's under-supply problem*

Ron Sanchez: *Seeing the system in everything: Thinking fundamentally about what organization means, why organization happens, and how organization emerges (Invited paper for the seminar)*

b) The strategic management of knowledge

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

Canals, Boisot & MacMillan (2008). *The spatial dimension of knowledge flows: A simulation approach, Cambridge Journal of Regions, Economy and Society*

Seminar papers:

Nina Katrin Hansen & Wolfgang Güttel: *The different speed of adaptation: Dynamic capabilities, learning architectures, and HRM systems*

Stefan Wilhelm & Stefan Guldenberg: *How much knowledge should a business give away to its customers?*

Martina Eberl & Joakim Netz: *Learning to monitor collaboration-capabilities: The SAAB case*

Markus Lang, Dirk Martignoni, Helmut Dietl & Eric Lucas: *The performance implications of errors in replicating best practices*

c) Organizations and big science

Boisot & Sanchez (2011). *Organization as a nexus of rules: Emergence in the evolution of systems of exchange, Management Revue*

Boisot (2011). *Generating knowledge in a connected world: The case of the ATLAS experiment at CERN, Management Learning*

Seminar Papers:

Agusti Canals, Martin Ihrig, Max Boisot & Markus Nordberg: *Strategic knowledge mapping in the ATLAS collaboration at CERN*

Dirk Schneckenberg: *How to motivate active contributions to open innovation? A cross-sectional study of organisational incentives systems*

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

MEET THE EDITORS

Date

Thursday, July 5, 2012, 16:00–17:30

Location

Hanken School of Economics, Arkadiankatu 22

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

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

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

Session 1, room A210

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

Chair Nina Granqvist

Session 2, room A309

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

Chair Susan Meriläinen

Session 3, room: Maxen

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

Chair Ingmar Björkman

Refreshments are provided.

DESIGNING MARKET SPACES: HOW IT CAN GO WRONG AND HOW TO PUT IT RIGHT

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

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

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

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

The session is generously sponsored by the Centre for Research on Socio-cultural Change (CRESC), the Charisma-Network.net, the Department of Management & Marketing of the University of Melbourne, Australia and the *Journal of Cultural Economy* (Routledge Taylor Francis).

LIST OF SUB-THEMES AND THEIR LOCATION

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

Sub-theme	Title	Sessions	Room
01	Doing Career Research: Applying Varieties of Disciplines, Theories and Methods	I–VII	E-341 – Arkadia
02	Trust in Crisis: Diagnoses and Remedies	I–VII	E-128 – Arkadia
03	Professional Service Organizations and Knowledge-Intensive Work	I–VII IV, V, VI	Main: A411 – Hanken School of Economics Break-out: A308 – Hanken School of Economics
04	Challenging Inequality: Changing Gender and Organizations	I–VII	SH 2 – Economicum
05	Strategizing Discourse: Strategy-as-Practice and the Discursive Turn	I–VII IV, V, VI IV, V	Main: A-401 – Aalto School of Economics Break-out: A-153 – Aalto School of Economics C-238 – Aalto School of Economics
06	Organizing the Public Sector: Illusions or Design?!	I–VII	C-350 – Aalto School of Economics
07	The Glocalization of Organizational Design and Managerial Practice	I–VII	H-324 – Chydenia
08	History and Organizations: Moving Research Forward	I–VII	Room 4 – Aalto Executive Education
09	Artifacts in Art, Design, and Organization	I–VII V, VI V VI	Main: Futurum – Hanken School of Economics Break-out: D215 – Hanken School of Economics Lärrummet – Hanken School of Economics A403 – Hanken School of Economics
10	The Changing Role of Business in Global Society	I–VII	E-107 – Arkadia

Sub-theme	Title	Sessions	Room
11	Recent Developments in Institutional Theory: The Challenge Posed by MNEs	I–VI	H-126 – Chydenia
12	Understanding Organization as Process: Organization without Design	I–VII	Room 3 – Aalto Executive Education
13	In Search for Meaning: Rethinking and Energizing Research on Creative Industries	I–VII	A307 – Hanken School of Economics
14	Emergence and Agency in Organizational Networks	I–VII	B-163 – Aalto School of Economics
15	Multiplicity and Plurality in the World of Standards	I–VII	B-200 – Aalto School of Economics
16	Institutional Work and the Institutionalization of Inequality	I–VII	G-107 – Chydenia
17	Organizing Science: The Increasingly Formal Structuring of Academic Research	I–VII	A-410 – Aalto School of Economics
18	Redesigning Leadership in Organizations: The Economic Imperative and Ethical Practice	I–VII	SH 1 – Economicum
19	(Re-)Designing and Broadening the Study of Mobility, Movement and Migration	I–VI	E-012 – Arkadia
20	The Rationalization and Professionalization of the Nonprofit Sector	I–VII	C501 – Casa Academica
21	Self-Reinforcing Processes in Organizations, Networks and Professions	I–VII	E-122 – Arkadia
22	New Forms of Organizational Ethnography	I–VII	C502 – Casa Academica
23	Advancing Configurational Theory and Methods in Organization Studies	I–VII	A-308 – Aalto School of Economics
24	Organizations as Phenomena of Language Use: Interconnecting Discourse and Communication	I–VII II	Main: A-305 – Aalto School of Economics Break-out: A-153 – Aalto School of Economics
25	Luck of the Draw – Design or Serendipity, Accident and Change?	I–VII	G-106 – Chydenia
26	Exploring the Paradoxes of Organizations and Organizing	I–VII III III III III	Main: A309 – Hanken School of Economics Break-out: A308 – Hanken School of Economics A403 – Hanken School of Economics D215 – Hanken School of Economics Lärrummet – Hanken School of Economics
27	Revealing Processes of Design and Change: Organizations in Transforming Societies	I–VII	E-014 – Arkadia
28	Risks of Organizing and Organizing of Risks	I–VII V	Main: A304 – Hanken School of Economics Break-out: A403 – Hanken School of Economics

Sub-theme	Title	Sessions	Room
29	Designing Culturally Sustainable Organizations	I–III, V–III III	Main: A201 – Aalto School of Economics Break-out: A501 – Aalto School of Economics
30	Performativity by Design!?	I–VII	A-407 – Aalto School of Economics
31	Dynamic Status Hierarchies, Categorization Processes and Markets	I–VI	A-310 – Aalto School of Economics
32	Anthropology and Ethnography: Culture, Context, and Camera	I–VII	Grand Hall – Hanken School of Economics
33	Elites and the Design of Institutions, Industries and Organizations	I–VI	G-111 – Chydenia
34	Discovering Creativity in Necessity: Organizational Ingenuity under Institutional Constraints	I–VII	G-112 – Chydenia
35	Designing M&As and Organizations through M&As	I–VII	Large room – Aalto Executive Education
36	Research on Universities and Innovation Systems	I–VII	E-124 – Arkadia
38	Collective Processes of Social Innovation	I–VII	SH 3-4 – Economicum
39	Markets in the Making: Observing, Measuring and Performing Economic Exchange	I–VII	E-127 – Arkadia
41	Design for Global Organizations	I–VII	A303 – Hanken School of Economics
42	Women and Work: Effective Designs, Satisfying Relationships	I–VII	Room 1 – Aalto Executive Education
43	Value, Values and Valuation	I–VII II	Main: A210 – Hanken School of Economics Break out: A308 – Hanken School of Economics
44	Competitive Dynamics: Exploring New Textures and Deep-Structure Processes of Action	I–VII	LS – Economicum
45	Institutions and Emotions	I–VII	G-109 – Chydenia
46	Reassembling Management Ethics and CSR	I–VII	A-304 – Aalto School of Economics
47	From Designing Organizational Creativity to Creativity for Organizational Design	I–VII	A-306 – Aalto School of Economics
48	Activity Theory and Organizations	I–VII IV VII	Main: A305 – Hanken School of Economics Break-out: A403 – Hanken School of Economics Lärrummet – Hanken School of Economics
49	De-sign! Changing Change	I–V	A-309 – Aalto School of Economics
50	Management Consultancy: Exploring the Boundaries and Alternatives	I–VII	Room 2 – Aalto Executive Education

Sub-theme	Title	Sessions	Room
51	Marxist Studies on Organization: The Challenges of Design	I–III, V–VII	A-307 – Aalto School of Economics
52	Creating Organizational Life: Embodied Art, Aesthetics and Design	I–VII	H-535 – Chydenia
53	Organizing in Projects and Temporary Organizations	I–VII II, VI	Main: A-301 – Aalto School of Economics Break-out: A-501 – Aalto School of Economics
54	Information and Communication Technologies and the Work-Life Boundary	I–VI	A-408 – Aalto School of Economics
55	Inequality by Design? The Impact of Organizational Practices on Individual Employment Outcomes	I–VII	A306 – Hanken School of Economics
56	Practices of Inter-Organizational Collaboration: Designed or Emerging?	I–VII IV, VI	Main: Maxen – Hanken School of Economics Break-out: Lärrummet – Hanken School of Economics
57	Designing Organizational Control: Paths and Stakes of a Practice-Based Perspective	I–VII	E-125 – Arkadia

DOING CAREER RESEARCH: APPLYING VARIETIES OF DISCIPLINES, THEORIES AND METHODS

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

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

Welcome + Career Mobility

Chair: Polly Parker, Hugh Gunz and Monika Hamori

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

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

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

A Focus on Specific Careers of ...

Chair: Burak Koyuncu

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

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

Eva de Mol, Svetlana N. Khapova, Tom Elfring and Paul G.W. Jansen
Dynamic compositions of entrepreneurial team resources: Benefits for a venture at different stages of formation

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
E-341 – Arkadia

Career Transitions

Chair: Jean Pralong

Laura Guillén, Elizabeth Florent-Treacy, Erik Van de Loo and Maria-José Parada

Executive development programs as transitional spaces: Observations from the classroom

Pamela Suzanne

Professional identity work during career transitions

Thomas Schneidhofer, Ralph Kattenbach, Markus Latzke, Janine Luecke, Wolfgang Mayrhofer and Florian Schramm

'Jump and run' or 'jump and freeze'? Transitions and career success over time

Session IV
Location

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

Careers of Professionals, Board Members, Managers

Chair: Svetlana N. Khapova

Burak Koyuncu, Luis Gomez-Mejia and Marianna Makri

Who monitors the monitor? Stigmatizing events and board member careers

Bernard Forgues, Michael Koch and Vanessa Monties

The way to the top – Career patterns of Fortune 100 CEOs

Yehuda Baruch, Anne Humbert, Lola-Peach Martins and Doirean Wilson

Multiple discrimination perceptions and its impact on managers' career

Claudia Holtschlag, Aline Masuda and Alberto Maydeu

Individual values and salary across Europe: Do economic conditions matter?

Session V
Location

Friday, July 6, 2012, 11:00–12:30
E-341 – Arkadia

Wellbeing

Chair: Martina Gianecchini

Heli Heikkilä

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

Tania Casado and Petrus Raulino

Happiness and resiliency in career design – The use of positive psychology concepts

Nóra Szücs

Career sustainability development: A new concept in the field? Stockbrokers' considerations on their sustainability

Jannine Williams

Applying a disability studies lens to the study of disabled academics' career experiences

Session VI
Location

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

Career Success

Chair: Shoshana R. Dobrow

Silvia Bagdadli and Martina Gianecchini

Organizational determinants of objective career success: An interdisciplinary perspective

Jean Pralong and Marie Peretti-Ndiaye

Diversity or heterogeneity? The 'career quality' of French executives

Tatsuya Uenoyama and Ryoko Sakurada

Disaster and reconstruction of individual career perception: Theoretical exploration and a pilot case study in Fukushima

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
E-341 – Arkadia

Developmental Networks

Chair: Hugh Gunz and Monika Hamori

Shoshana R. Dobrow, Jennifer Tosti-Kharas and Dawn E. Chandler

A two-way street? Accuracy of protégé perceptions in developmental networks

Elana Feldman and Amy Gannon

When developers disagree: How conflicting advice leads to protégé learning and growth

Wiebke Doden, Cécile Tschopp, Silvano Kobald and Gudela Grote

Blind Wedding. I married a millionaire and I had no idea. The role of network structure and its benefits in career transitions

TRUST IN CRISIS: DIAGNOSES AND REMEDIES

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

Session I Location

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

Introduction and Conceptualization of Trust Failure and Repair

Chair: Nicole Gillespie

Guido Möllering

Process views of trusting and crises

Frens Kroeger

Organisational trust cultures: Development and persistence over time

Session II Location

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

Repairing Organizational Trust

Chair: Rosalind Searle

Peter Eberl, Daniel Geiger and Michael Aßländer

Repairing integrity-based trust in the organization: The ambivalent role of organizational rules

Graham Dietz and Nicole Gillespie

Organization-level trust repair at the BBC

Gerhard Schewe and Ann-Marie Nienaber

Communication in crises – How to repair organizational trustworthiness

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
E-128 – Arkadia

The Role of HRM in Organizational Trust and Repair

Chair: Reinhard Bachmann

Graham Dietz, Veronica Hope-Hailey and Rosalind Searle
Trust repair and retention during the global recession, and the role of the HR department: Evidence from the UK

Sabina Siebert and Graeme Martin
The problems of organizational trust repair: The case of Royal Bank of Scotland

Alexandra Arnold
Classifying employees into talents and non-talents and its effects on employees' trust in leadership

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
E-128 – Arkadia

Understanding Trust across Levels

Chair: Rosalind Searle

Mirjami Ikonen, Taina Savolainen and Kirsti Malkamäki
Dynamics of organizational and interpersonal trust: Findings from a qualitative Finnish case study

Reinhard Bachmann and Edeltraud Hanappi-Egger
Can inter-personal trust flourish within a system of institutionalised distrust?

May-Britt Ellingsen
Configuration of trust – A discussion of trust and social change

Session V
Location

Friday, July 6, 2012, 11:00–12:30
E-128 – Arkadia

Trust Decline and Reputation Loss

Chair: Nicole Gillespie

Jone Pearce and Kenji Klein

Why does familiarity breed distrust in organizations?

Lucas Dufour, Arnaud Banoun and Meena Andiappan

Same action, same consequences? Theorizing the corporate reputation damage process

Kathryn Waddington, Grant Michelson and Ad van Iterson

The role of gossip in the erosion and repair of organizational trust

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
E-128 – Arkadia

Identity, Legitimization and Regulation in Trust Repair

Chair: Nicole Gillespie

Chris Carter, Frank Mueller and Andrea Whittle

The Big Four in the spotlight: Abstract systems, re-embedding and legitimacy

Nermeen Mustafa and Joseph Lampel

Restoring trust: Identity repair and financial crisis in the UK banking industry

Tarja Ketola

Repairing trust in electricity companies during extreme weather conditions

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
E-128 – Arkadia

Building and Maintaining Trust in Challenging Contexts

Chair: Reinhard Bachmann

Andrew Spicer and Ilya Okhmatovskiy

Trust in the state and participation in the Russian bank deposit market

Anna Dempster

In auctions we trust

PROFESSIONAL SERVICE ORGANIZATIONS AND KNOWLEDGE-INTENSIVE WORK

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

Session I Location

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

Professional Identity and its Formation

Chair: Juani Swart

Maxine Robertson and Mats Alvesson

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

Maria Grafström and Karolina Windell

Going online: The transformation of normative ideas in the professional field of journalism

Andrea Toarniczky

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

Session II Location

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

Leadership & Commitment in PSF

Chair: Celeste P.M. Wilderom

Laura Empson

Complexity leadership and professional service firms: When everyone and noone is a leader

Brigid Carroll, Fiona Kennedy and Joline Francoeur
'Joined up' leadership: Configuring leadership for professional organisations

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

Session III
Location

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

Exploring Careers in PSF

Chair: Hüseyin Leblebici

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

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

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

Session IV

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

Location

A308 – Hanken School of Economics

Parallel Stream A

Internal Governance, Socialization and Professional Identity in PSF

Chair: Hüseyin Leblebici

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

Emil Inauen and Margit Osterloh
Monastic audits: Visitations in religious orders

Uwe Wilkesmann and Christian Schmid

Managerial governance or enculturation: Which aspect has more impact on the perception of the significance attributed to teaching at German universities? Findings from two national surveys in Germany

Kevin Morrell and Penelope Tuck

Professions and identity during austerity: An archaeological, discursive practice perspective

Location A411 – Hanken School of Economics

Parallel Stream B **External Governance and Client Relations in PSF**

Chair: Natalia Nikolova

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

Christian Gärtner

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

Uta Wilkens, Caroline Ruiner and Monika Kuepper

(Re-)Design of flexibility concepts for knowledge-intensive organizations

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

Location A308 – Hanken School of Economics

Parallel Stream A **Professional Knowledge & Identity in Knowledge Intensive Settings**

Chair: Juani Swart

Maximiliane Wilkesmann and So Rim Jang

Looking behind different curtains: How do experts like physicians deal with their ignorance?

Tomas Farchi

Professionals and professionalism: Knowledge domains, identity and collaboration across pure and hybrid disciplinary boundaries in the English NHS

Yolande Witman

Good work in a university hospital. Medical professionals regaining their values

Irma Bogenrieder

Creating the locopolitan

Location

A411 – Hanken School of Economics

Parallel Stream B

Governance, Strategic Action and Firm Performance

Chair: Celeste P.M. Wilderom

Anna Littmann

The future is in your reputation: The effect of reputation on the diversification of professional service firms

Megan McDougald

Social capital transfer and professional service firm acquisition

Chanchal Balachandran

An iron cage to hold a diverse lot: Bureaucracies and the consequence of top management team diversity in the Dutch accounting industry, 1939–1982

Anna Jonsson

Sharing knowledge through shared identity: Designing a learning culture for how to develop (into) a profession(al)

Session VI

Saturday, July 7, 2012, 09:00–10:30

– **Parallel Stream** –

Location

A308 – Hanken School of Economics

Parallel Stream A

Innovation within Knowledge Intensive Settings

Chair: Juani Swart

Patrícia Cristina Nascimento Souto

Designing for the knowledge creation work and the uses of tacit knowledge

Saeed Khanagha and Behbood Borghei

Professional service organization in manufacturing firms: Adapting innovation routines for services context at Ericsson AB

Tiina Kalliomäki-Levanto and Matti Vartiainen

Reasons for interruptions in knowledge-intensive design work

Claudio Gonçalves, Luciano Vignochi and Alvaro Lezana

*Performance evaluation as a learning opportunity in hospitals:
A contextual analysis of strategic control*

Location

A411 – Hanken School of Economics

**Parallel
Stream B**

Governance and Management of PSFs in Globalized World

Chair: Hüseyin Leblebici

Mehdi Boussebaa

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

Deirdre Canavan, Pamela Sharkey Scott and Vincent Mangematin

Internationalisation by idiosyncrasy: How professional service firms internationalise

Daniel Muzio and James Faulconbridge

The global professional service firm: 'One firm' models versus (Italian) institutionalised structures, practices and logics

**Session VII
Location**

Saturday, July 7, 2012, 11:00–12:30

A411 – Hanken School of Economics

Knowledge Creation and Sharing in PSF

Chair: Natalia Nikolova

Irina Koprax, Eva-Maria Mayrhofer, Stefan Konlechner and Wolfgang Güttel

Managing complexity in knowledge-intensive organizations. A dynamic perspective on balancing exploration & exploitation

Tatiana Andreeva, Anastasia Sergeeva, Yaroslav Pavlov and Anastasia Golubeva

Knowledge sharing in public sector organizations: Evidence from secondary schools

Yetunde Anibaba

Interlevel influences on knowledge sharing in professional service firms

Markus Groth and Karyn Wang

Do relationships matter? Service context as moderator of the relationship between emotional labor and service satisfaction

CHALLENGING INEQUALITY: CHANGING GENDER AND ORGANIZATIONS

CONVENORS Judith Pringle, Auckland University of Technology, New Zealand;
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Susan Meriläinen, University of Lapland, Finland;
susan.merilainen@ulapland.fi

Julia Nentwich, University of St. Gallen, Switzerland;
julia.nentwich@unisg.ch

Session I Location

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

Introduction and Practice

Chair: Judith Pringle, Julia Nentwich and Susan Meriläinen

Mariana Paludi, Albert J. Mills and Jean Helms Mills

Disturbing thoughts and gendered practices: A discursive review of feminist organizational analysis

Presenters: Alison Hirst and Christina Schwabenland

Alison Hirst and Christina Schwabenland

Hiding in plain sight: The sociospatial construction of gendered identities in the 'new office'

Presenter: Charlotte Gascoigne

Charlotte Gascoigne and Clare Kelliher

Deconstructing the full-time job: Managers and professionals undoing gendered norms, and designing alternative work, in the UK and Finland

Presenters: Mariana Paludi, Albert J. Mills and Jean Helms Mills

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
SH 2 – Economicum

Change Strategies 1

Chair: Susan Meriläinen

Ulla Eriksson-Zetterquist and David Renemark

Gender changes, organizational institutionalization and sustainability

Presenters: Inge Bleijenbergh, Marloes van Engen, Lodewijk Schulte and Eelke Blonk

Inge Bleijenbergh, Marloes van Engen, Lodewijk Schulte and Eelke Blonk

Participatory modeling to support organizational change on gender equity: Modeling women's careers at two Dutch universities

Presenters: Kristina Lindholm and Anne Charlott Callerstig

Kristina Lindholm and Anne Charlott Callerstig

Collaborative governance as a tool for change towards gender equality and diversity in organizations

Presenters: Ulla Eriksson-Zetterquist and David Renemark

Session III
Location

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

Change Strategies 2

Chair: Julia Nentwich

Louise Ashley and Laura Empson

Convenient fictions and inconvenient truths: The role of paradox in understanding female career progression within leading UK accountancy firms

Presenters: Iris Terock and Martina Eberl

Eva Heinetzberger and Regine Bendl

Does gender mainstreaming lead to gender equality?

Presenters: Louise Ashley and Laura Empson

Martina Eberl and Iris Terock

Breaking gender-inequalities through gender balancing? Empirical insights of German DAX 30 and consulting enterprises

Presenters: Regine Bendl and Eva Heinetzberger

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
SH 2 – Economicum

Insider Strategies

Chair: Susan Meriläinen

Sanna Laulainen

The rebellion of “good girl” in elderly care – Paradoxes between new organizational citizenship and the virtues of a conventional public sector worker

Presenters: Julia Nentwich and Wiebke Poppen

Edeltraud Hanappi-Egger and Helga Eberher

The power of implicit distinction practices: Changing (gender) differences in organization

Presenter: Sanna Laulainen

Julia Nentwich and Wiebke Poppen

Men at work in the nursery: Undoing the gendered organization?

Presenters: Helga Eberherr and Edeltraud Hanappi-Egger

Session V
Location

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

Education

Chair: Judith Pringle

Saija Katila

Reluctant audience – How to teach gendering of leadership to business school students

Presenters: Silvia Gherardi and Annalisa Murgia

Silvia Gherardi and Annalisa Murgia

Imagine to evaluate your CEO ... Undergraduates' discursive positioning of gender and management

Presenter: Lois Joy

Lois Joy

Community college pathways to STEM education for women: A challenge to gender stereotypes?

Presenter: Saija Katila

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
SH 2 – Economicum

Masculinity and Work

Chair: Julia Nentwich

Ruth Simpson and Jason Hughes

Gender, class and dirt: Changing and maintaining hierarchies in dirty work

Presenter: Jennifer de Vries

Jennifer de Vries

Gendered executive leaders of gender change

Presenters: Sibel Yamak, Ali Ergur and Mustafa Özbilgin

Sibel Yamak, Ali Ergur and Mustafa Özbilgin

Ambivalences, obstacles and successes of women managers in Turkey: An exploration of the gender as capital

Presenters: Ruth Simpson and Jason Hughes

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
SH 2 – Economicum

Macro Understandings

Chair: Susan Meriläinen, Julia Nentwich and Judith Pringle

Patricia Lewis

Post-feminism, multiple femininities and the (un)doing of gender in entrepreneurship

Presenters: Minna Leinonen, Katri Otonkorpi-Lehtoranta, Hanna Ylöstalo and Tuula Heiskanen

Minna Leinonen, Katri Otonkorpi-Lehtoranta, Hanna Ylöstalo and Tuula Heiskanen

Choices and dilemmas in fieldwork – Gender issues on change agenda

Presenter: Patricia Lewis

STRATEGIZING DISCOURSE: STRATEGY-AS-PRACTICE AND THE DISCURSIVE TURN

CONVENORS Chahrazad Abdallah, Dept. of Management at Birkbeck, University of London, UK; c.abdallah@bbk.ac.uk

Kathryn Fahy, Lancaster University Management School, UK; k.fahy@lancaster.ac.uk

David Grant, University of Sydney Business School, Australia; david.grant@sydney.edu.au

Session I Location

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

Strategy and Discourse: Welcome and Overview, followed by Strategy Power and Discourse

Chair: David Grant

Robyn Thomas and Cynthia Hardy

"We used to make the phone." Intensifying power in strategy discourse and practice

Frank Mueller, Andrea Whittle, Peter Lenney, Alan Gilchrist and Will Housley

Strategists as practical sociologists: Sensemaking and 'power politics' in strategy meetings

Session II Location

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

Strategizing through Narratives

Chair: Kathryn Fahy

Isabelle Piette and Linda Rouleau

The narrative dynamic of credibility and defamiliarization in strategic plans

Inger Stensaker, Julia Balogun and Ann Langley

Influences on identity work space in the context of major strategic change

Anniina Rantakari

Strategy as 'dispositif' – Examining strategy through power relations

Session III
Location

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

Subject(ivity) and Strategy Discourse

Chair: Chahrazad Abdallah

Andrea Herepath

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

Charlotte Cloutier, Curtis LeBaron and Richard Whittington

Strategizing as a process of articulation: How discursive and material practices mutually constitute strategy

Minna Mars and Pekka Pälli

Strategy discourse as stage for middle managers' narrated selves and change agencies

Session IV

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

Location

A-153 – Aalto School of Economics

Parallel
Stream A

Strategizing Practice and Material Outcomes

Chair: Paul A. Spee

Paul A. Spee and Efstathios Tapinos

The relation of key performance indicators and strategy development revisited

Tomi Laamanen, Mikko Rönkkö, Linda Alanen and Olli-Pekka Mutanen

Paradoxical tension of strategy practices: The effects of formal and informal strategy practices on firm performance

Anthony Kent and Alison Thorne

Strategy as practice in multi-channel fashion retailing

Jochen Schweitzer, Tyrone Pitsis and Stewart Clegg

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

Location A-401 – Aalto School of Economics

Parallel Stream B **Embodied Communication/Spatial-material Arrangements**

Chair: Julia Balogun

Katie Best and Julia Balogun

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

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

Trading spaces: The embodiment of risk-trading episodes

Yoritoshi Hara and Takahiro Endo

The role of artefacts in (de)legitimation processes

Suela Haxhiraj

A narrative of the negotiated meaning of strategy tools in use

Location C-238 – Aalto School of Economics

Parallel Stream C **Performativity and Strategy Discourses**

Chair: Viviane Sergi

Lucilaine Pascucci and Victor Meyer Jr.

Praxis in practices: Strategizing in complex and pluralistic organization

Katharina Dittrich, Stéphane Guérard and David Seidl

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

Isabelle Corbett-Etchevers and Eléonore Mounoud

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

Georg von Krogh, Andreas Schneider and Zeynep Erden

The practice of studying social practices: A review of the empirical literature on social practices

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

Location A-153 – Aalto School of Economics

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

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

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

Marie Mathiesen
Adaptable robustness: Strategy as boundary object

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

Location A-401 – Aalto School of Economics

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

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

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

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

Eric Maton, Nicolas Arnaud and Céline Legrand
The textualizing work of middle managers. A practice perspective on the materiality aspect of discourse

Location C-238 – Aalto School of Economics

Parallel Stream C **Identity and Strategy Discourse**

Chair: Pekka Palli

Christine Räisänen, Ann-Charlotte Stenberg and Martin Löwstedt
Using positioning theory to understand construction of selfhood in strategy audit meetings

Christina Hoon

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

Paul A. Spee and Claus D. Jacobs

Strategizing as organizational identity work – Towards a recursive view

Carola Wolf

Position bias and integration of middle managers in strategy processes

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

Location A-153 – Aalto School of Economics

Parallel Stream A **Leadership and Discourse**

Chair: Winston Kwon

Winston Kwon, Ian Clarke and Ruth Wodak

Transforming organization: The leadership of strategic change through discourse

Viviane Sergi, Maria Lusiani, Ann Langley and Jean-Louis Denis

Optimizing strategy: The performativity of lean management discourse

Torsten Schmid and Martha S. Feldman

Control and empowerment: Exploring a fundamental challenge in leading strategic renewal

Sander Merkus, Hanneke Duijnhoven and Jaap De Heer

Contested authorship

Location A-401 – Aalto School of Economics

Parallel Stream B **Opening-up Methodology**

Chair: Saku Mantere

Henri Schildt, Pauli Alin and Saku Mantere

Organizational discourse and employee identification with strategy

Karen Ariane Schweg

Meetings as interaction rituals: How emotional energy drives new strategic initiatives forward

Nelson Souza Filho and André Luiz Maranhão de Souza Leão

Ethnography of communication in the context of strategizing discourse research: Reflecting on the application of Hymes' speaking grid

Curtis LeBaron and Lyndon Garrett

Sociomateriality and multimodality: Using video methods to study organizational practice

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

Location A-401 – Aalto School of Economics

Group Discussion

Chair: Chahrazad Abdallah, Kathryn Fahy and David Grant

ORGANIZING THE PUBLIC SECTOR: ILLUSIONS OR DESIGN?!

CONVENORS Christine Teelken, VU University Amsterdam, The Netherlands;
jc.teelken@fsw.vu.nl

Haldor Byrkjeflot, University of Bergen, Norway;
haldor.byrkjeflot@uni.no

Heidi Houlberg Salomonsen, Aalborg University, Denmark;
heidi@epa.aau.dk

Session I Location

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

Innovation in the Public Sector

Chair: Christine Teelken, Haldor Byrkjeflot and Heidi Houlberg Salomonsen

Eveliina Saari, Mikko H. Lehtonen and Marja Toivonen

The critical encounter of policy-innovation and employee-driven innovation in municipal services

Discussant: Susanne Boch Waldorff

Susanne Boch Waldorff, Lone Søderkvist Kristensen and Betina Vind Ebbesen

Innovation and governance approaches in the public sector – New challenges?

Discussant: Eveliina Saari

Marja-Liisa Niinikoski

Delivering public services through self-services? A user-driven approach to public management

Discussant: Heidi Houlberg Salomonsen

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
C-350 – Aalto School of Economics

ICT in the Public Sector (1)

Chair: Heidi Houlberg Salomonsen

Dimitra Petrakaki

The shifting location of accountability in the public sector: From bureaucratic to electronic governing

Discussant: Christine Teelken

Christine Teelken and Frank den Hond

Autonomy and auditing amongst academics, how does performance measurement affect the perceived quality of teaching and research? A longitudinal study in three countries

Discussant: Dimitra Petrakaki

Alessandro Hinna, Danila Scarozza, Stefano Scravaglieri and Marta Trotta

May ICT play a major role in public sector reforms?

Discussant: Eleanor Murray

Session III
Location

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

ICT in the Public Sector (2)

Chair: Christine Teelken

Eleanor Murray

The recruitment of ICT to design a web-based surveillance mechanism: Disciplinary accountability or democratic transparency?

Discussant: Stefano Scravaglieri

Søren Skaarup

Designing for citizens – The importance of competencies and relational aspects in the choice of service channel in the citizen-authority interface

Discussant: Carla M. Bonina

Carla M. Bonina

Technologies are more than tools: Searching for public values within discourses of e-government and public sector reforms

Discussant: Søren Skaarup

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
C-350 – Aalto School of Economics

Organizational Change and Medical Management

Chair: Haldor Byrkjeflot

Ian Kirkpatrick

Willing but unable to lead: Developing medical managers in a UK hospital trust

Discussant: Louise Fitzgerald

Louise Fitzgerald, Aoife McDermott, Nicolette van Gestel and Mary Keating

Designed but defective? Evidence from Ireland; the Netherlands and the UK on establishing collaborative service relationships within hospitals

Discussant: Ian Kirkpatrick

Jean-Louis Denis, Louise-Hélène Trottier, Corinne Grenier, Nassera Touati and Pascale Lehoux

The design of emergence in complex system, the role of knowledge-based networks in practice-based innovations

Discussant: Federica Morandi

Federica Morandi, Daniele Mascia and Americo Cicchetti

Hospital restructuring and physician response to change: Openness to experience and aspects of change interact in predicting job satisfaction

Discussant: Jean-Louis Denis

Session V
Location

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

Accountability and New Professionalism

Chair: Nicolette van Gestel

Haldor Byrkjeflot, Simon Neby, Karsten Vrangbæk and Paola Mattei

Changes in accountability regimes in welfare states. Hospital governance in Denmark, Norway and England

Discussant: Ingo Bode

Ingo Bode

Competing logics and logics of competition. Making sense of 'market accountability' in the German hospital sector

Discussant: Haldor Byrkjeflot

Mirko Noordegraaf

Redesigning professional work. New forms of professionalism in public service provision

Discussant: Jennifer Gale

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30

C-350 – Aalto School of Economics

Leadership, Identities and Performance

Chair: Louise Fitzgerald

Jennifer Gale

The impact of new public management on the role of the senior probation officer: An analysis of identity within the changing labour process

Discussant: Mirko Noordegraaf

Alexander Newman, Qing Miao, Gary Schwarz and Lin Xu

Servant leadership, organizational commitment, and trust of public sector employees in China

Discussant: Davide Christian Orazi

Nicola Bellé, Davide Christian Orazi and Alex Turrini

Investigating the link between public sector leadership and civil servants' performance

Discussant: Gary Schwarz

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30

C-350 – Aalto School of Economics

Communication and Reform

Chair: Christine Teelken, Haldor Byrkjeflot and Heidi Houlberg Salomonsen

Vilma Luoma-aho

Change?! Stakeholder expectations in the public sector

Discussant: Eric Breit

Tone Alm Andreassen, Eric Breit, Knut Fossetøl and Lars Klemsdal

Revisiting the organizational implications of public sector reform

Discussant: Vilma Luoma-aho

THE GLOCALIZATION OF ORGANIZATIONAL DESIGN AND MANAGERIAL PRACTICE

CONVENORS Gili S. Drori, Hebrew University of Jerusalem, Israel;
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Markus A. Höllerer, Australian School of Business, University of New South Wales, Australia; markus.hoellerer@unsw.edu.au

Peter Walgenbach, Friedrich Schiller University of Jena, Germany;
peter.walgenbach@uni-jena.de

Session I Location

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

Welcome & Issues of Design

Chair: Peter Walgenbach

Hannele Seeck and Anna Kuokkanen

The weak institutionalization of the discourses associated with the human relations school in Finland: Some societal and political explanations

Presenter: Judith Johnston

Frank Meier

Hybridization and the order of institutional orders

Presenter: Anna Kuokkanen

Judith Johnston and Antoine Hermens

A glocal approach to institutional (re)design: The unfortunate case of Qantas Airways?

Presenter: Frank Meier

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
H-324 – Chydenia

Issues of Processes: A Focus on Science and Universities

Chair: Gili S. Drori

Liudvika Leisyte

Local responses to global templates: The case of the entrepreneurial university

Presenter: Debabrata Chatterjee

Insa Pruiskén

Higher education mergers in Germany and UK – Traces of institutional change

Presenter: Liudvika Leisyte

Debabrata Chatterjee

University isomorphism, globalization of Western science and the prospects of local knowledge systems

Presenter: Insa Pruiskén

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
H-324 – Chydenia

Issues of Processes: Diffusion

Chair: Markus A. Höllner

Anne K. Krueger

Organizational diffusion through collective learning processes. How truth commissions became the solution to the problem of transitional justice

Presenter: Florian Scheiber

Adina Dabu

The diffusion of human resources management practices in indifferent environments: A model of non-isomorphic diffusion through nascent consulting markets

Presenter: Anne K. Krueger

Florian Scheiber, Dominika Wruk and Achim Oberg

Diffusion, theorization, and co-occurrence: How are diffusing management concepts discursively connected?

Presenter: Adina Dabu

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
H-324 – Chydenia

Glocalization and MNCs

Chair: Gili S. Drori

Minna Mars and Rebecca Piekkari

A political perspective on translating strategy in a multinational corporation: Localize or 'local lies'?

Presenter: Sven Hauff

Markus Helfen, Kadire Zeynep Sayım, Dimitris Stevis, Ozge Berber Agtas
Europeanization of industrial relations through international framework agreements? Turkey and the USA compared

Presenter: Minna Mars

Sven Hauff and Stefan Kirchner

Designed for global convergence? Matching organizational practices and employee expectations in six countries from 1989 to 2005

Presenter: Kadire Zeynep Sayım

Session V
Location

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

Issues of Boundaries

Chair: Markus A. Höllerer

Mia Raynard, Michael Lounsbury and Royston Greenwood

Same, same but different: The influence of regional communities on CSR implementation in China

Presenter: Ville-Pekka Sorsa

Mariannunziata Liguori, Noel Hyndman, Renate E. Meyer, Tobias Polzer, Silvia Rota and Johann Seiwald

Global reform discourses and local mélanges: Public accounting changes in three European countries

Presenter: Mia Raynard

Ville-Pekka Sorsa and Jan-Erik Johanson

A dinosaur without a clear design? A case study on the paradoxes and contradictions in public-private pension provision

Presenter: Tobias Polzer

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
H-324 – Chydenia

A Focus on the Health Care and Public Sector

Chair: Peter Walgenbach

Panita Surachaikulwattana

Creating the British Academic Health Science Centres: The case of translating organizational forms

Presenter: Pertti Ahonen

Ali Danişman and William Ocasio

Globalization vs. societal sectors: A comparative institutional analysis of health care financing in OECD countries

Presenter: Panita Surachaikulwattana

Pertti Ahonen

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

Presenter: Ali Danişman

Session VII
Location

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

A Focus on Corporate Governance & Concluding Discussion

Chair: Markus A. Höllerer

Donald Nordberg

Institutional logics, translated, in corporate governance

Presenter: Taeyoung Yoo

Taeyoung Yoo and Dong Kwan Jung

At the crossroads: What we expect vs. what we experience in corporate governance change

Presenter: Donald Nordberg

HISTORY AND ORGANIZATIONS: MOVING RESEARCH FORWARD

CONVENORS Behlül Üsdiken, Sabanci University, Istanbul, Turkey;
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Matthias Kipping, Schulich School of Business, York University
Toronto, Canada; mkippling@schulich.yorku.ca

Lars Engwall, Uppsala University, Sweden; lars.engwall@fek.uu.se

Session I Location

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

History, Theory and Method

Chair: Behlül Üsdiken

Andrea Bernardi and Anna Greenwood

Understanding the rift, the (still) uneasy bedfellows of history and organization studies

Presenters: William M. Foster, Roy Suddaby and Elden M. Wiebe

Michael Rowlinson and John Hassard

Historical neo-institutionalism or neo-institutionalist history?

Presenter: R. Daniel Wadhvani

Alistair Mutch

Genealogy or history: Governmentality, Scotland and the history of Protestant pastoral power

Presenter: Paolo Quattrone

Session II Location

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

Management, Rationality, Bureaucratization

Chair: Matthias Kipping

Karen Dale

Outside management? A brief history of household management and the construction of 'calculating selves and calculable spaces'

Presenter: Simona Spedale

Paolo Quattrone

Unfolding rationality: Visual memory, performative accounting and the Jesuit Order

Presenters: Luca Zan and Kent Deng

Pamela A. Popielarz

Schools of bureaucracy: Fraternal orders and inequality in the industrializing U.S. Midwest

Presenter: Karen Dale

Session III
Location

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

Creation of Institutions: Long-term Views

Chair: Lars Engwall

Gazi Islam and Macabe Keliher

The ritual construction of history: Grand ceremony and institution building in late imperial China

Presenters: Andrea Bernardi and Anna Greenwood

Arijit Chatterjee

Paths to social change: Mobilization, institution building, and entrepreneurship in colonial India

Presenters: Wim van Lent and Stoyan Sgourev

Luca Zan and Kent Deng

Searching for managerial micro foundations in West/East divergence

Presenters: Rafael Alcadipani da Silveira and Bill Cooke

Session IV
Location

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

Organizational Fields in Historical Perspective

Chair: Matthias Kipping

Brian King

Venture capital's rise to legitimacy, 1955–1980

Presenters: Gazi Islam and Macabe Keliher

R. Daniel Wadhvani

The co-evolution of states and organizational fields: Markets for personal finance in comparative historical perspective

Presenter: Pamela A. Popielarz

Simona Spedale

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

Presenter: Alistair Mutch

Session V
Location

Friday, July 6, 2012, 11:00–12:30

Room 4 – Aalto Executive Education

Tracing Organizational Populations, Organizations and Organizational Processes over Time

Chair: Behlül Üsdiken

Valentina Goglio

The population of satellite universities in the Italian higher education system

Presenters: Kerttu Kettunen, Kimmo Alajoutsijärvi and Henriikki Tikkanen

Wim van Lent and Stoyan Sgourev

Local interests in a global business. 200 years of dividend policy at the Dutch East India Company

Presenters: Alain Alcouffe and Marek Ćwiklicki

Lars Heide

Opening the black box of innovation systems

Presenters: Boram Do and Ian Walsh

Session VI
Location

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

Institutions of Management Knowledge in Historical Perspective

Chair: Lars Engwall

Kerttu Kettunen, Kimmo Alajoutsijärvi and Henrikki Tikkanen

Operating in two reputation systems: A century of management professionalization in Finnish business schools

Presenters: Benoît Roux and Xavier Lecocq

Marek Ćwiklicki and Alain Alcouffe

The dissemination of management innovations through consultancy in the interwar period

Presenter: Lars Heide

Rafael Alcadipani da Silveira and Bill Cooke

The Ford Foundation's 'mess' in Brazil: A counter-deterministic account of US philanthropy and management education

Presenter: Valentina Goglio

Session VII
Location

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

History as Resource and Back to History and Theory

Chair: Behlül Üsdiken

William M. Foster, Roy Suddaby and Elden M. Wiebe

Activating the past: The persistence of corporate memory

Presenter: Arijit Chatterjee

Boram Do and Ian Walsh

Memory recollection, meaning reconstruction, and the experience of nostalgia in the context of organizational demise

Presenter: Brian King

Benoît Roux and Xavier Lecocq

Is there a place for theory in business history? Lessons from the famous Fisher Body case

Presenters: Michael Rowlinson and John Hassard

ARTIFACTS IN ART, DESIGN, AND ORGANIZATION

CONVENORS Stefan Meisiek, Copenhagen Business School, Denmark;
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Daved Barry, Copenhagen Business School, Denmark;
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Roberto Verganti, Politecnico de Milan, Italy;
roberto.verganti@polimi.it

Session I Location

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

Open Space

Chair: Daved Barry

Liisa Naar and Stewart Clegg

This is not a building: Meaning making, thinking, modelling

Katie Best and Jon Hindmarsh

Artifacts, interaction and the spatial organisation of work

Sabine Brunswicker, Cara Wrigley and Sam Bucolo

What is the role of design-led innovation and design-led prototyping in developing novel business models?

Session II Location

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

Open Space

Chair: Stefan Meisiek

William Collinge and Christopher Harty

Exploring the semiotic properties of design artefacts

Nicoletta Giusti

Artefacts as devices for organizing the innovation process in fashion design

Maria Oppen and Friedrich Hauss

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

Session III
Location

Thursday, July 5, 2012, 14:00–15:30

Futurum – Hanken School of Economics

Open Space

Chair: Roberto Verganti

Takaya Kawamura

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

Jacqueline Fendt

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

Jonathan Vickery and Ian King

De-familiarizing fashion in the global city

Session IV
Location

Friday, July 6, 2012, 09:00–10:30

Futurum – Hanken School of Economics

Helsinki Design Lab

Chair: Bryan Boyer

Sylvain Bureau

Unlearning to learn: Experimenting with art in an entrepreneurship programme

Steffen Bayer, Maria Kapsali, Tim Bolt and Sally Brailsford

The materialization of simulation artifacts in group model design

Katarina Berger

Inspiring management innovation

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

Location D215 – Hanken School of Economics

Parallel Stream A **Explorations**
Chair: Stefan Meisiek

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

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

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

Location Futurum – Hanken School of Economics

Parallel Stream B **Cultures**
Chair: Daved Barry

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

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

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

Location Lärarrummet – Hanken School of Economics

Parallel Stream C **Interventions**
Chair: Linda Matula

Jennie Andersson Schaeffer, Nina Bozic and Tomas Backström
The physical space as an artifact of innovative culture – Findings in art and manufacturing industry

Linda Julianna Matula

The shape of things to come: In search of a purpose for organizational theatre

Emilie Reinhold

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

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

Location **D215 – Hanken School of Economics**

**Parallel
Stream A**

Meanings

Chair: Daved Barry

Klaus-Peter Schulz, Christian Wölfel, Jens Krzywinski, Daniela Menzel and Yves Habran

Sharing and developing meaning in creative and change processes through serious play and story telling

Anna Salmi, Päivi Pöyry-Lassila and Juha Kronqvist

Epistemic practices and aesthetic artifacts in co-development of organizational processes

Fernando Secomandi, Dirk Snelders and Petra Badke-Schaub

Visualizing the service interface: The design of DirectLife

Location **Futurum – Hanken School of Economics**

**Parallel
Stream B**

Interactions

Chair: Stefan Meisiek

Lianne Simonse, Jan Buijs and Erik Jan Hultink

Roadmap grounded as 'visual portray': Reflecting on an artifact and metaphor

Aaron Houssian and Kristina Lauche

The role of artefacts in the interaction of R&D teams and their clients

Alexandra Nenko

Artworks as mediums and objects of knowledge: Animating creative communities

Location A403 – Hanken School of Economics

Parallel Stream C **Creations**
Chair: Niina Koivunen

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

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

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

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

Taking Stock and Looking Forward
Chair: Daved Barry

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

Ulla Rynnänen
How to change everything without changing anything. A study of the design process of a magazines' visual update

Moura Quayle and Andréanne Doyon
Artefacts from the edge: Exploring a typology of business studio artefacts

THE CHANGING ROLE OF BUSINESS IN GLOBAL SOCIETY

CONVENORS Andreas Georg Scherer, University of Zurich, Switzerland;
andreas.scherer@iou.uzh.ch

Hans van Oosterhout, Rotterdam School of Management, Erasmus
University, The Netherlands; joosterhout@rsm.nl

Kathleen Rehbein, Marquette University, USA;
kathleen.rehbein@marquette.edu

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

Organizing for CSR and CC in Global Political Order

Chair: Kathleen Rehbein

Michael Aßländer

*Corporations as intermediate actors: Embedding corporate citizenship
behavior in the political order*

Discussant: Steen Vallentin

Andreas Rasche

*Global policies and local practice: Loose and tight couplings in multi-
stakeholder initiatives*

Discussant: Nathan Betancourt

Dorothee Baumann-Pauly, Andreas Georg Scherer and Guido Palazzo

*Navigating through paradoxical stakeholder expectations –
Organizational implications of managing corporate legitimacy in
complex environments*

Discussant: Peter Edward

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
E-107 – Arkadia

CSR and its Influence on Public Goods and State Governance

Chair: Hans van Oosterhout

Jonathan Doh and Jean Boddewyn

International business and social partnerships: How institutional capacity and MNE strategy affects collective-goods provision in emerging markets

Discussant: Jukka Mäkinen

Sarianna Lundan

The role of MNEs in alleviating institutional deficits in host countries

Discussant: Ulrika Mörth

Itziar Castelló and Roberto Galang

The politics of corporate social responsibility governance in Asia: Compliance and relational discourses

Discussant: Stefan Schembera

Session III
Location

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

Philosophical Reflection and Critique on CSR Research

Chair: Andreas Georg Scherer

Steen Vallentin

Neoliberalism and CSR: Overcoming stereotypes and embracing variety

Discussant: Sean Buchanan

Jukka Mäkinen and Eero Kasanen

In defence of regulated market economy

Discussant: Sarianna Lundan

Peter Edward and Hugh Willmott

'Political CSR' and the limits of deliberative democracy

Discussant: Dorothée Baumann-Pauly

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
E-107 – Arkadia

Towards Institutional Conceptualisations of Political Roles in Business

Chair: Andreas Georg Scherer

Sean Buchanan and Dirk Matten

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

Nathan Betancourt, Hans van Oosterhout and Johannes Meuer

Not all institutions are created equal: Institutional stages of private actor international business regulations
Discussant: Itziar Castelló

Karin Svedberg Helgesson and Ulrika Mörth

Negotiating new roles and acting the part: Corporate actors, accountability, and compliance in the public domain
Discussant: Maria Ehrnström

Session V
Location

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

CRS, CC and CPA – Adding Value?

Chair: Hans van Oosterhout

Frank de Bakker, Elaine Linssen and Frank den Hond

More than words. Examining the added value of corporate citizenship
Discussant: Michael Abländer

Dorothea Baur and Florian Wettstein

Corporate political advocacy: Exploring a new phenomenon
Discussant: Arno Kourula

Daniel Nyberg, John Murray and Justine Rogers

Demonizing the government: Corporate political activities in the public sphere
Discussant: Laurence Vigneau

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
E-107 – Arkadia

Implementation of CSR: Empirical Evidence?

Chair: Kathleen Rehbein

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

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

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

Session VII
Location

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

Group Discussion

Chair: Andreas Georg Scherer

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

Anne Vestergaard
*Stakeholder perceptions of the role of the firm. Responses to child
slavery in the cocoa industry*
Discussant: Andreas Rasche

RECENT DEVELOPMENTS IN INSTITUTIONAL THEORY: THE CHALLENGE POSED BY MNEs

CONVENORS Ayse Saka-Helmhout, University of Surrey, UK;
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Royston Greenwood, University of Alberta, Canada;
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Susanne Blazejewski, Alanus University of Arts and Social Science,
Germany; susanne.blazejewski@alanus.edu

Session I Location

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

Reconceptualising Institutions and Agency in IB

Chair: Ayse Saka-Helmhout
Discussant: Royston Greenwood

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

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

Anne Tempel
The ability and willingness of subsidiary managers in MNCs to undertake institutional work: A conceptual framework

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
H-126 – Chydenia

Institutional Entrepreneurship in Emerging Economies (I)

Chair: Ayse Saka-Helmhout
Discussant: Matthew Allen

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

Michael Carney, Marleen Dieleman and Marcus Taussig
Institutional entrepreneurship across borders

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
H-126 – Chydenia

Institutional Entrepreneurship in Emerging Economies (II)

Chair: Susanne Blazejewski
Discussant: Ayse Saka-Helmhout

Ehsan Derayati and Pouya Seifzadeh
Multinational enterprises as institutional entrepreneurs: The case of emerging economy contexts

Rick Molz, Ali Taleb and Catalin Ratiu
The multinational experience during radical institutional change: The case of Veolia in Morocco during the 'Arab Spring' turmoil

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
H-126 – Chydenia

Organisational Response to Institutional Contradictions as Hybridisation/Translation/Multi-layering

Chair: Royston Greenwood
Discussant: Giuseppe Delmestri

Nicolas Balas
The politics of offshoring: Institutional logics, controversy and resistance in the French semiconductor industry

Robson Rocha and Duncan Wigan

Beyond translation: The domestication of private equity in Denmark

Michal Frenkel

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

**Session V
Location**

Friday, July 6, 2012, 11:00–12:30

H-126 – Chydenia

Internationalisation Pressures and MNE Advantages and Liabilities

Chair: Ayse Saka-Helmhout

Discussant: Catalin Ratiu

Matthew Allen

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

Mara Brumana and Giuseppe Delmestri

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

Jesper Edman

Multinational enterprises in host country institutions: The role of foreignness

**Session VI
Location**

Saturday, July 7, 2012, 09:00–10:30

H-126 – Chydenia

Political Perspectives on Organisational Responses to Institutional Contradictions

Chair: Royston Greenwood

Discussant: Susanne Blazejewski

Verena Girschik

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

Marianne Storgaard and Toke Bjerregaard

Choosing your battles wisely: Contextual awareness causing subsidiaries to refrain from power struggles

Ayse Saka-Helmhout

Epilogue: What have we learned?

Jasper Hotho, Rick Molz and Marleen Dieleman

Three big ideas

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

Cancelled

UNDERSTANDING ORGANIZATION AS PROCESS: ORGANIZATION WITHOUT DESIGN

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

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

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

Session I Location

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

Using Process Philosophy

Chair: Tor Hernes

Marjana Johansson and Martyna Śliwa

Changing the composition of UK academia? A structuration perspective on the employment of foreign faculty

Peter Lenney, Mike Zundel, Maria Dasalaki and Ann Hatting

Building, dwelling ... thinking? Managerial knowledge in action

Philippe Lorino and Benoît Tricard

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

Session II Location

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

Processual Entrepreneurship and Transformation

Chair: Robin Holt

Kim Poldner

It is not the self fashioning the self

Daniel Hjorth

Affect, individuation/subjectification: On Spinoza and organization

Are Thorkilldsen and Ansgar Ødegård
Back to the future: A temporal perspective on organizational identity dynamics in efforts of revitalizing local communities

Session III
Location

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

Process Studies of Organizational Design

Chair: Daniel Hjort

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

Maria Theresia Hopfgartner
Designing flow in organization studies

Steven Cronshaw
Leadership: Structure or process?

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

Session IV
Location

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

Doing Process Research

Chair: Jenny Helin

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

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

Victoria von Groddeck and Julian Müller
(In)Determinacy: A theoretical figure to analyze organizational processes beyond the logic of substantial dichotomies

Session V
Location

Friday, July 6, 2012, 11:00–12:30
Room 3 – Aalto Executive Education

Process Studies and Human Health

Chair: Barbara Simpson

Nicolas Bencherki

Organizational ontogenesis and ethics in medical disciplinary decisions

Jane Hendy, Theopisti Chrysanthaki and James Barlow

*Innovation theorization across multiple levels of the health care system:
The mediating impact on adoption*

Harald Tuckermann and Johannes Rüegg-Stürm

The communicative formation of strategic alliances: Tackling the alliance paradox from a process perspective

Session VI
Location

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

Processes of Making Sense

Chair: Chris Steyaert

Nick Marshall and Barbara Simpson

The practice of wisdom: Wise action in the making

Danielle Tucker, Jane Hendy and James Barlow

Identifying mechanisms in the sensemaking process of middle managers during organisational redesign

Federico Puga

Leadership in complexity: A process of constructing an artwork

Ian Colville and Annie Pye

Making sense of organizing – with and without design

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
Room 3 – Aalto Executive Education

Process Studies, Knowledge and Innovation

Chair: Henrika Franck

Rebecca Pinheiro-Croisel and Tor Hernes

Innovation without design: The dynamics of role making and the gradual emergence of the collective designer

Kaushik Roy

Understanding dynamic capability as epistemology of an organisation

Christoph Barmeyer

Fluent and dynamic knowledge circulation in organizations. Peculiarities and functions of the coffee break in Italian companies

IN SEARCH FOR MEANING: RETHINKING AND ENERGIZING RESEARCH ON CREATIVE INDUSTRIES

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

Session I Location

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

Creative Industries Re-imagined

Chair: Jesper Strandgaard Pedersen

Jesper Strandgaard Pedersen and Silviya Svejenova

Welcome and introductions and launching of the Standing Working Group (SWG)

Joost Rietveld, Joseph Lampel and Cristiano Bellavitis

The second time around: The impact of 'platform endorsed' re-releases on product performance in the video games market

Maria Rita Micheli and Justin Jansen

Understanding change in the creative industries through value creation and capture: Mainstreams vs. mavericks

Session II Location

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

Mavericks, Misfits and Mainstreams

Chair: Mukti Khaire

Gerardo Patriotta and Paul Hirsch

Collective agency and coordination in art worlds: Understanding artist-institution dynamics

Massimo Maoret and Felipe Massa

Institutional entrepreneurs in the creative commons: The Wu Ming Foundation's reform of the publishing industry

Laura Laaksonen, Antti Ainamo and Toni-Matti Karjalainen

Tribal entrepreneurship – A netnographic study of heavy metal bands in Facebook

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
A307 – Hanken School of Economics

Creative Spaces

Chair: Gerardo Patriotta

Elke Schüßler and Bastian Lange

Organizing creative markets: Socio-spatial practices of design entrepreneurs in Berlin

Christoph Michels

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

Marios Samdanis and Soo Hee Lee

Artistic innovation, curatorial practices and institutional entrepreneurship at Tate Modern and the Saatchi Gallery

Thursday, July 5, 2012, 15:30–17:30

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

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
A307 – Hanken School of Economics

Identity and Meaning

Chair: Felipe Massa

Charlotte Gilmore, Nic Beech, Gail Greig and Elizabeth Gulledge

“Living off the music”: The identity work and unresolved struggles of indie musicians

Ruey-Lin Hsiao, Sue-Hwa Ou and Chun-Fang Yang
Wild aspiration: The artist and his search of meaning in artefacts

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

Session V
Location

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

Creative Work and Careers

Chair: Doris Eikhof

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

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

Session VI
Location

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

Food for Thought

Chair: Silviya Svejenova

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

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

Jesper Strandgaard Pedersen and Bo Christensen
Restaurant ratings and rankings in the culinary field

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A307 – Hanken School of Economics

Categories, Identities, Markets

Chair: Massimo Maoret

Bram Kuijken, Mark Leenders, Nachoem Wijnberg and Gerda Gemser

Mind the gap: How the difference between identity assignment by consumers and producers affects the success of music festivals

Grégoire Croidieu, Charles-Clemens Rüling and Amélie Boutinot

Mythification and the emergence of exemplars: Penfolds Grange and the Australian “Fine Wines”, 1951–2010

Mukti Khaire

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

Jesper Strandgaard Pedersen, Silviya Svejenova and Mukti Khaire

Closing remarks and welcome to the 2013 SWG/sub-theme

EMERGENCE AND AGENCY IN ORGANIZATIONAL NETWORKS

CONVENORS Terry L. Amburgey, Rotman School of Management, University of Toronto, Canada; amburgey@rotman.utoronto.ca

Barak S. Aharonson, Recanati Graduate School of Business, Tel Aviv University, Israel; aharonson@tau.ac.il

Jörg Raab, Tilburg University, The Netherlands; j.raab@uvt.nl

Session I Location

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

Whole Networks

Chair: Terry L. Amburgey

Keith Provan, Jonathan Beagles and Scott Leischow

Network ties and evidence-based practice awareness: A longitudinal analysis of smoking quitlines

Franz Wohlgezogen

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

Jorge Verschoore, Ingridi Bortolaso and Eduardo Rigoni

Evaluating engineered networks: The effects of structure and process on the outcome of the Brazilian small-firm networks

Session II Location

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

Nodes, Dyads, and Triads I

Chair: Jörg Raab

Emily Erikson and Sampsa Samila

The focalization of networks contents in conditions of uncertainty

Benjamin Hallen, Riitta Katila and Jeff Rosenberger

Dangerous relations: The interplay of legal, temporal, and social defenses in the formation of corporate venture capital relationships

Andrew Shipilov, Stan Xiao Li and Jung-Yun Han
Network governance in multiplex triads

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

Session III
Location

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

Networks in Geographic Context

Chair: Barak S. Aharonson

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

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

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

Session IV
Location

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

Nodes, Dyads, and Triads II

Chair: Keith Provan

Stoyan Sgourev
The broker as a catalyst: How Diaghilev's "Ballets Russes" escalated modernism

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

Suleika Bort, Marie Oehme and Andreas Al-Laham †
Curse or savior: The role and the consequences of anchor organizations for the development of the German biotech industry network structure

Pushyarag Puthusserry, John Child and Suzana Rodrigues
Building social capital for internationalization: A study of internationalizing British and Indian partner SMEs

Session V
Location

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

Information, Knowledge, and Networks

Chair: Alessandro Lomi

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

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

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

Session VI
Location

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

Network Structure and Dynamics

Chair: Mark Ebers

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

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

Paolo Aversa
The strategic evolution of suppliers. A longitudinal study

Pooya Tavakoly and Nikolaus Beck

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

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30

B-163 – Aalto School of Economics

The When and Where of Collaboration

Chair: Terry L. Amburgey

Francesca Pallotti, Peng Wang and Alessandro Lomi

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

Cristina Sousa and Margarida Fontes

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

Thorsten Semrau, Stefan Sigmund and Mark Ebers

Contextual vs. temporal ambidexterity: A comparative contingency analysis

MULTIPLICITY AND PLURALITY IN THE WORLD OF STANDARDS

CONVENORS Frank den Hond, Dep. of Organization Science, VU University Amsterdam, The Netherlands; f.den.hond@fsw.vu.nl

Marie-Laure Djelic, Dept. of Mangement, ESSEC Business School, Cergy Pontoise, France; djelic@essec.fr

Kristina Tamm Hallström, Stockholm Centre for Organizational Research (Score), and Stockholm School of Economics, Sweden; fkt@hhs.se

Session I Location

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

Standardizing the Tools of Standardization

Chair: Frank den Hond
Discussant: Linda Soneryd

Mikkel Flyverbom

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

Afshin Mehrpouya and Marie-Laure Djelic

Transparency in transnational governance. Exploring the institutional construction of a powerful norm

Rodolphe Durand, Anup Nandialath and Samuel Touboul

The dual constraints of sustainability performance inconsistency and prior reputation on sustainability disclosure transparency

Session II Location

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

Organized Monitoring as a Tool of Standardization

Chair: Frank Wijen
Discussant: Marie-Laure Djelic

Nils Brunsson, Ingrid Gustafsson and Kristina Tamm Hallström

Organizing for trust in markets. On certification, markets and organization

Ingrid Gustafsson

States and standards – On how public organizations enforces private regulation

Marie-France Turcotte, Juliane Reinecke and Frank den Hond

On the multiplicity of private social and environmental regulation in coffee, forestry and textile: A diachronic analysis of its origins, consequences, and evolution

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
B-200 – Aalto School of Economics

Dynamics at the Field Level I: Towards Meta-Standardization

Chair: Marie-Laure Djelic

Discussant: Kristina Tamm Hallström

Lisa Baudot

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

Nadine Arnold and Raimund Hasse

The escalation of governance: Standards in the fair trade-sector

Ronny Gey and Andrea Fried

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

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
B-200 – Aalto School of Economics

Dynamics at the Field Level II: Balancing Coordination and Competition

Chair: Kristina Tamm Hallström

Discussant: Frank den Hond

Emily Block and Joseph Broschak

Tree huggers and money grubbers: The co-evolution of standards for self-regulation in the forest industry

Gordon Müller-Seitz and Elke Schüßler

Facing technological uncertainty: Creating, maintaining and disrupting institutional multiplicity in the semiconductor industry

Hao Hu and Taïeb Hafsi

Change through mirroring: Standardization of Chinese herb slice between Traditional Chinese Medicine and Western Medicine

Session V
Location

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

Dynamics at the Field Level II: Balancing Coordination and Competition

Chair: Patrick Castel

Mercè Bernardo and Alexandra Simon

Multiple standards: Is this the future for organizations?

Frank Wijen

Designing and signing on to sustainability standards

Discussants: Emma Avestisyan and Jean-Pascal Gond

Emma Avetisyan and Jean-Pascal Gond

Institutional dynamics of corporate social responsibility standardization: A multilevel perspective on the ESG rating field

Frans van Waarden and Robin B. van Dalen

Creating order in the chaotic world of standards

Discussants: Mercè Bernardo and Alexandra Simon

Session VI
Location

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

Limits to Homogeneous Standardization: Social and Institutional

Chair: Emily Block

Mai S. Linneberg

A question of legitimacy: Coexistence of multiple standards

Nicolas Dahan

Looking for quality chocolate: A study of the social construction of product quality

Discussants: Kristina Dahlin and Ranjita Singh

Hendrik Wilhelm and Jessica Chromik

Organizational routines as enactors of formal standards: A fuzzy-set analysis of treatment routine standardization in hospitals

Kristina Dahlin and Ranjita Singh

The powerful, the equal and the dependent: Choice between battling systems in the US cellular communications industry

Discussant: Nicolas Dahan

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30

B-200 – Aalto School of Economics

Limits to Homogeneous Standardization II: Built-in Diversity

Chair: Frank den Hond

Patrick Castel, Henri Bergeron and Sophie Dubuisson-Quellier

Governance by labels

Jean-Pierre Galland, Aurélie Delemarle, Allison Loconto and David Demortain

Coping with standard diversity: An analytical framework – The standard life cycle

Discussant: Jaana Kettunen

Jaana Kettunen

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

Maja Tampe

Creating development through the market? Prospects for Fairtrade certification in Ghana

Discussants: Patrick Castel and Henri Bergeron

INSTITUTIONAL WORK AND THE INSTITUTIONALIZATION OF INEQUALITY

CONVENORS Thomas B. Lawrence, Simon Fraser University, Vancouver, Canada;
tom_lawrence@sfu.ca

John M. Amis, Dept. of Management, University of Memphis, USA;
johnamis@memphis.edu

Kamal A. Munir, University of Cambridge, UK; k.munir@jbs.cam.ac.uk

Session I Location

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

Inequality in the Workplace (I)

Chair: Tom B. Lawrence

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

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

Session II Location

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

Maintenance of Inequality

Chair: John M. Amis

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

Edward Carberry
*Executive compensation after Enron: Understanding corporate responses
to legitimacy challenges*
Discussants: Maxim Voronov and Klaus Weber

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
G-107 – Chydenia

Inequality Based on Various Types of Capital

Chair: Kamal A. Munir

Maxim Voronov and Klaus Weber

Emotional capital and inequalities

Discussants: Sean Buchanan, Suhaib Riaz and Hari Bapuji

Sean Buchanan, Suhaib Riaz and Hari Bapuji

What's in your wallet: Consumer debt, the media and institutional work

Discussants: Stéphane Guérard, David Seidl and Dimitrova Bozhena

Stéphane Guérard, David Seidl and Dimitrova Bozhena

Spaces of institutional work: The case of the wonder drug for breast cancer in the UK

Discussants: Diego Maganhotto Coraiola, Marystela Assis Baratter, Adriana Roseli Wünsch Takahashi and Evelin Lucht Lemos

Session IV
Location

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

Institutionalization of Inequality

Chair: Tom B. Lawrence

Diego Maganhotto Coraiola, Marystela Assis Baratter, Adriana Roseli Wünsch Takahashi and Evelin Lucht Lemos

Institutional work and the institutionalization of child care in Brazil: The case of Pastoral da Criança (PCR)

Discussants: Barbara Sieben, Isabel Collien, Michael Müller-Camen and Matt Flynn

Ossi Ollinaho

Alcohol fuel and institutionalization of material inequalities in rural Brazil

Discussants: Taeyoung Yoo, Moonyoung Baek and Jongik Jang

Barbara Sieben, Isabel Collien, Michael Müller-Camen and Matt Flynn

Age images in German organizations: Rhetorical co-constructions in the (de-)institutionalization of inequalities

Discussants: Maria Norbäck and Elena Raviola

Session V
Location

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

Inequality in the Workplace (II)

Chair: John M. Amis

Taeyoung Yoo, Moonyoung Baek and Jongik Jang

Deinstitutionalized education systems: Education vs. family capital in wage premium

Discussants: Lauri Wessel and Stefan Klaussner

Lauri Wessel and Stefan Klaussner

In the shadow of the legitimate: Abusive supervision and the institutionalization of inequality

Discussants: Pushkala Prasad and Agneta Moulettes

Pushkala Prasad and Agneta Moulettes

Swedish employment officers and unemployed immigrants conflicting interpretations of help

Discussants: Itziar Castelló and David Barberá-Tomás

Session VI
Location

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

Environmental Inequality

Chair: Kamal A. Munir

Itziar Castelló and David Barberá-Tomás

Harder better, faster stronger? Institutional work in web-based coalitions in the US environmental movement

Discussant: Ken Chung

Ken Chung

From events to institutions: Who crafts the symbols?

Discussants: Barbara Gray and Jennifer Kish-Gephart

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
G-107 – Chydenia

Group Discussion: Where Are We at? Where Are We Going?

Chair: Tom B. Lawrence

Bob Hinings

Studying and understanding inequality and institutional work

Thomas B. Lawrence, John M. Amis and Kamal A. Munir

Future research on institutional work and the institutionalization of inequality

ORGANIZING SCIENCE: THE INCREASINGLY FORMAL STRUCTURING OF ACADEMIC RESEARCH

CONVENORS Richard Whitley, University of Manchester Business School, UK;
r.whitley@mbs.ac.uk

Jochen Gläser, Technical University Berlin, Germany;
jochen.glaser@ztg.tu-berlin.de

Session I Location

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

Changing Organisations, Authority Relations and Scientific Innovation

Chair: Uwe Schimank

Richard Whitley

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

Grit Laudel

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

Enno Aljets, Eric Lettkemann and Jochen Gläser

Where to go for a change: Organisational conditions for altering research practices in German universities and public research institutes

Session II Location

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

Changing Organisations, Authority Relations and Scientific Innovation

Chair: Richard Whitley

Adriana Gorga and Tatiana Fumasoli

Change and innovation in educational research: Structural and evolutionary integration in university setting

Lars Engwall and Tina Hedmo

The emergence and organizing of scientific fields: The case of corpus linguistics

Julien Barrier

Designing research centers: Institutional myths, loose coupling and organizing

**Session III
Location**

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

The Role of Formal Structures in Intra- and Inter-organisational Collaboration

Chair: Jochen Gläser

Jürgen Deeg

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

Inga Ulnicane-Ozolina

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

Liviu Birza

How do inventions from international collaborative research centres get into practice

**Session IV
Location**

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

Formal Organisations as Intermediary Research Coordinators

Chair: Adriana Gorga

Emanuela Reale

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

Ute Volkmann, Uwe Schimank and Markus Rost

The interplay of academic publishers and scientific research – Chemistry and sociology in comparison

Laurens Hessels, Edwin Horlings, Ed Noyons and Paul Wouters
Research coordination by intermediary organizations

Session V
Location

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

Formalising Universities as Public Research Organisations

Chair: Benedetto Lepori

Bernd Kleimann

Mediating organization and science: Leadership practices of German university presidents

Elke Weyer

From loosely organized to tightly managed?

Jochen Gläser

Are universities professional organisations?

Session VI
Location

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

Formalising Universities as Public Research Organisations

Chair: Elke Weyer

Séverine Louvel

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

Marco Seeber, Lepori Benedetto and Martina Montauti

Universities as hybrid organizations. Investigating the connection between institutional logics, identity and budgeting practices

Thimo von Stuckrad and Jochen Gläser

Beyond the learning metaphor: How can universities respond to evaluations?

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A-410 – Aalto School of Economics

Formalising Universities as Public Research Org

Chair: Grit Laudel

Arlena Jung

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

Concluding Discussion

REDESIGNING LEADERSHIP IN ORGANIZATIONS: THE ECONOMIC IMPERATIVE AND ETHICAL PRACTICE

CONVENORS David Knights, Bristol Business School, University of the West of England, UK; david.knights@uwe.ac.uk
Peter Case, Bristol Business School, University of the West of England, UK; peter.case@uwe.ac.uk
Tuomo Takala, School of Business and Economics, University of Jyväskylä, Finland; tuomo.a.takala@jyu.fi

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

Ethics, Power and Leadership

Chair: Tuomo Takala

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

José Bento da Silva
On the possibility of management

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

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

Leadership at Work

Chair: David Knights

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

Antoine Hermens and Judith Johnston
Leadership in Qantas International Airways. A redesigning approach that is purposively confrontational and unethical from a multi-stakeholder approach?

Mollie Painter-Morland and Ghislain Deslandes
Redesigning leadership “design”: A redefinition of “leadership” in the media environment

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
 SH 1 – Economicum

Gender, Ethics and Leadership

Chair: Pasi Ahonen

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

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

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

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
 SH 1 – Economicum

Ethical Responsibility and Leadership

Chair: Peter Case

Neil Sutherland
Democracy, participation and leadership in social movement organizations

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

Thomas Maak, Delia Mannen and Nicola M. Pless
Responsible leaders designing for human dignity: A positive organizational ethics approach

Session V
Location

Friday, July 6, 2012, 11:00–12:30
SH 1 – Economicum

Environment, Networking and Leadership

Chair: Tuomo Takala

Naciba Haned and Virgile Chassagnon

Environmental innovation and innovation leadership: A firm-level empirical analysis

Naveena Prakasam

The role of impression management in audience perceptions of leaders' authenticity

Hiroki Noguchi, Michiko Yoshida and Ryuichi Nakamoto

Leader's presence and performance in the use of intra social networking services

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
SH 1 – Economicum

Philosophy and Leadership

Chair: David Knights

Mike Zundel and Dirk Lindebaum

The question of reductionism in neuroscientific leadership research

David Weir

John MacMurray and the personalist philosophical basis of leadership

Hans Rämö

Ways of seeing leadership and responsibility: Scopic regimes in contemporary organizations

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
SH 1 – Economicum

Ethics and Leadership

Chair: Peter Case

Axel Haunschild and Florian Krause

Reconsidering ethics and rationality in leadership: A suggestion based on Philippa Foot's moral philosophy

Lise Rechsteiner and Georg von Krogh

What makes a social practice? Being, knowing, doing ... and leading

Carl Rhodes

Leadership justice in the face of the other: Ethics, alterity and affect

(RE-)DESIGNING AND BROADENING THE STUDY OF MOBILITY, MOVEMENT AND MIGRATION

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

Session I Location

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

Expatriation – Repatriation

Chair: Steve McKenna

Ling Eleanor Zhang

The development of biculturalism among organizational expatriates and self-initiated expatriates

Discussant: Jasmin Mahadevan

Edson Kubo and Beatriz Braga

Rethinking adjustment and success in expatriation: An empirical research on Japanese expatriates in Brazil

Discussant: Nadia de Gama

Eliane Bianchi

Repatriation – Building links between cycles

Discussants: Bertrand Sergot

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
E-012 – Arkadia

Movement and Mobility

Chair: David Weir

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

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

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

Session III
Location

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

Networks and Relationships

Chair: Mayasandra-Nagaraja Ravishankar

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

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

Jasmin Mahadevan
Tracing the discourse of difference in migrant-host relations: A power perspective
Discussant: Eliane Pires Bianchi

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
E-012 – Arkadia

Mobility: Identity and Experiences

Chair: Amanda Peticca-Harris

Jana Costas

Problematizing mobile work: The metaphor of stickiness, non-place and the kinetic elite

Discussants: William Stopford Harvey, Diane van den Broek and Dimitria Groutsis

Marian Crowley-Henry and Noeleen Doherty

Global mobility & identity (re)construction: An 'identification' perspective

Discussants: Edson Keyso de Miranda Kubo and Beatriz Braga

Nadia de Gama

Exploring how "non-Western" expatriates situated in the UAE experience a career: The importance of context

Discussants: Nathalie Bernoud-Belhoste and François Goxe

Session V
Location

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

Engagement

Chair: David Weir

Lotta Harju, Harri Paananen and James Collins

Out of sight out of mind: Engagement and identity in distant virtual work

Discussant: Marian Crowley-Henry

Talita Trindade

Greening the seeds: A case study on the discursive institutionalization of the RSPO certification and the drives to legitimacy of private regulatory schemes

Discussant: Rashedur Chowdhury

Session VI
LocationSaturday, July 7, 2012, 09:00–10:30
E-012 – Arkadia

CSR, Stakeholders and Elites

Chair: Mayasandra-Nagaraja Ravishankar

Rashedur Chowdhury*A political stakeholder theory model of firms' response strategies towards marginalized stakeholders*

Discussant: Talita Trinidad

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

Discussant: David Weir

Session VIISaturday, July 7, 2012, 11:00–12:30

Cancelled

THE RATIONALIZATION AND PROFESSIONALIZATION OF THE NONPROFIT SECTOR

CONVENORS Walter W. Powell, Stanford University, California, USA;
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Liesbet Heyse, University of Groningen, The Netherlands;
L.heyse@rug.nl

Hokyu Hwang, University of New South Wales, Sydney, Australia;
hokyu.hwang@unsw.edu.au

Session I Location

Thursday, July 5, 2012, 09:00–10:30
C501 – Casa Academica

How Do I Count Thee?

Chair: Peter Roberts
Discussant: Walter W. Powell

Wendy Espeland
Narrating numbers

Michael Power
Accounting for the impact of research

**Carrie Oelberger, Achim Oberg, Karina Kloos, Valeska Korff and
Walter W. Powell**
*Co-exist, colonize, or combine? Accounting for patterns of discourse on
nonprofit evaluation*

Matthew Hall
Evaluation logics in the third sector

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
C501 – Casa Academica

Measure for Measure

Chair: Raimund Hasse

Discussants: Joe Galaskiewicz and Liesbet Heyse

Alnoor Ebrahim

Performance measurement in the social sector: a contingent accountability perspective

Alina McCandless Baluch

Managing tensions in change: A case study of invoking values in a nonprofit sport organization

Emily Barman and Heather MacIndoe

The heterogeneous implementation of performance measurement in the nonprofit sector

Chris Moos

Do rankings trigger isomorphic change in the higher education field?

Florentine Maier, Martin Steinbereithner and Michael Meyer

The rationalization of nonprofit organizations: A systematic review

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
C501 – Casa Academica

Categories and Chimeras

Chair: Danielle Logue

Discussant: Anne-Claire Paché

Joseph Galaskiewicz and Sondra N. Barringer

Social enterprises and social categories

Johanna Mair, Julie Battilana and Alnoor Ebrahim

Neither for-profit nor not-for-profit: Governance challenges within hybrid organizations

Peter Roberts, Justin Koushyar and Wesley Longhofer

A comparative analysis of company-sponsored and independent foundations

Nathalie Lallemand-Stempak

Strategic rationalization and institutional work in the nonprofit sector: The case of a French mutual insurance company

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
C501 – Casa Academica

Markets and Morals

Chair: Alnoor Ebrahim

Discussant: Wendy Espeland

Hokyu Hwang and David Suárez

Institutions and nonprofit growth: The influences of institutional logics, professionalism and organizational rationalization among U.S. charities, 2000–2008

Julie Battilana, Anne-Claire Paché, Metin Sengul and Jacob Model

Understanding the determinants of social performance in socioeconomic hybrid organizations

Alireza Ahmadsimab

Firm-NGO partnerships: Substitution, hybridization or co-existence of logics

**Session V
Location**

Friday, July 6, 2012, 11:00–12:30
C501 – Casa Academica

'New' Manifestations

Chair: David Suarez

Discussant: Hokyu Hwang

Arthur Gautier, Imran Chowdhury and Anne-Claire Paché

The emergence of non-profit functions within for-profit organizations: Corporate philanthropy in France, 1979–2011

Laure Muselli and Stéphane Tywoniak

From not-for-profit to profit: The case of free/open source software

Tone Alm Andreassen, Eric Breit and Sveinung Legard

The making of 'professional amateurs': How movement organizations shape and are shaped by government collaboration

Marek Hudon and Céline Louche

Transforming social enterprises: The case of Kenyan and Vietnamese microfinance institutions

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30

C501 – Casa Academica

As the World Turns

Chair: Michael Power

Discussant: Julie Battilana

Danielle Logue

Creating social finance markets: The translation of naturalizing analogies

Cristina Besio and Uli Meyer

NPOs' responses to the heterogeneous rationality of modernity

Patricia Bromley and John Meyer

The worldwide expansion of "Organization"

Raimund Hasse and Georg Krücken

Competition and actorhood in the non-profit and public sector: A neo-institutional agenda

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30

C501 – Casa Academica

Lessons and Directions

Chair: Walter W. Powell

Panelists: Alnoor Ebrahim, Joseph Galaskiewicz, Emily Barman and Michael Power

SELF-REINFORCING PROCESSES IN ORGANIZATIONS, NETWORKS AND PROFESSIONS

CONVENORS Jörg Sydow, Dept. of Management, Freie Universität Berlin, Germany;
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Amalya L. Oliver, Dept. of Sociology and Anthropology, Hebrew
University, Jerusalem, Israel; amalyao@cc.huji.ac.il

Georg Schreyögg, Freie Universität Berlin, Germany;
georg.schreyoegg@fu-berlin.de

Session I Location

Thursday, July 5, 2012, 09:00–10:30
E-122 – Arkadia

Introduction and Theoretical Issues

Chair: Amalya L. Oliver

Georg Schreyögg and Jörg Sydow

*The power of self-reinforcing processes in and among organizations:
Introduction*

John L. Kmetz

*Self-reinforcement and negative entropy: The black hole of business-
school research*

Discussant: Zied Guedri

Tim Brady and Harvey Maylor

*The non-adoption of best/accepted/promising practices: Towards a
theory of complicity*

Discussant: John Child

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
E-122 – Arkadia

Stabilizing Processes in Organizations

Chair: Georg Schreyögg

Martin Löwstedt and Christine Räisänen

Bringing on-site identities into the boardroom: A self-reinforcing mechanism in construction

Discussant: Heeun Jang

Mantas Vilkas

Multidimensional model of routines' embeddedness

Discussant: Jörg Funder

Ola Bergström and Andreas Diedrich

When corporations become too socially responsible

Discussant: Patrick Haack

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
E-122 – Arkadia

Transcending Boundaries

Chair: Jörg Sydow

Jean-Denis Culié and Annick Valette

Self-reinforcing processes between clusters and careers. A career script approach

Discussant: Florian Zock

Rouslan Koumakhov

Organizational and professional identifications: Self-reinforcement and conformity

Discussant: Amalya L. Oliver

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
E-122 – Arkadia

Stabilizing Processes beyond Organizations

Chair: Amalya L. Oliver

Zied Guedri and Christophe Roux-Dufort

*Conservatism and inertia in the U.S. motion picture industry:
An examination of self-reinforcing drivers*

Discussant: Tim Brady

Xuanwei Cao

*Path convergence vs. path divergence: An institutional entrepreneur
perspective on regional development*

Discussant: Martin Löwstedt

Session IV
Location

Friday, July 6, 2012, 11:00–12:30
E-122 – Arkadia

Organizational Learning

Chair: Georg Schreyögg

Pushyarag Puthusserry, John Child and Suzana Rodrigues

*Development of learning capabilities among internationalizing British
and Indian partner SMEs*

Discussant: Ola Bergström

Florian Zock and Suleika Bort

*Effects of business model design and internationalization on new
venture survival: An organizational learning perspective*

Discussant: Christophe Roux-Dufort

Saeed Khanagha, Henk Volberda, Jatinder Sidhu and Ilan Oshri

*Organizational learning via innovation in routines – Adoption of the
cloud computing technology in Ericsson AB*

Discussant: Eeva-Lotta Apajalahti

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
E-122 – Arkadia

Destabilizing Processes

Chair: Amalya L. Oliver

Heeun Jang

Identity change and organizational learning

Discussant: Rouslan Koumakhov

Jörg Funder

Breaking the code – Stability and change within routines and its impact for strategy formation

Discussant: Saeed Khanagha

Eeva-Lotta Apajalahti and Raimo Lovio

'Destabilisation' of self-reinforcing mechanisms – The case of carbon lock-in in a large energy company

Discussant: Henk Volberda

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
E-122 – Arkadia

Not the End

Chair: Jörg Sydow

Patrick Haack, Dirk Martignoni and Dennis Schoeneborn

Is organizational hypocrisy merely a transitory phenomenon? On the self-reinforcing destabilization of decoupling

Discussant: Jean-Denis Culié

Henk W. Volberda, Frans A.J. Van den Bosch and Ignacio G. Vaccaro

Self-managing teams as management innovation: A longitudinal case-study at Royal DSM (2001–2010)

Discussant: Mantas Vilkas

Amalya L. Oliver

Conclusions and Directions

NEW FORMS OF ORGANIZATIONAL ETHNOGRAPHY

CONVENORS Linda Rouleau, Dept. of Management, HEC Montréal, Canada;
linda.rouleau@hec.ca
Mark de Rond, Judge Business School, Cambridge University, UK;
mejd3@cam.ac.uk
Geneviève Musca, Université Paris Ouest Nanterre La Défense,
France; gmusca@u-paris10.fr

**Session I
Location** Thursday, July 5, 2012, 09:00–10:30
C502 – Casa Academica

New Territory: Rethinking Organizational Ethnography

Chair: Mark de Rond

Michael Smets, Gary Burke, Paula Jarzabkowski and Paul A. Spee
Charting new territory for organizational ethnography: Insights from a team-based video ethnography of reinsurance trading in Lloyd's of London

Pascal Lièvre and Géraldine Rix-Lièvre
Towards a constructivist and practice-oriented organizational ethnography

Deniz Tunçalp
The relationship between the observer and the observed: Revisiting reflexivity with transference and countertransference

**Session II
Location** Thursday, July 5, 2012, 11:00–12:30
C502 – Casa Academica

Moves like Jagger: Ethnography and Creativity

Chair: Damian O'Doherty

Rachel Beaujolin-Bellet, Natalia Bobadilla, Stéphane Debenedetti, Philippe Mairesse, Damien Mourey, Véronique Perret, François Pichault, Géraldine Schmidt and Virginie Xhaufclair
An art-based, collective and dialogic ethnographic method – Unveiling corporate restructuring practices

Nada Endrissat and Claus Noppenej

Creative work and organizational ethnography. Tales from the field of artistic perfumery

Suvi Satama and Juha Laurila

Involved ethnography in the study of embodied agency: Capturing movement that evades the eye

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
C502 – Casa Academica

Gates of Babylon: Multi-Perspective, Multi-Site Ethnographies

Chair: Michael Smets

Mette Apollo Rasmussen and Maria Bosse Conradsen

Ethnographic voice memo narratives

Laura Galuppo, Giuseppe Scaratti and Mara Gorli

A collaborative tour into innovation: A multi-perspective and multi-site ethnography of the start up of a new organization

Natalia Aguilar Delgado and Luciano Barin Cruz

Examining strategic practices in pluralistic settings: A multi-event approach to ethnography

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
C502 – Casa Academica

Virtual Reality: Beyond the Obvious

Chair: Mark Egan

Patrick Lê

Tales of virtual worlds: Online ethnography and practice theory

Didier Demazière, François Horn and Marc Zune

The organizational ethnography of virtual communities: Field insertion and the evolving research relationship

Guilherme Azevedo

Ethnography and the study of 'post-Western' global corporate cultures

Session V
Location

Friday, July 6, 2012, 11:00–12:30
C502 – Casa Academica

Lost in Translation: New Methods for Field Studies on the Move

Chair: Geneviève Musca

Christian J. Schmid

Ethnographic gameness: Reflections about (extra-)methodological issues in research on outlaw motorcycle clubs

Damian O'Doherty

No man's land: Bordering practices at Westwich International Airport

Anni Borzeix and Nathalie Raulet-Croset

"On the move" and "walking with"

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
C502 – Casa Academica

The Sound of Silence: Voice and Photography in Ethnography

Chair: Laura Galuppo

Anne Smith

Photographic methods and organizational field research: Ideas and insights from three ongoing studies

Tanja Vilén

Continuous negotiation of access in organizational ethnography: Examining the relational practice of fieldwork

David Kirsch, Anastasiya Zavyalova and Violina Rindova

Confidentiality as a means to dialogue: Effects of a boundary object on qualitative organizational research

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
C502 – Casa Academica

Can't Fight this Feeling: Ethnography and Emotion

Chair: Linda Rouleau

Mark Egan

Engineering affect: Interplays of ethnographic practices

Daniel Siekhaus

Ethnography is the discovery of emotional worlds

Linda Tallberg, Peter Jordan and Maree Boyle

The "green mile": Crystallisation ethnography in an emotive context

ADVANCING CONFIGURATIONAL THEORY AND METHODS IN ORGANIZATION STUDIES

CONVENORS Bart Cambre, Antwerp Management School, Belgium;
bart.cambre@ams.ac.be

Peer C. Fiss, Marshall School of Business, University of Southern California, USA; fiss@marshall.usc.edu

Axel Marx, Katholieke Universiteit (KU) Leuven, Belgium;
axel.marx@ggs.kuleuven.be

Session I Location

Thursday, July 5, 2012, 09:00–10:30
A-308 – Aalto School of Economics

Introduction and Getting Started: Conceptual Issues

Chair: Peer C. Fiss
Discussant: Dmitry Sharapov

Michel Lander

Organization design as foundation for comparative organizational analysis

Arnaldo Camuffo and Miriam Wilhelm

Evolution towards temporary mis-fit: A longitudinal analysis of the Toyota Motor Company

Session II Location

Thursday, July 5, 2012, 11:00–12:30
A-308 – Aalto School of Economics

Small-N Approaches

Chair: Axel Marx
Discussant: Santi Furnari

Ruth V. Aguilera and Ilir Haxhi

The cross-national diversity of codes: An actor-centered institutional perspective

Sunyoung Lee, Donal Crilly and Michael Barnett

Copy loosely: Transferring social practices across national borders

Pushpika Vishwanathan, Hans van Oosterhout and Lucas Meijs

Governance without ownership: A qualitative study of the corporate governance challenges and practices of philanthropic organizations

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
A-308 – Aalto School of Economics

A Different Configurational Approach

Chair: Bart Cambré

Discussant: Arnaldo Camuffo

Moritz Loock

Timing and rhythm of organizations: A musicology perspective on configurations

Stefan Kirchner and Jürgen Beyer

How many configurations designed for innovation? Heterogeneity of organizational forms within the German institutional framework

Christian Thuesen

Understanding the modularity of socio-technical production systems

Branka Krivokapic-Skoko and John Fairweather

From crisp to fuzzy-sets QCA in exploring causal configurations: Some examples from the New Zealand context

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
A-308 – Aalto School of Economics

Large-N Applications I

Chair: Peer C. Fiss

Discussant: Helena Yli-Renko

Krishna Balodi and Shubhabrata Basu

Explicating performance of young high technology firms using configuration approach

Antti Vassinen and Henrikki Tikkanen

Fuzzy-set qualitative comparative analysis (FS/QCA) of performance data for marketing management decision support

Maryse M.H. Chappin, Bart Cambré and Patrick A.M. Vermeulen

Organizations, institutions and fuzzy set conditions for practice internalization: The case of sustainable forestry management

**Session V
Location**

Friday, July 6, 2012, 11:00–12:30
A-308 – Aalto School of Economics

Large-N Applications II

Chair: Bart Cambré

Discussant: Ruth V. Aguilera

Ruud T. Frambach, Peer C. Fiss and Paul T.M. Ingenbleek

Toward understanding high performance configurations of orientations, strategies, and environments: A fuzzy set approach

Tomislav Rimac

Linking social ventures resources and capabilities configurations with ventures impact on public policy

Helena Yli-Renko, Gregorio Martín-de Castro, Miriam Delgado-Verde and José Emilio Navas-López

The effects of intellectual capital on radical and incremental product innovation: A configurational approach

**Session VI
Location**

Saturday, July 7, 2012, 09:00–10:30
A-308 – Aalto School of Economics

Configurational Approaches in Mixed Method Designs

Chair: Axel Marx

Discussant: Donal Crilly

Dmitry Sharapov

Qualitative comparative analysis (QCA) and lattice-theoretic approaches to the analysis of organizational configurations: Complements or substitutes?

Patrick Panitz and Michael Potstada

Forging high-technology: Organizational configurations of organic electronics in seven countries

Giuseppe Soda and Santi Furnari

Exploring the topology of the plausible: fs/QCA counterfactual analysis and the plausible fit of unobserved organizational configurations

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A-308 – Aalto School of Economics

Group Discussion

Chair: Peer C. Fiss, Bart Cambré and Axel Marx

ORGANIZATIONS AS PHENOMENA OF LANGUAGE USE: INTERCONNECTING DISCOURSE AND COMMUNICATION

CONVENORS Joep Cornelissen, VU University Amsterdam, The Netherlands;
j.p.cornelissen@vu.nl

Timothy R. Kuhn, University of Colorado at Boulder, USA;
tim.kuhn@colorado.edu

Dennis Schoeneborn, University of Zurich, Switzerland;
dennis.schoeneborn@uzh.ch

Session I Location

Thursday, July 5, 2012, 09:00–10:30
A-305 – Aalto School of Economics

Fundamentals

Chair: Dennis Schoeneborn
Discussant: Daniel Geiger

Opening & introduction

Paul A. Spee, David Grant, Richard Hall and Christopher Wright
Language-based approaches getting to grips with 'organization'

Ryan Bisel and Joann Keyton
The paradoxical roles of communication in successful activity coordination

Session II

Thursday, July 5, 2012, 11:00–12:30
– **Parallel Stream** –

Location

A-305 – Aalto School of Economics

Parallel Stream A

New Ventures

Chair: Joep Cornelissen
Discussant: Lianne Lefsrud

Ruben van Werven and Onno Bouwmeester
Resource acquisition by new venture founders: Communicating a legitimate identity

Annaleena Parhankangas and Michael Ehrlich

If you don't have anything nice to say, don't say anything at all: How blasting the competition affects your chances of raising business angel funding

Jean Clarke and Mark Healey

The language and body language of entrepreneurs: How verbal and non-verbal metaphors are used to persuade investors to fund new ventures

Location

A-153 – Aalto School of Economics

Parallel Stream B

Multiple Voices

Chair: Tim Kuhn

Discussant: Paul A. Spee

David Boje and Usha Haley

Language use at McDonald's Corporation: Using narratives and stories to explain global expansion

Hannah Trittin

"Too white, too German, too male" – Reconstructing diversity as polyphony

Gabriele Fassauer

Exploring the moral side of communication as organization: Contributions from Honneth's notion of the "struggle for recognition"

Session III Location

Thursday, July 5, 2012, 14:00–15:30

A-305 – Aalto School of Economics

Routines, Memory & Textuality

Chair: Tim Kuhn

Discussant: Ursula Plesner

Daniel Geiger and Anja Schröder

Routines as text and conversation: Toward a semantic understanding of organizational routines

Felix Langenmayr

The organizational memory function: A communication-based perspective on organizational memory

Anne Mayère and Consuelo Vasquez

Stiffening and bypassing the organizational text: The case of Electronic Patient Healthcare Records

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A-305 – Aalto School of Economics

Identity

Chair: Joep Cornelissen

Discussant: Friederike Schultz

Mona Moufahim, Patrick Reedy and Michael Humphreys

Looking between the levels: An analysis of the rhetorical strategies underlying the construction of a collective identity and what it tells us about the politics of organizational identity

Arjan Kozica, Christian Gebhardt, Stephan Kaiser and Gordon Müller-Seitz

Wikipedia's bureaucratic nightmare: Contradictions and consistency in Wikipedia's organizational identity

Oana Albu

Transparency in co-operatives, a daily paradox. A communicative approach to organizational transparency

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A-305 – Aalto School of Economics

Responsibility & Legitimacy

Chair: Dennis Schoeneborn

Discussant: Amanda Porter

Friederike Schultz, Itziar Castelló and Mette Morsing

The communicative construction of corporate social responsibility in network societies: A mediation perspective

Lianne Lefsrud, Heather Graves and Nelson Phillips

Dirty oil, snake oil: Categorical illegitimacy of Alberta's oil sands

Iina Hellsten

Social avalanches as moments of drastic reorganization

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A-305 – Aalto School of Economics

Strategic Communication & Design

Chair: Joep Cornelissen
Discussant: Jean Clarke

J. Dwight Anderson and Mark Aakhus

The work of association management as communication design practice: An investigation of managing-as-designing

Ursula Plesner

Innovations in the making and strategic communication: how virtual worlds are brought into being in discursive/material practices

Judy Motion, Shirley Leitch, Sally Davenport and Elizabeth Merlot

Symbolic capital, innovation and productivity: Changing the discourse, communication and meanings

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A-305 – Aalto School of Economics

Interorganizational Contexts

Chair: Tim Kuhn
Discussant: Arjan Kozica

Marlene Marchiori and Patrice M. Buzzanell

Communities of interaction: A Brazilian NGO sustainability case study

Amanda Porter

A disorganization approach to theorizing the communicative confluence of organizations

Final discussion, moderated by Dennis Schoeneborn

LUCK OF THE DRAW – DESIGN OR SERENDIPITY, ACCIDENT AND CHANGE?

CONVENORS Yiannis Gabriel, School of Management, University of Bath, UK; y.gabriel@bath.ac.uk
Stephen Linstead, University of York, UK; sl519@york.ac.uk
Sara Louise Muhr, University of Lund, Sweden; saralouisemuhr@gmail.com

Session I Location

Thursday, July 5, 2012, 09:00–10:30
G-106 – Chydenia

Chair: Yiannis Gabriel

Tony Huzzard, Stephan Schaefer and Carys Egan-Wyer
Serendipity as capability – Exploring the role of (non) leadership
Discussants: Adriana Wilner, Mário Aquino Alves, Tânia Pereira Christopoulos and Paulo Vaz Guimarães

Michela Betta
Organizational sovereignty, serendipity and moral luck
Discussants: Martin Wood and Damian Ruth

Session II Location

Thursday, July 5, 2012, 11:00–12:30
G-106 – Chydenia

Chair: Sara Louise Muhr

Ishan Jalan, Shuchi Sinha and Eda Ulus
Narratives of misfortune, chance and luck in organizational life: Stories of success and failure
Discussants: Stefanie Reissner and Victoria Pagan

Adriana Wilner, Mário Aquino Alves, Tânia Pereira Christopoulos and Paulo Vaz Guimarães
The death of Steve Jobs: How media design fortune from misfortune
Discussants: Massimo Garbuio and Ilaria Mazzoleni

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
G-106 – Chydenia

Chair: Stephen Linstead

Scott Taylor and Kathleen Riach

Burnt out and blown out: The spoiled roots of aspirational identity construction in organizations

Discussant: Michal Izak

Eleni Lamprou

Revisiting organizational becoming: Exploring the randomness of organizational practice

Discussant: Michela Betta

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
G-106 – Chydenia

Chair: Sara Louise Muhr

Stefanie Reissner and Victoria Pagan

Managerial storytelling: Skill, art and luck?

Discussants: Raghu Garud and Antonio Giuliani

Monika Müller

The various meanings of identification

Discussants: Varda Wasserman, Hagit Zimroni and Carolin Aronis

Session V
Location

Friday, July 6, 2012, 11:00–12:30
G-106 – Chydenia

Chair: Yiannis Gabriel

Philippe Mouricou and Lionel Garreau

Strategizing through visual representations: Sensemaking practices at work in a real estate project

Discussant: Monika Müller

Michal Izak

The unmanaged, the foolish and the spiritual – Space for luck and serendipity in organization

Discussants: Renata Andreoni Barboza, Eduardo André Teixeira Ayrosa and Rogério Ramalho da Silva

**Session VI
Location**

Saturday, July 7, 2012, 09:00–10:30

G-106 – Chydenia

Chair: Sara Louise Muhr

Varda Wasserman, Hagit Zimroni and Carolin Aronis

In-between the organizational corridors – A spatial perspective on the “unmanageable”

Discussants: Ishan Jalan, Shuchi Sinha and Eda Ulus

Renata Andreoni Barboza, Eduardo André Teixeira Ayrosa and Rogério Ramalho da Silva

The management of social identity among Toy Art consumers

Discussants: Philippe Mouricou and Lionel Garreau

Massimo Garbuio and Ilaria Mazzoleni

Thinking about design: Bio-inspired design for the 21st century

Discussants: Kathleen Riach and Scott Taylor

**Session VII
Location**

Saturday, July 7, 2012, 11:00–12:30

G-106 – Chydenia

Chair: Stephen Linstead

Raghu Garud and Antonio Giuliani

A narrative approach to entrepreneurial discovery and creation

Discussant: Eleni Lamprou

Martin Wood and Damian Ruth

The art and design of problems

Discussants: Tony Huzzard, Stephan Schaefer and Carys Egan-Wyer

EXPLORING THE PARADOXES OF ORGANIZATIONS AND ORGANIZING

CONVENORS Wendy K. Smith, University of Delaware, USA; smithw@udel.edu
 Constantine Andriopoulos, Cardiff Business School, UK;
 andriopoulosc@cardiff.ac.uk
 Marianne W. Lewis, College of Business, University of Cincinnati, USA;
 marianne.lewis@uc.edu

Session I Location

Thursday, July 5, 2012, 09:00–10:30
 A309 – Hanken School of Economics

Group Discussion: Paradox Research – Leveraging Existing Understandings and Seeding New Possibilities

Chair: Wendy K. Smith, Costas Andriopoulos and Marianne W. Lewis

Session II Location

Thursday, July 5, 2012, 11:00–12:30
 A309 – Hanken School of Economics

Multiple Methods to Explore Paradox

Chair: Ella Miron-Spektor

Valérie Michaud

Documents as an entry point to study organizational tensions: A methodological proposition

Costas Andriopoulos, Marianne W. Lewis and Wendy K. Smith

Empirically exploring paradox

Maja Lotz

Exploring the managerial paradoxes of post-bureaucratic organizational forms

Session III Thursday, July 5, 2012, 14:00–15:30
– **Round Table** –

Location A308 – Hanken School of Economics

Round Table A **Paradoxes of Learning**
Chair: Matthew Sheep

Thomas Sewerin and Robert Holmberg
Making room for paradoxes at the university A study of leaders' use of a sense making device

Mathew Sheep, Gail Fairhurst and Shal Khazanchi
Making sense of creativity tensions: Knots, wickedness, and spiral death

Frédéric Garcias, Cédric Dalmasso and Jean-Claude Sardas
Exploring the various meanings of the "learning/performing paradox". A case study in an R&D department

Cyrine Ben-Hafaïedh
The strategic and the sociopsychological approaches to new venture team formation: Exploring the paradox

Location A309 – Hanken School of Economics

Round Table B **Paradoxes of Stakeholder Management**
Chair: Amy Ingram

Sari Rissanen and Anneli Hujala
'Designing wellbeing' and other paradoxes of elderly care management

Noora Jansson
Underlying tensions in organizational change: Design paradox

Love Börjeson
Managing interorganizational relationships with trust – Cooperation, dilemma and betrayal

Mary N. Ashby
Working with paradox in the organising of corporate sustainability

L

Location A403 – Hanken School of Economics

Round **Theoretical Approaches to Paradox**

Table C Chair: Michael Gonin

Shazia Karmali

Managing paradox, mediating threat-rigidity

Risto Sääntti

Paradoxical tensions in human resource management

Randy Shoai and Miikka Lehtonen

Dialectical thinking in organizational design: Lessons from Chinese philosophy

Michael Gonin

Toward a comprehensive conceptualization of business organizations and their members from a sensemaking perspective. Lessons learned from Picasso's cubism

Location D215 – Hanken School of Economics

Round **Paradoxes of Design and Innovation**

Table D Chair: Tea Lempiälä

Fiona Sutherland and Aaron Smith

Paradox and the innovation-control duality in organizational change

Corinne Grenier

Paradoxes and new organizational design: An institutional logics analysis

Sabine Pfeiffer, Stefan Sauer and Daniela Wühr

Designing the design process: Exploring organizational paradoxes of scrum and stage-gate

Tea Lempiälä and Outi Vanharanta

The paradox of ambiguity and clarity in innovation management

Location Lärarrummet – Hanken School of Economics

Round Table E **Table E: Paradoxes of Exploration and Exploitation**

Chair: Sebastian Fourné

Angeliki Papachroni and Loizos Heracleous

Exploring tensions of exploration and exploitation at multiple levels of analysis: An empirical research

Mariano L.M. Heyden, Jatinder S. Sidhu and Henk W. Volberda

Multilevel managerial influences on organizational ambidexterity: Investigating the interactions between top management team and middle management heterogeneity

Richard J. Badham

Doctors on top. The deep play of paradox in patient-centred health care

Constantine Andriopoulos, Marianne W. Lewis and Wendy K. Smith

Strategic agility as managing paradox

Session IV Friday, July 6, 2012, 09:00–10:30

Location A309 – Hanken School of Economics

Paradoxes of Innovation and Change

Chair: Manto Gotsi

Sebastian Fourné, Justin Jansen and Tom Mom

Reconciliation and mastery of middle managers' role conflicts: Individual level absorptive capacity and the moderating effects of social capital

Ella Miron-Spektor, Francesca Gino and Linda Argote

Fostering ambidexterity through paradoxical frames: A multilevel perspective

Ronit Kark, Ella Miron-Spektor, Roni Gorsky and Anat Kaplun

Two roads diverge in a yellow wood: The effect of exploration and exploitation on creativity and leadership development

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A309 – Hanken School of Economics

Paradoxes of Identity

Chair: Ina Ehnert

Karen MacMillan, Meredith J. Woodwark and Matt Wong
Unity through differentiation: Exploring a paradox of belonging

Camille Pradies, Nada Endrissat and Claus Noppeney
When paradoxical tensions are not felt: A case of identity co-construction of artists in an organization

Manto Gotsi, Constantine Andriopoulos and Laurent Muzellec
Corporate rebranding as managing paradox

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A309 – Hanken School of Economics

Paradoxes of Management

Chair: Valérie Michaud

Ina Ehnert and Julia Brandl
Paradoxes in HRM: Mapping tensions and exploring 'Design?!' options

Amy Ingram
Family firm innovation: Pervasive tensions and paradoxical mindsets

Robin Gustafsson and Sirkka Jarvenpaa
Paradoxes and tensions of competition and collaboration in the organ-izing for open innovation networks leading mature industrial field's renewal

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A309 – Hanken School of Economics

Group Discussion: Working Through Paradox: Fostering Connections, Energizing Next Steps, and Identifying Practical Implications

Chair: Wendy K. Smith, Marianne W. Lewis and Costas Andriopoulos

Jean Bartunek
The paradox of the academic-practitioner gap

REVEALING PROCESSES OF DESIGN AND CHANGE: ORGANIZATIONS IN TRANSFORMING SOCIETIES

CONVENORS Anna Soulsby, Nottingham University Business School, UK;
anna.soulsby@nottingham.ac.uk
Rebecca Piekkari, School of Economics, Aalto University, Helsinki,
Finland; rebecca.piekkari@aalto.fi
Rainhart Lang, Chemnitz University of Technology, Germany;
r.lang@wirtschaft.tu-chemnitz.de

Session I
Location Thursday, July 5, 2012, 09:00–10:30
E-014 – Arkadia

Concepts of 'Management', Entrepreneurship and the Fear of Failure

Chair: Graham Hollinshead

Rainhart Lang and Irma Rybnikova
The meaning of management in CEE countries

Sven M. Laudien and Jörg Freiling
The shadow of new venture failure on transforming societies

Session II
Location Thursday, July 5, 2012, 11:00–12:30
E-014 – Arkadia

Patterns of Governance, Ownership and Organizational Fragmentation

Chair: Irma Rybnikova

Thomas Steger
Überholen ohne einzuholen? Similarities and differences between SME supervisory boards in East and West Germany

Laszlo Czaban
Hungarian firms in 21 years of transition

Anna Soulsby and Ed Clark
Processes of organisational disintegration and the survival of fragments of organisational identity and capacity

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
E-014 – Arkadia

Organizational Structures and Capabilities in Transforming Societies

Chair: Rebecca Piekkari

Lovorka Galetic, Ana Aleksic and Maja Klindzic
Modern aspects of organizational design in Croatian companies: an empirical study

Sarunas Nedzinskas, Asta Punziene, Solveiga Buoziute-Rafanaviciene and Margarita Pilkiene
Dynamic capabilities and organizational inertia interaction in volatile environment

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
E-014 – Arkadia

Organizational Designs, Alliances and Diffusion of Practices

Chair: Thomas Steger

Ljiljana Kontic
Redesigning the organization: A study from Serbian petrochemical company

Simon Oertel, Kirsten Thommes and Peter Walgenbach
When consulting employees – A view from the business systems literature

Session V
Location

Friday, July 6, 2012, 11:00–12:30
E-014 – Arkadia

Employee Participation, National Cultures and the Quality of Work Life

Chair: Anna Soulsby

Irma Rybnikova
Pre-designed participation? Patterns of participation in Lithuanian and German fairy tales

Abhishek Totawar and Ranjeet Nambudiri

*Organizational justice, job satisfaction and organizational commitment:
The mediation of quality of work life and psychological capital*

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
E-014 – Arkadia

**Empowerment, Managerial Control, and Learning from
Transforming Societies**

Chair: Rainhart Lang

Tim G. Andrews and John A.A. Sillince

*A process model of multiple empowerment adoption patterns and
heterogeneity at the MNE subsidiary level*

Xinhua Wittmann and Lien Dinh Thi Ngoc

Managerial control in China and Vietnam: A comparative study

Graham Hollinshead and Francesca Gagliardi

*Innovation and change in a socialist-market organizational context, the
case of pharmaceutical R&D in China*

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
E-014 – Arkadia

The Establishment of Trust and Processes of Innovation

Chair: Lovorka Galetic

Claudia Bitencourt and Gabriela Mendel

*Establishing trust in multicultural environments: An analysis based on
competencies and cultural intelligence*

**Thamires Augusta Neves Evangelista and Conceição Aparecida
Pereira Barbosa**

*Innovation in the development of business models in frozen yogurt
franchises*

RISKS OF ORGANIZING AND ORGANIZING OF RISKS

CONVENORS Steve Maguire, Desautels Faculty of Management, McGill University, Montreal, Canada; steve.maguire@mcgill.ca
Nelson Phillips, Imperial College, London, UK; n.phillips@imperial.ac.uk

Session I Location Thursday, July 5, 2012, 09:00–10:30
A304 – Hanken School of Economics

Technological Risks

Chair: Nelson Phillips

Hannu Hänninen and Sari Yli-Kauhaluoma

In our backyard: Strategic framing of nuclear waste repository

Cynthia Hardy and Steve Maguire

Organizing processes and the construction of risk: A discursive approach

Session II Location Thursday, July 5, 2012, 11:00–12:30
A304 – Hanken School of Economics

Organizational Risks

Chair: Gregory Vit

Francesco Lurati and Simone Mariconda

Corporate reputation robustness: Expanding reputation management through a better understanding of reputational risk

Hooman Attar

The risk renaissance: A critical review of risk and risk management

Ajeet N. Mathur

Design or discovery? The “humpty-dumpty” risk in strategies of cross-border value chain organising

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
A304 – Hanken School of Economics

Health Risks

Chair: Chris Wright

Georg Schreyögg and Simone M. Ostermann

Managing uncertainty in Intensive Care Units – Exploring formal and informal coping practices in a university hospital

Olivier Berthod, Gordon Müller-Seitz and Jörg Sydow

Out of nowhere? Interorganizational assemblages as answer to a food-borne disease outbreak

Gervaise Debuquet and Céline Legrand

Lessons of food-related risks management in France based on four case studies: from “omerta” to a proactive strategy involving stakeholders

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A304 – Hanken School of Economics

Climate Risks

Chair: Céline Legrand

Timo Busch and Georg Weinhofer

Organizing of climate risks: Uncertain climate conditions, organizational adaptation, and corporate risk management

Christopher Wright, Daniel Nyberg, David Grant, Richard Dunford and Maurizio Floris

Managing the risks of climate change: Justifying the past, marketing the present and colonizing the future

Maja Rotter

Making sense of climate risks – Organizational response to climate change impacts

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

Location A304 – Hanken School of Economics

Parallel Stream A **Risk Management**
Chair: Nelson Phillips

Kim Soin, Ingerid Sorgaard and Sharon Wheatley
The risks of risk management in higher education: An action nets perspective

Anja Schröder and Daniel Geiger
Organizing and managing risk: The role of routines in hot situations

Fenn Faber and Wee-Kiat Lim
Hiding in plain sight: Revealing institutions and institutionalization through neoinstitutionalism in organizational risk research

Location A403 – Hanken School of Economics

Parallel Stream B **Risk Regulation**
Chair: Steve Maguire

Julien Etienne
The strategic misappropriation of risk regulation in the workplace: Worker involvement in the reporting of industrial accidents to regulatory authorities in France and the UK

Thibault Daudigeos, Amélie Boutinot and Stéphane Jaumier
Bio-power and enterprises in late modernity: Lessons from 100 years of evolution in the governing of workplace safety

Michela Marchiori, Valentina Albano and Francesco Maria Barbini
Risk management to protect safety? Evidences from Italian regulation

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A304 – Hanken School of Economics

Financial Risks

Chair: Kim Soin

Gregory Vit

Explaining the over-ride of risk management by social logics in financial organizations

Christian Huber and Tobias Scheytt

Risk management after the financial crisis

Margaret Woods and Tommaso Palermo

In search of institutional explanations for risk management failures: A case study approach

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A304 – Hanken School of Economics

Ecosystem Risks

Chair: Steve Maguire

Martina Linnenluecke and Andrew Griffiths

The 2009 Victorian bushfires: A multi-level perspective on organizational risk and resilience

Nicholas de Weydenthal and Dean Pierides

Singularizing risk discursively and materially in emergency management

Jean-Christophe Vandavelde

Organizations as a risk for biodiversity or biodiversity as a risk for organizations? The ambiguities of biodiversity impact assessment methods

DESIGNING CULTURALLY SUSTAINABLE ORGANIZATIONS

CONVENORS Sonja Sackmann, University Bw Munich, Germany;
sonja.sackmann@unibw.de

Margaret Phillips, Pepperdine University, Malibu, USA;
margaret.phillips@pepperdine.edu

Ann Feyerherm, Pepperdine University, Malibu, USA;
ann.feyerherm@pepperdine.edu

Session I Location

Thursday, July 5, 2012, 09:00–10:30
A-201 – Aalto School of Economics

Opening & Framing of the Sub-theme

Chair: Sonja Sackmann and Ann Feyerherm

Sonja Sackmann and Margaret Phillips

Managing organizations within the nexus of sustainability: The new managerial mindset

Margaret Phillips, Ann Feyerherm, Terri Egan and Colette Frayne

How to build a greener organization

Session II Location

Thursday, July 5, 2012, 11:00–12:30
A-201 – Aalto School of Economics

Umbrella Papers

Chair: Sonja Sackmann and Ann Feyerherm

Tore Hillestad

Implementing the ambidextrous organization: Developing change capacity through adaptive, diverse, and supportive organizational cultures

Shaista Khilji, Jeff Mike and Smita Kumar

Designing sustainable organizations through self-organization, co-evolution and emergence: Adopting a complex adaptive systems approach

Badri Zolfaghari

The effect of trust on social sustainability in the context of multi-national corporations

Session III Thursday, July 5, 2012, 14:00–15:30
– Round Table –

Location A-201 – Aalto School of Economics

Round Table A **Sensemaking and Communicating Sustainability**
Chair: Ann Feyerherm

Brenden Kendall

Sustainability advocacy and lay theory: Metacommunication and sustainability-related organizational change

Milena Mueller, Sourav Mukherji and Kunal Basu

Sensemaking and sensegiving in culturally sustainable organizations: A cross-national investigation

Tiina Onkila and Marjo Siltaoja

Integration, differentiation or fragmentation? Organizational culture as a heuristic for organizational sustainability

Location A-501 – Aalto School of Economics

Round Table B **Contextual Issues of Design**
Chair: Sonja Sackmann

Chanida Jittaruttha

Organizational culture of Thai local government organizations: Key cultural characteristic and determinant factors on cultural-fit

Matthias Fuchs, Christof Miska and Günter K. Stahl

Designing culturally sustainable organizations by exploring the determinants of unethical behavior in business: A case survey

Elizabeth Topp and Katrina Rahn

Meaningful business model design? A process, tool, and plan for designing and building a culturally sustainable organization

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A-201 – Aalto School of Economics

Field Session Activity

Chair: Collette Frayne

Meet at 8:00 at Café (to be announced) in Kauppatori Marketplace (coffee & pulla hosted by Maggi Phillips); presentation and discussion with local executives.

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A-201 – Aalto School of Economics

Leading Culturally Sustainable Organizations

Chair: Ann Feyerherm and Sonja Sackmann

Marta M. Elvira and Anabella Davila
Globalization and sustainable leadership

Nancy Wallis and Maria Spindler
Global leadership development: Achieving organizational sustainability in uncertain times

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A-201 – Aalto School of Economics

Cases of Sustainability

Chair: Sonja Sackmann and Ann Feyerherm

Oğuz N. Babüroğlu and Tunc T. Evcimen
6 D's of culturally sustainable organizations

Mari Kira and Eija Korpelainen
Human sustainability in comfort and discomfort zones of work

Anne Kok, Frank de Bakker and Peter Groenewegen
Redesigning CSR: How different subcultures within a bank affect the translation and institutionalisation of CSR

Marta Pinzone, Emanuele Lettieri, Abraham B. (Rami) Shani and
Cristina Masella

*Embedding sustainability in healthcare practices: The challenge of
engaging the different professional sub-cultures in a hospital*

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A-201 – Aalto School of Economics

Closing: Future Directions and Continuing Connections

Chair: Anne Feyerherm and Sonja Sackmann

PERFORMATIVITY BY DESIGN!?

CONVENORS Jean-Pascal Gond, HEC Montréal, Canada;
jean-pascal.gond@hec.ca

Kenneth Starkey, Nottingham University Business School, UK;
kenneth.starkey@nottingham.ac.uk

Alex Wright, The Open University Business School, UK;
a.d.wright@open.ac.uk

Session I
Location Thursday, July 5, 2012, 09:00–10:30
A-407 – Aalto School of Economics

Introduction and Cognitive Perspectives on Performativity

Chair: Jean-Pascal Gond and Alex Wright

Tina Ladwig and Thomas Wrona

The situatedness of strategic problem formulation

Discussant: Fabrice Cavarretta

Fabrice Cavarretta and Nathan Furr

Entrepreneurs' grand theories of actions: exploring the epistemic properties of apex heuristics sets

Discussants: Tina Ladwig and Thomas Wrona

Session II
Location Thursday, July 5, 2012, 11:00–12:30
A-407 – Aalto School of Economics

Designing Markets and Organizations for Performativity

Chair: Bertrand Fauré

Mélodie Cartel, Franck Aggeri and Marine Agogue

Enabling performativity in "skunk labs": The untold story of the carbon markets design

Discussant: Alison Kemper

Alison Kemper

The diffusion of governance reforms through an actor network

Discussants: Norman Crump and Yvonne Latham

Norman Crump and Yvonne Latham

The role of the 'Manchester Triage System' in the design and re-design of an accident and emergency department: Performativity, sociomateriality and organisational routines

Discussants: Mélodie Cartel, Franck Aggeri and Marine Agogue

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
A-407 – Aalto School of Economics

Narrative and Linguistic Views on Performativity

Chair: Laure Cabantous

Padraig McCarthy

Bankruptcy: Financial reality or performative act?

Discussant: Niels Dechow

Bertrand Fauré, Viviane Sergi and Consuelo Vásquez

The performative role of numbers in project organizing

Discussants: Padraig McCarthy, Chris O'Riordan and Ray Griffin

Niels Dechow

On the performativity and performance of balanced scorecards

Discussants: Bertrand Fauré, Viviane Sergi and Consuelo Vásquez

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
A-407 – Aalto School of Economics

Performativity Struggles

Chair: Alex Wright

Stephan M. Schaefer, Christopher Wickert and André Spicer

Counterperformativity, ignorance and the persistence of self-destructing theories

Discussants: Laure Cabantous, Samuel Sponem and Jean-Pascal Gond

Laure Cabantous, Jean-Pascal Gond and Samuel Sponem

Accounting as a site for performativity struggles: Financial economics performativity and accounting standardization

Discussant: Peter Watt

Peter Watt

'Activating the power of myth': Is criticism performative?

Discussants: Stephan M. Schaefer, Christopher Wickert and André Spicer

**Session V
Location**

Friday, July 6, 2012, 11:00–12:30
A-407 – Aalto School of Economics

Materializing Theory, Turning Theory into Practice

Chair: Olivia Kyriakidou

Emmanuel Coblence

Managing "regimes of meaning" at the Louvre: How art theories shape organizational and exhibition design

Discussants: Kajsa Lindberg and Petra Adolfsson

Luc Brès and Jean-Pascal Gond

Building markets for virtue, performing corporate social responsibility: On the roles of consultants and their tools

Discussant: Emmanuel Coblence

Kajsa Lindberg and Petra Adolfsson

Logics in practice: The role of pharmaceuticals at the grocery store

Discussants: Luc Brès and Jean-Pascal Gond

**Session VI
Location**

Saturday, July 7, 2012, 09:30–10:30
A-407 – Aalto School of Economics

Performativity as Managerialization and Ideology

Chair: Jean-Pascal Gond

Senia Kalfa and Lucy Taksa

Employability, managerialism, and performativity in higher education: A relational perspective

Discussants: Marie-Astrid Le Theule and Frédérique Dejean

Marie-Astrid Le Theule and Frédérique Dejean

Counter performativity in a publishing firm: "The language of figures" and "faceless numbers"

Discussants: Senia Kalfa and Lucy Taksa

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A-407 – Aalto School of Economics

Performativity in Public Sector Contexts

Chair: Alex Wright and Jean-Pascal Gond

Fredrik Lavén

When policy meets practice: Exploring performativity and translation in efforts of organizing innovation

Discussants: Olivia Kyriakidou and Maria Andri

Olivia Kyriakidou and Maria Andri

Understanding resistance in health care institutions – Employing Butler’s insights on performativity

Discussant: Fredrik Lavén

Alex Wright and Jean-Pascal Gond

Final Roundtable and discussion of future workshops on performativity

DYNAMIC STATUS HIERARCHIES, CATEGORIZATION PROCESSES AND MARKETS

CONVENORS François Collet, ESADE Business School, Spain;
francois.collet@esade.edu

Déborah Philippe, University of Lausanne, Switzerland;
Deborah.Philippe@unil.ch

Rodolphe Durand, HEC Paris, France; durand@hec.fr

Session I Location

Thursday, July 5, 2012, 09:00–10:30
A-310 – Aalto School of Economics

Status Attributions and Contests

Chair: François Collet, Déborah Philippe and Rodolphe Durand

Mikko Jääskeläinen and Hana Milanov

Hierarchical market allocation and positional rents

Charles Baden-Fuller, Khalid Errabi and Vincent Mangematin

Beyond academic production: Elite status and visibility

Noah Askin and Matthew Bothner

Peer effects in tournaments for status: evidence from U.S. colleges and universities

Session II Location

Thursday, July 5, 2012, 11:00–12:30
A-310 – Aalto School of Economics

Status Emergence and Dynamics

Chair: François Collet

Vanina Jasmine Torlo, Guido Conaldi and Alessandro Lomi

The network dynamics of status construction

David Zajtmann, Déborah Philippe and Alain Debenedetti

From distinction to integration: The role of professional associations in protecting the 'Haute Couture' label in the French fashion industry

Julien Jourdan, Markus Perkmann and Riccardo Fini
Through the looking glass: Status spillovers across social boundaries

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
A-310 – Aalto School of Economics

Status Dissimilarities

Chair: Déborah Philippe

Yi Tang and Rui Shen

In the shadow of the stars: The costs and benefits for low-status partners in status-heterophilous affiliations

Marvin Washington and Zhi Huang

How does status inequality influences organizational performance? Assimilation or contrast? U.S. collegiate football bowl organizations, 1902–2004

Jungeun Lee, Eonsoo Kim and Young-Kyu Kim

Status dissimilarity and post-acquisition integration

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A-310 – Aalto School of Economics

Status, Identity, and Categorization Processes I

Chair: Déborah Philippe

Tao Wang and Bernard Forgues

Distributed-critics and producers' responses in mediated markets

Lionel Paoletta

In the eye of the beholder: Impact of interoperability and category membership on audience evaluations

Rodolphe Durand and Jean-Philippe Vergne

Navigating industry categories: Organizational response to public attacks of rivals

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A-310 – Aalto School of Economics

Status, Identity, and Categorization Processes II

Chair: François Collet

Fabrizio Castellucci and Barbara Slavich

Wishing upon a star: Similarity to mentor and critics' evaluations in the haute-cuisine industry

Ievgeniia Zlatova and László Pólos

Status impact on new organisational form emergence: The case of Hungarian biodynamic wine-making

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A-310 – Aalto School of Economics

Status Returns

Chair: Rodolphe Durand

Ertug Gökhan and Fabrizio Castellucci

Getting what you need: How reputation and status affect team performance, hiring, and salary in the NBA

Jieun Kim, Young-Kyu Kim and Eonsoo Kim

Market position of venture capitalist and growth of success: Integration of vertical and horizontal positions

Monika Kackovic, Joris Ebbers and Nachoem Wijnberg

Getting off to a good start: The effects of early high status 3rd party signals on overall sales performance

Session VII

Saturday, July 7, 2012, 11:00–12:30

Cancelled

ANTHROPOLOGY AND ETHNOGRAPHY: CULTURE, CONTEXT, AND CAMERA

CONVENORS Heidi Dahles, Dept. of Organisation Sciences, VU University Amsterdam, The Netherlands; h.dahles@vu.nl
Heather Höpfl, Essex University Business School, UK; hopfl@essex.ac.uk
Juliette Koning, Dept. of Organisational Studies, Oxford Brookes University, UK; j.koning@brookes.ac.uk

Session I Location

Thursday, July 5, 2012, 09:00–10:30
Grand Hall – Hanken School of Economics

Conceptualizing Organizational Anthropology/Ethnography

Chair: Juliette Koning
Discussant: Allen Batteau

Heidi Dahles

The anthropology of/in/for organizations? A position paper

Jana Costas and Christina Garsten

Towards a liminal approach to organizations: Theoretical and methodological implications

Benedicte Brogger, Hanne Heen and Maria Lundberg

Ethnography as critique – Going beyond universal truths

Session II Location

Thursday, July 5, 2012, 11:00–12:30
Grand Hall – Hanken School of Economics

Visuals: Elicitation, Emotions, Gaze

Chair: Heidi Dahles
Discussant: Juliette Koning

Heather Höpfl and Ricky Yuk-kwan Ng

Drawing the blind: Some thoughts on acts of reflection

Sylwia Ciuk

Narrating the visual: The case of narrative photo collages

Natasha Slutskaya and Alexander Simpson
Lessons from photoelicitation: Discovering on ugly emotions

Session III
Location

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

Anthropology and the Study of Business and Organizations

Chair: Heidi Dahles
 Discussant: Heather Höpfl

Michiel Verver and Juliette Koning

Beyond the boundaries of business? An ethnographic approach to studying the embeddedness of entrepreneurship

Rachel Radmilli

Rethinking conceptual boundaries: When entrepreneurship meets family run business

Fabien Gélédan

Images of the state. An ethnographic contribution to the study of culture in public management reform

Session IV
Location

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

Visual Methodology and Space

Chair: Heather Höpfl
 Discussant: Sylwia Ciuk

Sarah Warnes and Marjana Johansson

A sense of space: Using visual ethnography to explore workers' reflective and interpretive understanding of organisational space

Tuomo Peltonen

Using photography in the study of architecture and space: Mixing methods?

Aylin Kunter

Taking centre stage: Organisational change, aesthetics and the meaning of an office space

Session V
Location

Friday, July 6, 2012, 11:00–12:30
Grand Hall – Hanken School of Economics

Organizational Ethnography

Chair: Juliette Koning
Discussant: Jeff Hearn

Ad van Iterson, Grant Michelson and Kathryn Waddington
Taboos at work: The last frontier of organizational culture?

Jean-François Delplancke
A hybrid approach: Combining ethnography and history

Toke Bjerregaard and Marianne Storgaard
Design-as-practice: Ethnography in design

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
Grand Hall – Hanken School of Economics

Culture: Formal Organizations, Public Management and Multiple Realities

Chair: Juliette Koning
Discussant: Heidi Dahles

Philippe Riot and Elen Riot
What if we lose a life? The role of culture in managing risk

Jeff Hearn, Hertta Niemi, Lotta Niemistö and Teemu Tallberg
The search for “The Organization”: Multiple organizational realities of work and well-being

Allen W. Batteau and Carolyn E. Psenka
Flexible rationalization and neoliberal world order

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
Grand Hall – Hanken School of Economics

Visuals: Management Learning and Experiences

Chair: Heather Höpfl

Discussant: Aylin Kunter

Anneli Hujala, Kaija Kokkonen and Sanna Laulainen

Manager's dance: Visualizing managerial interaction through creative movement

Robert McMurray

Practical ethnography: Use of the ethnographic lens in management learning

Elen Riot and Hervé Colas

Mimesis and the role of management control

ELITES AND THE DESIGN OF INSTITUTIONS, INDUSTRIES AND ORGANIZATIONS

CONVENORS Glenn Morgan, Cardiff Business School, UK; MorganGD1@cardiff.ac.uk
Sigrid Quack, Max Planck Institute for the Study of Societies, Cologne, Germany; quack@mpifg.de
Paul M. Hirsch, Kellogg School of Management, Northwestern University, USA; paulhirsch@kellogg.northwestern.edu

Session I
Location Thursday, July 5, 2012, 09:00–10:30
G-111 – Chydenia

Elites and Legitimacy

Chair: Paul M. Hirsch

Elisabeth Clemens
The democratic dilemma

Ray Loveridge
Designing legitimacy: The rise of global disursive elite coalitions and the creation of the third sector

Jonathan Murphy
The rise of the 1%: An organizational explanation

Session II
Location Thursday, July 5, 2012, 11:00–12:30
G-111 – Chydenia

Elites and Neoliberalism

Chair: Sigrid Quack

Mairi Maclean, Charles Harvey and Gerhard Kling
Business elites and the field of power in France

Julie Froud, Ismail Erturk, Sukhdev Johal, Adam Leaver and Karel Williams
Rediscovering technocratic elites in Europe

Glenn Morgan

Elites, varieties of capitalism and the crisis of neo-liberalism

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30

G-111 – Chydenia

Elites, Power and Fields

Chair: Glenn Morgan

Delphine Gibassier

From Ecobilan to LCA: The French elite's capture of environmental management accounting tools' institutionalization process in France

Michael Wallace and Michael Reed

Elite discourse and institutional innovation: Making the hybrid happen in English public services

Rami Kaplan

Whose matrix is it? Business elite mobilization and the creation of the Corporate Social Responsibility framework, 1945–1959

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30

G-111 – Chydenia

Elites in Emerging and Developing Economies

Chair: Jonathan Murphy

Sibel Yamak, Ali Ergur, Artun Ünsal and Mustafa Ozbilgin

Old and new elites: The impact of change

Hela Yousfi

Culture and management in “developing countries”: Can local élites break away from the tradition/modernity dichotomy?

Alima Bissenova

From “common yard” to condominium and from intelligentsia to middle class: The trials of the emergence of the new ownership society in Kazakhstan

Session V
Location

Friday, July 6, 2012, 11:00–12:30
G-111 – Chydenia

Elites and Networks

Chair: Ray Loveridge

Eric Davoine, Thomas David, Stephanie Ginalski, André Mach and Claudio Ravasi

The emergence of a transnational economic elite at the age of globalization: The case of Swiss large corporations (1980–2010)

Eelke Heemskerk and Ferdi Struijs

How network effects determine the evolution of interlocking directorates

François-Xavier Dudouet, Eric Grémont and Antoine Vion

The structure of the Eurozone's business community

Markus Helfen, Elke Schüßler and Sebastian Botzem

Legitimizing corporate power in transnational arenas: Resources, constraints, strategies

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
G-111 – Chydenia

Elites and Finance

Chair: Mike Reed

Ron Kerr and Sarah Robinson

Designing and contesting material and symbolic spaces for corporate elite reproduction: The case of the RBS business school'

Yuan Li

Managing controversies during institutional transformation

Florent Noël and Hélène Rainelli-Weiss

"Take the money and run?" A pragmatist sociology interpretation of the debate on traders' remuneration

Gerhard Schnyder, Gerarda Westerhuis and Thomas David

Banking on change: The banking elite as driver of institutional changes in the Netherlands and Switzerland (1950s–2000s)

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

Cancelled

DISCOVERING CREATIVITY IN NECESSITY: ORGANIZATIONAL INGENUITY UNDER INSTITUTIONAL CONSTRAINTS

CONVENORS Joseph Lampel, Cass Business School, City University London, UK;
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Benson Honig, DeGroote School of Business, McMaster University,
Canada; bhonig@mcmaster.ca
Israel Drori, School of Business, College of Management, Israel;
israeld@colman.ac.il

Session I
Location

Thursday, July 5, 2012, 09:00–10:30
G-112 – Chydenia

Ingenuity in the Product Development Process

Chair: Joseph Lampel

Judy Matthews and Sam Bucolo

Creating new possibilities: Using design processes to overcome constraints

Gianni Lorenzoni and Daniela Baglieri

The scientist-user template: A protocol for new product development

Anthony Briggs

Conquering the creative: Unpacking the roles of design freedom and market freedom on new product development performance

Jamal Shamsie, Naga Lakshmi Damaraju and Federico Aime

Constrained innovation: A study of Indian film production

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
G-112 – Chydenia

Culture and Ingenuity

Chair: Benson Honig

Ruey-Lin Hsiao and Sue-Hwa Ou

Bricolage in van Gogh curation: Turning adversities into creative vantage

Paul Steffens, Fionna Lettuce and Peter Thomond

Eyes wide shut: Overcoming inertia when faced with discontinuous innovation – The role of organizational field

Cornelis Vincent (Kevin) Heij, Henk W. Volberda and Frans A.J. Van den Bosch

How does management innovation influence performance

Frien van Kessel, Leon Oerlemans and Saskia van Stroe-Biezen

No creative person is an island: Organizational culture, creativity, and the mediating role of intra-organizational social ties

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
G-112 – Chydenia

Institutions and Ingenuity

Chair: Israel Drori

Tamar Sagiv

Reinvesting dance with meaning: How maverick choreographers construct authenticity in the artistic dance field as a means to (re)gain creativity

Natalie Senf, Jochen Koch and Wasko Rothmann

Framing the frame: Exploring the plasticity of institutional frames – The case of haute cuisine

D.T. Ogilvie

Creativity as ingenuity in the face of resource constraints

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
G-112 – Chydenia

Ingenuity in the Face of Barriers

Chair: Joseph Lampel

Katharina Hölzle, Monique Goepel and Dodo zu Knyphausen-Aufseß

Individual ingenuity for overcoming barriers to innovation – A research framework and opportunities for future research

Sarah Harvey

Bumping into walls: Constraint and the role of teams in organizational creativity

Carina Lomborg

Creative problem solving processes in necessity – Learning from entrepreneurial teams

Session V
Location

Friday, July 6, 2012, 11:00–12:30
G-112 – Chydenia

Ingenuity as a Covert Process

Chair: Israel Drori

Sebastiano Lombardo and Ragnhild Kvålshaugen

Not playing by the rules. Provocation and dark side of organizational ingenuity

Rangapriya Kannan-Narasimhan

Organizational ingenuity in nascent innovations: Gaining resources and legitimacy through unconventional actions

Céline Legrand, Nicolas Arnaud and Eric Maton

From outlaw to hero: A process study of middle-manager deviance within a bureaucracy

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
G-112 – Chydenia

Ingenuity in Discontinuous Environments

Chair: Benson Honig

Ayse Saka-Helmhout, Florian Becker-Ritterspach, Knut Lange and Mike Geppert

Organizational responses to contradicting institutions in the European airline industry

Ivano Cardinale

Towards a theory of constraints in organizational creativity

Janne M. Korhonen

Is shock treatment good for you? Complexity of strategy, competitive intensity and crisis length as factors in strategic resilience and innovation

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
G-112 – Chydenia

Ingenuity in Emerging Economies

Chair: Joseph Lampel

Pushkar P. Jha and Ajay Bhalla

Ingenuity in conditions of impoverishment: Playing 'catch up' with challenges in poverty alleviation interventions

DESIGNING M&As AND ORGANIZATIONS THROUGH M&As

CONVENORS Philippe Véry, EDHEC Business School, Nice, France;
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Satu Teerikangas, University College London, UK;
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Mélanie Hassett, Turku School of Economics, University of Turku,
Finland; melanie.hassett@utu.fi

Session I Location

Thursday, July 5, 2012, 09:00–10:30
Large room – Aalto Executive Education

Developing an M&A Capability

Chair: Mélanie Hassett

Philipp Meyer-Doyle

Executive learning in corporate development: Evidence from corporate acquisitions

Discussant: Pauliina Junni

Antonia Alafouzo, Hui Tan and David Faulkner

An examination of metacompetence as a distinctive strategic capability in boundary development

Discussant: Qi Ai

Session II Location

Thursday, July 5, 2012, 11:00–12:30
Large room – Aalto Executive Education

Designing Acquisitions

Chair: Philippe Véry

Noelia-Sarah Schnurr

Successful designing of mergers and acquisitions: Emotions and identification of top managers during the mergers and acquisitions process

Discussant: Michael Grant

Andras Lengyel

Responsible integration management: The role of ethics, justice and trust in acquisitions

Discussant: Dries Faems

Niina Nummela and Mélanie Hassett

Unlocking path dependence in cross-border acquisitions – A case study of the critical events breaking the path

Discussant: Christina Öberg

Session III Location

Thursday, July 5, 2012, 14:00–15:30

Large room – Aalto Executive Education

Participants in M&A

Chair: Günter Stahl

Christina Öberg, Helén Anderson and Johan Holtström

Connectedness in complementary acquisitions – Effects on customers and suppliers

Discussant: Duncan Angwin

Maija Renko, Helena Yli-Renko and Laura Laaksonen

Designed to be acquired? The case of private technology ventures

Discussant: Riikka Sarala

Session IV Location

Friday, July 6, 2012, 09:00–10:30

Large room – Aalto Executive Education

Integration Dynamics

Chair: Christina Öberg

Uma Urs and Duncan Angwin

Implications of integration design – How do acquirers integrate business functions through the use and deployment of organizational routines?

Discussant: Andras Lengyel

Dries Faems

When David becomes Goliath: Post-acquisition integration of established business units in entrepreneurial firms

Discussant: Maija Renko

Satu Teerikangas and Janne Tienari

Ambiguities in merger integration: A view from within

Discussant: Günter Stahl

Session V
Location

Friday, July 6, 2012, 11:00–12:30

Large room – Aalto Executive Education

Perspectives to Knowledge in M&A

Chair: Duncan Angwin

Paulina Junni and Riikka Sarala

The determinants and effects of target firm power on M&A knowledge transfer

Discussant: Laura Erkkilä

Mehdi Safavi and Richard Woodward

A performative view of knowledge exploitation and exploration case study: A higher education merger

Discussant: Philipp Meyer-Doyle

Elvira Periac, Sébastien Gand and Jean-Claude Sardas

Individual roles to achieve knowledge integration in mergers and acquisitions: Completing the knowledge broker concept with knowledge developer's roles

Discussant: Michael Grant

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30

Large room – Aalto Executive Education

International M&A

Chair: Riikka Sarala

Daniel Pardini, Carlos Alberto Gonçalves, Priscila Matuck and José Mesquita

A multi-culture perspective in the related post-acquisition process

Discussant: Mélanie Hassett

Qi Ai and Hui Tan

The influence of government on China's outward mergers & acquisitions: Issues at the pre-acquisition stage

Discussant: Elvira Periac

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
Large room – Aalto Executive Education

The Study of M&A

Chair: Satu Teerikangas

Laura Erkkilä

Towards new conceptualizations of organizational control: Outlining a discourse analysis of managers' talk in cross-border acquisitions

Discussant: Noelia-Sarah Schnurr

Michael Grant, Lars Frimansson and Fredrik Nilsson

Mergers & acquisitions process research: A review

Discussant: Antonia Alafouzo

RESEARCH ON UNIVERSITIES AND INNOVATION SYSTEMS

CONVENORS Antti Ainamo, Aalto University, Helsinki, Finland;
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Vincent Mangematin, Grenoble Ecole de Management, France;
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Katarina Larsen, KTH Royal Institute of Technology, Stockholm, Sweden;
katarina.larsen@abe.kth.se

Session I Location

Thursday, July 5, 2012, 09:00–10:30
E-124 – Arkadia

System-Level Change

Chair: Vincent Mangematin

Naoki Wakabayashi and Ryuichi Nakamoto

Institutional policy and evolution of university-industry collaboration: Longitudinal analysis of joint patent networks in a Japanese biotechnology cluster during 2000's

Discussant: Antti Ainamo

Miriam Vale, Carlos Osmar Bertero and Rafael Alcadipani da Silveira

Different types of Americanization of management education in Brazil

Discussant: Vincent Mangematin

Session II Location

Thursday, July 5, 2012, 11:00–12:30
E-124 – Arkadia

Three Innovative Organization-Level Responses to the System-Level Change

Chair: Katarina Larsen

Nick Butler, Stephen Dunne and Sverre Spoelstra

The value of 'relevance' in the business school

Discussant: Marian Thunnissen

Dominique Vellin and Oussama Ammar

Designing the corporate university. A business model perspective

Discussant: Nick Butler

Marian Thunnissen, Ben Fruytier and Paul Boselie

The talent organization: A contextual analyses of universities in the Netherlands using a multi perspective approach

Discussant: Naoki Wakabayashi

Session III
Location

Thursday, July 5, 2012, 14:00–15:30

E-124 – Arkadia

Individual and Group-Level Responses: Opposition, Compliance, Niche Selection

Chair: Antti Ainamo

Victor Meyer Jr., Lucilaine Pascucci and Bernardo Meyer

Strategies in universities: tensions between macro intentions and micro actions

Discussant: Dominique Vellin

Yves Winkin and Elen Riot

Introducing the new, the radiant ... Math experience

Discussant: Christopher Liu

Sameer Srivastava, Christopher Liu and Toby Stuart

An intra-organizational ecology of individual attainment

Discussant: Yves Winkin

Session IV
Location

Friday, July 6, 2012, 09:00–10:30

E-124 – Arkadia

Emergence of Core Periphery Structures

Chair: Vincent Mangematin

Ann-Christine Schulz, Esther Klee and Alexander T. Nicolai

The Harvard Business Review in the citation network of management science: A bibliometric study

Discussant: David H. Eddy Spicer

Vincent Mangematin, Stephen Walsh and Jie Yan

The elite element: How status and reputation impact universities in research in management (1992–2009)

Discussant: Antti Ainamo

Vitaliano Barberio, Marco Seeber, Benedetto Lepori and Alessandro Lomi

Public regulation and the structuring of social relationships in higher education organizational fields

Discussant: Nicolas Battard

Session V
Location

Friday, July 6, 2012, 11:00–12:30

E-124 – Arkadia

Strategies and Solutions to Cope with the Systemic and Structural Change

Chair: Nicolas Battard

Anne Herbert

Advertising to attract talent: Images of academic work

Discussant: Ann-Christine Schulz

Guje Sevón and Liisa Välikangas

Strategies of detachment. Of mutable resources in late modernity

Discussant: Vitaliano Barberio

Nicolas Battard, Paul Donnelly and Vincent Mangematin

How do scientific disciplines emerge? A sensemaking/sensegiving approach

Discussant: Katarina Larsen

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30

E-124 – Arkadia

New Forms of Innovation Involving the Government, Universities, and Schools

Chair: Antti Ainamo

Aleksios Gotsopoulos and Konstantinos Pitsakis

Between populations and communities: Organizational groups and the case of UK university spinoffs

Discussant: Guje Sevón

Sanne Akkerman, Ton Bruining and Marja Van den Eijnden
*Establishing and sustaining a network of academic primary schools:
 A chain of brokers at work*
 Discussant: Aleksios Gotsopoulos

David H. Eddy Spicer
*School-to-school support as inter-organisational pedagogy: an
 explanatory framework*
 Discussant: Tom Bruining

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
E-124 – Arkadia

**Critical and Alternative Framings of the Systemic and Structural
 Changes**

Chair: Katarina Larsen

Grant Michelson and Rohan Miller
*Legitimacy, morality policy and research integrity: Doing science in a
 controversial industry*
 Discussant: Jonathan Staggs

Jonathan Staggs
*Yes Treasurer! Institutional entrepreneurship in the development of
 Australian science research infrastructure*
 Discussant: Grant Michelson

Antti Ainamo
*Robust Utopia: Frank Gehry and visionary architecture as models for
 “organization as design”*
 Discussant: Anne Herbert

COLLECTIVE PROCESSES OF SOCIAL INNOVATION

CONVENORS M. Tina Dacin, Queen's School of Business, Queen's University, Canada; tdacin@business.queensu.ca
Jean-Baptiste Litrico, Queen's School of Business, Queen's University, Canada; jlitrico@business.queensu.ca
Paul Tracey, Judge Business School, University of Cambridge, UK; p.tracey@jbs.cam.ac.uk

**Session I
Location**

Thursday, July 5, 2012, 09:00–10:30
SH 3-4 – Economicum

Introduction to Social Enterprise and Social Innovation

Chair: M. Tina Dacin

Pascal Dey and Simon Teasdale

'Social enterprise' and dis/identification: The politics of identity work in the UK third sector

Discussants: Patrick Dawson, Jonathan M. Scott, John Thompson and David Preece

Patrick Dawson, Jonathan M. Scott, John Thompson and David Preece

Social innovation and the social enterprise: A relational sense-making perspective

Discussants: Pascal Dey, Simon Teasdale and Rob Macmillan

**Session II
Location**

Thursday, July 5, 2012, 11:00–12:30
SH 3-4 – Economicum

Movements, Institutions and Change

Chair: Jean-Baptiste Litrico

Raymond Loohuis, Ariane Von Raesfeld, Aard Groen and Bart Hutschemaekers

Social entrepreneurs by chance: How environmentalists provide a favorable context for social entrepreneurial action

Discussants: Klaus Weber, Hetal Patel and Kathryn Heinze

Abhijit Ghosh

Strategies in the emergence of a socially innovative enterprise:

The creation of AMUL, INDIA – A social movement perspective

Discussants: Raymond Loohuis, Ariane Von Raesfeld, Aard Groen and Bart Hutschemaekers

Klaus Weber, Hetal Patel and Kathryn Heinze

Theorizing an emergent field: The case of alternative agriculture

Discussant: Abhijit Ghosh

Session III
Location

Thursday, July 5, 2012, 14:00–15:30

SH 3-4 – Economicum

Strategy and Social Entrepreneurship

Chair: Paul Tracey

Liudmila Nazarkina

Designing growth strategies for sustainable enterprises: Investigating the link between multiple organizational identities, strategic choice and strategy legitimacy

Discussants: Malgorzata Ciesielska and Zilia Iskoujina

Dominic M. Chalmers and Eva Balan-vnuk

Exploring the innovative capabilities of socially entrepreneurial organisations

Discussant: Liudmila Nazarkina

Malgorzata Ciesielska and Zilia Iskoujina

Social innovation: Sustainability through business involvement

Discussants: Dominic M. Chalmers and Eva Balan-vnuk

Session IV
Location

Friday, July 6, 2012, 09:00–10:30

SH 3-4 – Economicum

Social Innovation and Institutional Entrepreneurship

Chair: M. Tina Dacin

Francois Gambarelli, Corinne Grenier and Jean-Louis Denis

Collective institutional entrepreneurship in organized ecologies: How entrepreneurs collectively work to design social innovation?

Discussants: Markus Perkmann and Henri Schildt

Tiina Ritvala

Institutional entrepreneurs as authentic leaders ? A comparative case study

Discussants: Francois Gambarelli, Corinne Grenier and Jean-Louis Denis

Markus Perkmann and Henri Schildt

Interaction work and modest action: Boundary organizations as institutional entrepreneurs

Discussant: Tiina Ritvala

Session V
Location

Friday, July 6, 2012, 11:00–12:30

SH 3-4 – Economicum

Social Innovation and Multiple Logics

Chair: Jean-Baptiste Litrico

Thierry Amslem

A multi-level analysis of the collective process of socially responsible management innovations: The case study of a French social integration enterprise

Discussants: Tyler Wry and Eric Zhao

Anica Zeyen and Markus Beckmann

Unlike Siamese twins: Multiple institutional logics and the for-profit-nonprofit organizational mix in social entrepreneurship organizations

Discussant: Thierry Amslem

Tyler Wry and Eric Zhao

Culture, economics, and cross-national variation in the founding and social outreach of microfinance organizations

Discussants: Anica Zeyen and Markus Beckmann

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30

SH 3-4 – Economicum

Performance and Social Innovation

Chair: Paul Tracey

Eric Yanfei Zhao

The financial-social performance debate: A logics perspective

Discussants: Christiana Weber and Indre Maurer

Fergus Lyon and Malin Arvidson

Social impact measurement as an entrepreneurial process

Discussant: Eric Yanfei Zhao

Christiana Weber and Indre Maurer

The impact of social capital on the degree of social innovation

Discussants: Fergus Lyon and Malin Arvidson

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
SH 3-4 – Economicum

Plenary

Chair: M. Tina Dacin, Jean-Baptiste Litrico and Paul Tracey

MARKETS IN THE MAKING: OBSERVING, MEASURING AND PERFORMING ECONOMIC EXCHANGE

CONVENORS Liz McFall, Open University, UK; e.r.mcfall@open.ac.uk
Joeri Mol, The University of Melbourne, Australia;
jmol@unimelb.edu.au
Dean Pierides, The University of Melbourne, Australia;
d.pierides@unimelb.edu.au

Session I
Location

Thursday, July 5, 2012, 09:00–10:30
E-127 – Arkadia

Catastrophe, Breach & Brokerage in Finance

Chair: Liz McFall, Joeri Mol and Dean Pierides
Discussant: Erica Coslor

Paula Jarzabkowski, Rebecca Bednarek, Laure Cabantous and Michael Smets

Making market cycles: Constructing prices in the wake of catastrophic events

Jason Greenberg and Rodrigo Canales

Relational embeddedness, coherence and consistency: Loan officer relational style and contract enforcement in microfinance

Laurence Gialdini and Marc Lenglet

Strategizing in financial markets: The case of brokerage houses on the French stock exchange

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
E-127 – Arkadia

Taming & Devising Insurance

Chair: Dean Pierides
Discussant: Laure Cabantous

Pascale Trompette

'Agencing' the circulation in markets. The financialization of the funeral market in France

José Ossandón and Ureta Sebastián

Taming uncivilized markets

Liz McFall

Groovy like the market? Problems with fit and adaptation in government schemes to insure the poor

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
E-127 – Arkadia

Lock-ins, Reluctance & Change in Music & Art

Chair: Joeri Mol
Discussant: José Ossandón

Matthias Wenzel, Jochen Koch and Wasko Rothmann

Radical innovations and consumer lock-ins: Making markets as an incremental process

Charles Kirschbaum

Faulty devices and reluctant institutions: A French pragmatist approach to Down Beat's critics' poll

Erica Coslor

Organizational and epistemic change: The growth of the art investment industry

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
E-127 – Arkadia

Worth, Price and Deadlocks in Finance

Chair: Liz McFall
Discussant: Pascale Trompette

Benjamin Taupin

Maintaining legitimacy: Orders of worth in the regulation of the credit rating industry

Vitor Klein and Christian Huber

Financial markets and the deadlocks of the imaginary

Jon Roffe, Joeri Mol and Dean Pierides

Price, value and the market: The challenge of Ayache

Session V
Location

Friday, July 6, 2012, 11:00–12:30
E-127 – Arkadia

Making Markets in Healthcare

Chair: Joeri M. Mol
Discussant: Rodrigo Canales

M. Lourdes Sosa

Organizational structure, real options, and the advantage of de novo firms: The case of gene therapy research

Roy Nyberg

Early moments of markets and organisational fields: The emergence of mobile health

Yuko Yamashita

Market as the interactive field of making the heterogeneous customer involvement

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
E-127 – Arkadia

Novelty in Food, Beer & Bio

Chair: Dean Pierides

Discussant: M. Lourdes Sosa

Bogdan Prokopovych

The role of industry associations in new market creation: Evidence from German bioenergy associations

Margarita Cruz, Nikolaus Beck and Filippo Carlo Wezel

Authenticity as an interface: Entry decisions in the Franconian beer industry, 1989–2012

Galina Kallio and Mikko Jalas

Good food in exchange: Social movement organizations making markets for local food

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
E-127 – Arkadia

Round-up & Group Discussion

Chair: Liz McFall, Joeri Mol and Dean Pierides

DESIGN FOR GLOBAL ORGANIZATIONS

CONVENORS Mark Mortensen, INSEAD, France; mark.mortensen@insead.edu
Anca Metiu, ESSEC Business School, France; metiu@essec.fr
João Vieira da Cunha, School of Social and Political Sciences,
Technical University of Lisbon, Portugal; jvcunha@iscsp.utl.pt

Session I Location

Thursday, July 5, 2012, 09:00–10:30
A303 – Hanken School of Economics

The Changing Nature of Collaboration

Chair: João Vieira da Cunha

Mark Mortensen

A new perspective on collaboration

Oliver Kallenborn and Florian Täube

*Social systems engineering and self-organizing pattern in NPD –
Evidence from automotive industry*

Kaja Prystupa-Rządca

Leader as a designer of virtual team

Session II Location

Thursday, July 5, 2012, 11:00–12:30
A303 – Hanken School of Economics

Design for Collaboration

Chair: Anca Metiu

Tine Köhler, Iris Fischlmayr, Eeli Saarinen and Timo Lainema

*Bringing the world into our classrooms – The benefits of engaging
students in an international business simulation*

Anu Sivunen

*Presence and absence in global team meetings: Physical, virtual and
social dimensions*

Ritva Engestrom

*Developing interactive resources for managing trans-disciplinary and
inter-organizational contexts of international project partnership*

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
A303 – Hanken School of Economics

Design for Proximity

Chair: Mark Mortensen

Michael Boyer O’Leary, Jeanne M. Wilson and Anca Metiu
The role of communication and identification in the emergence of perceived proximity in geographically dispersed work

Chia-yu Kou and Sarah Harvey
Going the distance: A comparative case study of distributed versus collocated projects

Niina Nurmi and Pamela Hinds
Designing the global work experience: Balancing engagement and exhaustion

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A303 – Hanken School of Economics

Virtual Team Processes

Chair: Anca Metiu

João Vieira da Cunha
A distributed model of the structuration of IT

Vathsala Wickramasinghe and Suyama Liyanage
High commitment work practices in project-based globally distributed software development firms

Timo Haukola
The art of process facilitation in the context of global virtual teams

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A303 – Hanken School of Economics

Design for Knowledge Creation

Chair: Mark Mortensen

Elena Pruvli and Ruth Alas
Multiply cultural mindsets of international company: Inter-departmental communication and organisational formalisation

Nikita Basov and Esther Tippmann

Walking through walls: Knowledge boundaries through the lens of autopoiesis theory

Thomas Gegenhuber and Marko Hrelja

Harnessing distributed knowledge: A case for hybrid models in broadcast search

Cecilia Rossignoli, Lapo Mola and Andrea Carugati

E-marketplaces and the design of global organizations: A research agenda for the new role of the e-strategic mediator

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30

A303 – Hanken School of Economics

Global Organizations in Flux

Chair: João Vieira da Cunha

Julien Gooris

Institutional environment in offshoring: Host-country attractiveness and organizational model

Giulio Buciuni and Lapo Mola

Reshaping the organizational configuration in the global economy: Evidence from the U.S. furniture industry

Rosana Silveira Reis and Fabian Ariel Salum

The redesign of global structure of innovation: The case study of Vallourec Group Company

Carlos Rodriguez

Global subunit specialization: An evolutionary perspective

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30

A303 – Hanken School of Economics

Design for Global Organizations: Where Do We Go from Here?

Chair: Pamela Hinds

WOMEN AND WORK: EFFECTIVE DESIGNS, SATISFYING RELATIONSHIPS

CONVENORS Anna Nikina, Grenoble Ecole de Management, France;
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Lois M. Shelton, California State University, Northridge, USA;
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Séverine Le Loarne, Grenoble Ecole de Management, France;
severine.le-loarne@grenoble-em.com

Session I Location

Thursday, July 5, 2012, 09:00–10:30
Room 1 – Aalto Executive Education

The Womanly Approach

Chair: Anna Nikina

Discussants: Christine Naschberger and Gregor Bouville

Introduction and presentation of the sub-theme and the team

Eliana Minelli and Chiara Morelli

Women and work: An empirical study of female company heads' style of management

Presenter: Donna Parsons

**Julia Reif, Katharina G. Kugler, Evelyne Enders and
Felix C. Brodbeck**

Do women ask for more? Gender differences in the propensity to initiate negotiations about career-related issues

Presenter: Chiara Morelli

Donna Parsons

Women in family funeral homes: The dance of negotiating roles

Presenter: Julia Reif

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
Room 1 – Aalto Executive Education

Managing Barriers, Meeting Challenges – Part I

Chair: Lois Shelton

Discussants: Claudia Jonczyk and Marjut Jyrkinen

Lucrezia Songini and Luca Gnan

Glass ceiling in SMEs? Women, managerialization and performance

Presenter: Camilla Quental

Camilla Quental

Becoming partner: Gender and professional identity in professional services firms

Presenter: Christine Naschberger

Camilla Quental, Christine Naschberger and Céline Legrand

Career development in the perception of managers: Levers, barriers and gender differences

Presenter: Luca Gnan

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
Room 1 – Aalto Executive Education

Managing Barriers, Meeting Challenges – Part II

Chair: Séverine Le Loarne

Discussants: Luca Gnan and Eliana Minelli

Claudia Jonczyk and Marion Festing

Coping patterns of female managers in male dominated industries – Differences within a minority group

Presenter: Gregor Bouville

Ingrid Biese-Stjernberg

From opting out to opting in: The journey women make to find a sense of coherence and control

Presenter: Claudia Jonczyk

Gregor Bouville

Women and absenteeism: A smokescreen relationship?

Presenter: Ingrid Biese-Stjernberg

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
Room 1 – Aalto Executive Education

Work and Family Life

Chair: Lois M. Shelton
Discussants: Donna Parsons and Julia Reif

Marjut Jyrkinen, Charlotta Niemistö and Jeff Hearn

Gender, age/generations and “work-life balance”

Presenter: Anna Nikina and Severine LeLoarne

Anna Nikina, Lois M. Shelton and Séverine Le Loarne

Spousal role and support to female entrepreneurship: The case of Scandinavia

Presenter: Marjut Jyrkinen

Session V
Location

Friday, July 6, 2012, 11:00–12:30
Room 1 – Aalto Executive Education

International Perspectives – Part I

Chair: Séverine Le Loarne
Discussants: Frances Tomlinson and Chiara Morelli

Allane Madanamoothoo

Gender equality at work in France: Between law and fact

Presenter: Ishani Chandrasekara

Ishani Chandrasekara

Why finance is critical? Dialogue with a women’s community in Sri Lanka

Presenter: Tricia Cleland Silva

Lena Näre and Tricia Cleland Silva

The gendered inequalities in the global trade of Filipino nurses:

A case study from Finland

Presenter: Allane Madanamoothoo

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
Room 1 – Aalto Executive Education

International Perspectives – Part II

Chair: Anna Nikina
Discussants: Allane Madanamoothoo and Ishani Chandrasekara

Frances Tomlinson

Finding new directions at the crossroads: Older women in Italy and the UK moving into self-employment

Presenter: Adriana Roseli Wünsch Takahashi

Richard T. Harrison, Jonathan M. Scott, Javed Ghulam Hussain and Cindy Millman

The role of guanxi networks in the performance of women-led firms in China

Presenter: Frances Tomlinson

Adriana Roseli Wünsch Takahashi, Mariane Lemos Lourenço, Carla Patrícia da Silva Souza and Josué Alexandre Sander

Intrapreneurship, entrepreneurial competences and work-family conflict: A comparative case study of genders with professors from the masters degrees and doctorate programs in management in Curitiba, Brazil

Presenter: Jonathan M. Scott

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
Room 1 – Aalto Executive Education

Roundtable Discussion: Future Directions for Women and Work

Chair: Anna Nikina, Lois M. Shelton and Séverine Le Loarne

New directions, upcoming work-in-progress, future opportunities

Discussants (Perspectives and insights from overall sub-theme):
Camilla Qental, Ingrid Biese-Stjernberg, Lucrezia Songini, Marion Festing and Lena Näre

VALUE, VALUES AND VALUATION

CONVENORS Juliane Reinecke, Warwick Business School, University of Warwick, UK;
juliane.reinecke@wbs.ac.uk

Klaus Weber, Kellogg School of Management, Northwestern University, USA; klausweber@northwestern.edu

Hugh Willmott, Cardiff Business School, Cardiff University, UK;
WillmottH@cardiff.ac.uk;

Session I
Location Thursday, July 5, 2012, 09:00–10:30
A210 – Hanken School of Economics

From Value to Values and the Role of Symbolic Value Creation

Chair: Hugh Willmott

Violina Rindova, Davide Ravasi and Elena Dalpiaz
Organizational cultural capital and symbolic value creation

Micki Eisenman
How does it make you feel? Constructing the meaning of technological products

Session II
Thursday, July 5, 2012, 11:00–12:30
– **Parallel Stream** –

Location A210 – Hanken School of Economics

Extracting Value from Social Relations

Parallel Stream A
Chair: Juliane Reinecke

Steffen Boehm, Chris Land and Armin Beverungen
The value of Marx: Free labour, rent and primitive accumulation in Facebook

Maria Laura Toraldo, Alessia Contu and Gianluigi Mangia
What value for goodness? A reflection on voluntary labour at pop music festivals and the circuit of value creation

Craig Prichard

What, then, is to be made of this 'gift'? Gift relations and value co-production in contemporary capitalism

Location

A308 – Hanken School of Economics

**Parallel
Stream B**

Multiple Regimes of Value and Commensuration

Chair: Klaus Weber

Tobias Scheytt, Christian Huber and Lukas Crepaz

Metamorphoses of valuation practices in an ephemeral mega-project organization: The case of the European Capital of Culture "RUHR.2010"

Sabina Du Rietz

Calculative technologies in their social setting: Investor analysts' composition of corporate social and environmental performance

Koen van Bommel

From values to value: Commensuration in the institutionalization of sustainability reporting

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30

A210 – Hanken School of Economics

Valuation Models, Pricing and Materiality

Chair: Klaus Weber

Isabelle Huault and H el ene Rainelli-Weiss

Is transparency a value on OTC markets? Contesting industry registers to resist categorisation

Vern Glaser and Peer C. Fiss

Enchanted algorithms: Establishing valuation regimes in the online advertising industry

Mark Zbaracki and Mark Bergen

Fear and loathing in the market: Heterogeneity, coherence, and evaluation in price

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A210 – Hanken School of Economics

Diffusion and Translation of Valuation Practices

Chair: Juliane Reinecke

Matthew Hall and Yuval Millo

Valuation between the social and the political: How social return on investment was incorporated into UK public policy

Trin Thananusak and Shahzad Ansari

Valuing a moral practice: A study of open access self-archiving in academic institutions

Lisa Knoll

CO₂ – Objects and Valuation

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A210 – Hanken School of Economics

Reputation and Consumer-based Evaluation Devices

Chair: Hugh Willmott

Adam Arvidsson, Michael Etter and Elanor Colleoni

General sentiment and value: How does online sentiment affect financial evaluations?

Kevin Mellet, Vincent Cardon, Marie Trespeuch, Jean-Samuel Beuscart and Thomas Beauvisage

Online consumer reviews: Design and consequences of a new valuation device

Sophie Dubuisson-Quellier

Valuation as a regulation process. The French policy on environmental-impact labeling

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A210 – Hanken School of Economics

Value and Values in Science

Chair: Juliane Reinecke

Claes-Fredrik Helgesson, Isabelle Dussauge, Francis Lee and Steve Woolgar

Value practices in the life sciences: What might it mean to study the enactment of values in life science?

Julie Labatut

Valuation of life: Genetic models and the making of markets

Emmanouil Gkeredakis, Davide Nicolini and Jacky Swan

Coping with fairness uncertainty: Insights from valuing 'exceptional' individuals in the English healthcare sector

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A210 – Hanken School of Economics

Values in the Construction of Value

Chair: Klaus Weber

Shaz Ansari, Kamal Munir and Violina Rindova

How the type and timing of discourse matters in the creation of value around resource

Brian Moeran

Notes for a theory of values

Emilio Marti

Irritating self-referential science systems through problematizatio

COMPETITIVE DYNAMICS: EXPLORING NEW TEXTURES AND DEEP-STRUCTURE PROCESSES OF ACTION

CONVENORS Walter J. Ferrier, Gatton College of Business, University of Kentucky, USA; walter.ferrier@uky.edu

Tomi Nokelainen, Tampere University of Technology, Finland; tomi.nokelainen@tut.fi

Goce Andrevski, Queen's School of Business, Queen's University, Canada; gandrevski@business.queensu.ca

Session I Location

Thursday, July 5, 2012, 09:00–10:30
LS – Economicum

Methodologies and Business Models

Chair: Tomi Nokelainen

Evelyne Rousselet and Heidi Wechtler

Time in competitive dynamics research: Accomplishments and future directions

Tomi Nokelainen

Coverage of companies' competitive actions in business news: Journalists' insights and implications for competitive dynamics research

Renato Souza Santos, Rodrigo Oliveira, Rosani Jezabel da Silva and Sergio Luis Seloti Jr

Traditional x gourmet: Changing bakeries' industry in São Paulo

Session II Location

Thursday, July 5, 2012, 11:00–12:30
LS – Economicum

Networks

Chair: Goce Andrevski

Chia-Ling (Eunice) Liu and Wen-Chun Chen

Orchestrating alliance networks: The role of innovation appropriability, knowledge sharing and network capability

Remzi Gözübüyük, Murat Unal and Carl Kock

When does centrality hurt performance? Agency problem and network multiplexity in Islamic finance

Elisa Operti

Good for one but bad for most? How intra-organizational networks impact innovative performance at the inventor and firm level

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
LS – Economicum

Discourses and Sequences

Chair: Walter J. Ferrier

Walter J. Ferrier, Theresa Floyd and Zackary Edens

Verbal exchange as internal action: An exploration and analysis of the decision making conversation among top management team members

Sruthi M. Thatchenkery, Riita Katila, Eric L. Chen and Risto Miikkulainen

Sequences of competitive moves and effects on firm performance

Colette Depeyre

Sequences of competitive discourses and actions and market process in highly ambiguous environments

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
LS – Economicum

Imitation

Chair: Bettina Heiss

Bettina Heiss, Peter Monge and Janet Fulk

Wolves in sheep's clothing: Predatory mimicry as an evolutionary strategy for organizational populations

Juan Quiroga

Learning with imitators: Strategy deployment under uncertainty

Ralitza Nikolaeva, Amit Bhatnagar and Sanjoy Ghose

Shaping imitation: A test of competing imitation theories in the context of retailers' adoption of e-commerce

Session V
Location

Friday, July 6, 2012, 11:00–12:30

LS – Economicum

Resources, Information and Knowledge

Chair: Jukka Luoma

Tilman Rüsike and Martin Gersch

(On the path) towards a dynamic framing of specificity: Asset deployment and competitive actions in emerging industries

Stefano Miraglia, Andrew Davies and Andrea Prencipe

Adaptive replication: Knowledge reuse in fast-paced industries

Jukka Luoma

Behavioral model of competitive in-activity and its implications for the organization of competitive behavior

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30

LS – Economicum

Identities and Actions

Chair: Andrew Rowland

Martina Montauti and Filippo Carlo Wezel

Break on through. Categories and entries in music industry, 1978–2011

Jenny Gibb, Paresha Sinha and Sascha Albers

Intra-industry action patterns: Coordinating dynamic identities to drive collective capability development

Philip Rowland

Competitive advantage through coherence: The strategic coherence of competitive repertoires and firm performance

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
LS – Economicum

Agency and Action in Networks and Factor Markets

Chair: Scott M. Soltis

Dalhia Mani

Structure and agency in networks: Absolute position versus incremental change

Scott M. Soltis, Christopher M. Sterling, Stephen P. Borgatti and Walter J. Ferrier

NCAA football rivalry on and off the field: An early empirical test and extension of the theory of factor-market rivalry

INSTITUTIONS AND EMOTIONS

CONVENORS W.E. Douglas Creed, University of Rhode Island, USA;
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Jaco Lok, University of New South Wales, Australia; j.lok@unsw.edu.au

Marc J. Ventresca, University of Oxford, UK; marc.ventresca@sbs.ox.ac.u

Session I Location

Thursday, July 5, 2012, 09:00–10:30
G-109 – Chydenia

Emotion and Legitimacy Challenges

Chair: W.E. Douglas Creed

Pushkala Prasad

Hot emotions and cool identities. Big tobacco's strategies in countering moral illegitimacy, 1914–2000

Simona Giorgi, Margaret E. Guider and Jean M. Bartunek

Getting in line: A study of institutional maintenance as cultural re-alignment in the context of the Apostolic Visitation of U.S. women religious, 2008–2011

Anna Gerstrøm

In search of (il)legitimacy: How members survive organizational death by attributing (il)legitimacy to self and others

Session II Location

Thursday, July 5, 2012, 11:00–12:30
G-109 – Chydenia

Institutional Pluralism and Conflicting Emotion

Chair: Jaco Lok

Debbie Kim and Jeannette Colyvas

Ideological call to arms: Analyzing the character and maintenance of institutional contradictions in US electoral politics and education policy, 1952–2008

Wooseok Jung and Klaus Weber

Responses to institutional ambivalence

Vanessa Pouthier

The emotional qualities of institutional work: How emotionally laden identity work in everyday work interactions allows for the co-existence of multiple logics

Konstanze Senge

Investment decisions by emotion or by calculative design?

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
G-109 – Chydenia

Shame and Agression

Chair: Marc J. Ventresca

W. E. Douglas Creed, Bryant Ashley Hudson, Gerardo Okhuysen and Kristin Smith-Crowe

Shameless theorizing: Emotion in institutional maintenance and disruption

Stacey Kent, Peter J. Jordan and Ashlea J. Troth

Examining the relationship between institutional theory and the scripts of targets of social manipulation within the workplace

Rich DeJordy and Frank Barrett

Emotions in institutions: Bullying as a mechanisms of institutional control

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
G-109 – Chydenia

Galvanizing Emotional Support

Chair: W.E. Douglas Creed

Bryant Hudson, Elizabeth Goodrick and Lee Jarvis

Shame and institutional work in healthcare

April Wright and Raymond Zammuto

Selling the patient: Professional values, emotions and institutional work

Trish Reay and Beth Goodrick

Institutional logics and the dream of pharmaceutical care: The role of emotions in galvanizing the rank and file

Session V
Location

Friday, July 6, 2012, 11:00–12:30
G-109 – Chydenia

Emotions as Antecedents to Participation and Legitimacy

Chair: Jaco Lok

Felipe Massa, Maxim Voronov and Wesley Helms

“From the heart”: Affective legitimation in the Ontario wine industry

Sang-Joon Kim and Myeong-Gu Seo

Non-monotonic effects of discourse on collective action for de-institutionalization

Stine Grodal and Nina Granqvist

Great expectations: Discourse, hype and emotions during field emergence

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
G-109 – Chydenia

Emotion as a Source of Creation or Disruption

Chair: Marc J. Ventresca

Jaco Lok and Mark De Rond

The relations between institutional logics, identity, and emotions

Gaëlle Dechamp and Bérangère Szostak

How to integrate emotions in an institutional analysis: Exploring the role of the creativity

Giulia Cappellaro

Individual level dynamics and organizational responses to institutional complexity. An ethnographic study

Hikari Akizawa

New practices and institutional changes in commercial fields: From emotionality and a nexus of practices

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
G-109 – Chydenia

Plenary: Toward a Research Agenda

Chair: Douglas Creed, Jaco Lok and Marc J. Ventresca

REASSEMBLING MANAGEMENT ETHICS AND CSR

CONVENORS Bobby Banerjee, University of Western Sydney, Australia; b.banerjee@uws.edu.au

Hervé Corvellec, Lund University, Sweden; herve.corvellec@ism.lu.se

Martin Fougère, Hanken School of Economics, Helsinki, Finland; martin.fougere@hanken.fi

Session I Location

Thursday, July 5, 2012, 09:00–10:30

A-304 – Aalto School of Economics

Ethical Discourse and Moralization

Chair: Martin Fougère

Iain Munro

Fashioning the 'active' ethical subject: An inquiry into activist forms of ethical subjectification

Marjo Siltaoja

Towards a responsible employee: Responsibilization and management of ethics in organizational discourse

Emma Jeanes

'Doing the right thing': The disciplining effects of ethical discourse

Session II Location

Thursday, July 5, 2012, 11:00–12:30

A-304 – Aalto School of Economics

CSR in Question(s)

Chair: Hervé Corvellec

Alexandre Faria, Ana Guedes and Yuna Fontoura

A critical state-based analysis of corporate social responsibility

Heidi Herlin and Nikodemus Solitander

Corporate social responsibility as a relief from ethical reasoning

Jukka Rintamäki

Conflicts and contradictions in corporate social responsibility discourse: A critical discourse perspective on CSR rhetoric in environmentally conscious mainstream print media

Christa Uusi-Rauva

“We provide good customer service” – The extent of banks’ social responsibility towards customers?

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
A-304 – Aalto School of Economics

Neocolonial Exploitation and Postcolonial Voices

Chair: Bobby Banerjee

Helio Irigaray, Sylvia Vergara and Marcio Franco

Corporate social responsibility discourse and practices: Voices from the backyard

Claudine Grisard and Vivien Blanchet

“Poor people are like bonsai trees”: Postcolonial stigmatization in social business

Esther Hennchen

Corporate political responsibility in a globalized world: The case of Royal Dutch Shell in Nigeria

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
A-304 – Aalto School of Economics

The E in CSR

Chair: Hervé Corvellec

Tobias Goessling and Sabine Matejek

Beyond legitimacy. A case study in BP’s “Green Narratives”

Céline Berrier-Lucas

The environmental dimension of CSR: Howard Bowen’s blackout?

Tommy Jensen and Annika Skoglund

The professionalization of ethics in IPCC – An ecologization of responsibility in times of uncertainty

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A-304 – Aalto School of Economics

The H in CSR

Chair: Martin Fougère

Peter Fleming and Gerard Hanlon

CSR and the employee: An analysis of the ideological component of management ethics

Dan Kärreman and Jana Costas

Conscience as control: Managing employees through CSR

Eric Fay, Philippe Riot and Fred Seidel

Reimagining responsibility from the real of work. Perspectives from Henry's phenomenology

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A-304 – Aalto School of Economics

Angst, Agon & Agency

Chair: Bobby Banerjee

Maximiliane Haut

No fear, no ethics?

Heidi Hirsto, Johanna Moisander and Merja Porttikivi

Online discussion forums as sites of secondary stakeholder politics: Politicizing the corporation through discursive struggle

Sandrine Blanc

Worker's moral agency in contemporary capitalism

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A-304 – Aalto School of Economics

Improving CSR?

Chair: Bobby Banerjee, Hervé Corvellec and Martin Fougère

Thomas Roulet and Yuliya Shymko

A deontological approach to corporate social responsibility: Is "why be good?" the wrong question to ask?

Nicolas Arnaud, Jean-Luc Castro and Mickael Naulleau

Can ethical leadership entail ethical downsizing? A discussion on ethics-CSR relationships based on the biggest downsizing realized in France in 2009

Pasi Heikkurinen

Strategic corporate responsibility: A theory review and reconsideration of the conventional perspective

FROM DESIGNING ORGANIZATIONAL CREATIVITY TO CREATIVITY FOR ORGANIZATIONAL DESIGN

CONVENORS Alexander Styhre, University of Gothenburg, Sweden;
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Tomi J. Kallio, Turku School of Economics at the University of Turku,
Finland; tomi.kallio@utu.fi

Barbara Imperatori, Catholic University of the Sacred Heart, Milan,
Italy; barbara.imperatori@unicatt.it

Session I Thursday, July 5, 2012, 09:00–10:30

Please note that this session has been cancelled. The sub-theme starts at 11:00 (see next session).

Session II Thursday, July 5, 2012, 11:00–12:30
Location A-306 – Aalto School of Economics

Creativity and Environment

Chair: Tomi J. Kallio

Susanne Ollila and Anna Yström

*Managing for organizational creativity in an open innovation arena –
Creating a space for bounded instability*

Discussants: Barbara Imperatori

Matteo Landoni

*Design the future market: The expertise of agencies to enhance
technological foresight and creativity*

Discussant: Katarina Zambrell

Francesca Ricciardi

*Ecology of creativity in organizational settings: The explanatory
potential of dual tuning and of zigzagging course*

Discussant: Marja Soila-Wadman

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
A-306 – Aalto School of Economics

Creativity and Organizational Practices

Chair: Barbara Imperatori

Björn Müller

Organizational creativity's flavor – Taste-making as central practice in crafting contemporary dance and movement theatre

Discussants: Andrea Martone and Cindy Lombardo

Kirsi-Mari Kallio and Tomi J. Kallio

Designing perfect means to kill creativity? Performance measurement in universities and its effects on work motivation

Discussants: Jochen Schweitzer, Melissa Edwards, Natalia Nikolova and Claudia Nicolai

Ieva Martinaityte

Leveraging creativity for competitive advantage: Development and validation of a HPWS scale for creativity

Discussants: Stephanie Duchek, Simone M. Ostermann and Stefan Klaussner

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A-306 – Aalto School of Economics

The Social Side of Creativity

Chair: Alexander Styhre

Rita Bissola and Barbara Imperatori

Organizing the creative process in the fashion industry: Moving between the individual and team levels

Discussant: Glenn Kristiansen

Jill Perry-Smith

Social network ties beyond non-redundant information: The effect of exposure to heterogeneous problem framing on creativity

Discussant: Mihaela Stan

William Dhuyvetter, Gaëlle Dechamp and Bérangère Szostak

How to develop organizational creativity in SME: A business-leader perspective. A design implementation case study in France

Discussant: David Sköld

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A-306 – Aalto School of Economics

Organizational Creativity and Team Design

Chair: Rita Bissola

Annika Blomberg

Defining organizational creativity – Organizational creativity definitions under scrutiny

Discussants: Susanne Ollila and Anna Yström

Mihaela Stan

Structuring creativity: Testing the relationship between group structure and output quality in comic strip design

Discussant: Matteo Landoni

Glenn Kristiansen

Directional effects of moods and emotions on individual- and group creativity

Discussant: Francesca Ricciardi

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A-306 – Aalto School of Economics

Creativity and Organizational Setting

Chair: Alexander Styhre

Stephanie Duchek, Simone M. Ostermann and Stefan Kraussner

The enabling organization: Inducing uncertainty for creativity

Discussant: Bjorn Müller

Jochen Schweitzer, Melissa Edwards, Natalia Nikolova and Claudia Nicolai

Designing entrepreneurial work environments: Exploring emergent design processes

Discussant: Ieva Martinaityte

Andrea Martone and Cindy Lombardo

Creativity and innovation. A research on the product's innovation processes in the big & medium enterprises inside the canton Ticino

Discussant: Kirsi-Mari Kallio

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A-306 – Aalto School of Economics

Creativity and Leadership

Chair: Tomi J. Kallio

Marja Soila-Wadman

Creativity, organizing and leadership. Lessons from film making

Discussant: Jill Perry-Smith

Katarina Zambrell

Artistic organizational interventions through “culturalistic” leadership

Discussant: Annika Blomberg

David Sköld

*Beyond an immanent theory of desire: Reconsiderung Deleuzian
creativity research*

Discussant: Rita Bissola

ACTIVITY THEORY AND ORGANIZATIONS

CONVENORS Yrjö Engeström, University of Helsinki, Finland; yrjo.engestrom@helsinki.fi
Anu Kajamaa, University of Helsinki, Finland; anu.kajamaa@helsinki.fi
Zlatko Bodrožić, University of Belgrade, Serbia; bodrozic@web.de

Session I Location

Thursday, July 5, 2012, 09:00–10:30
A305 – Hanken School of Economics

Institutional Change and Activity Theory

Chair: Anu Kajamaa

Yrjö Engeström

Keynote: The potentials of Activity Theory in organizational research

Marc Thompson and Anne Edwards

Activity theory, the embedded agency paradox and the work of institutional entrepreneurs: Evidence from children's services

Discussant: Takaya Kawamura

Takaya Kawamura, Midori Matsuzuki and Maho Tanaka

A preliminary study for the activity-theoretical analysis of professional organization and institutional change – An intermediate analysis of institutionalizing new “expert” nurse in Japan

Discussant: Marc Thompson

Session II Location

Thursday, July 5, 2012, 11:00–12:30
A305 – Hanken School of Economics

Management and Competences: A Dialectical View

Chair: Yrjö Engeström

Fernanda Liberali, Suzete Borelli and Maria Emília de Lima

School management in creative chains: A process for schools transformations

Discussant: Jean-Louis Magakian

Jean-Louis Magakian

Strategic thinking as ascending from the abstract to the concrete

Discussant: Annalisa Sannino

Annalisa Sannino

Competence in organizations: A historical and dialectical view

Discussant: Fernanda Liberali

Session III
Location

Thursday, July 5, 2012, 14:00–15:30

A305 – Hanken School of Economics

Tool Design and Implementation in Activity Theory

Chair: Annalisa Sannino

Régis Martineau

From “control tools” to “open tools”: Uses and effectiveness of a reporting tool in a hospital

Discussant: Hanna Toiviainen

Hanna Toiviainen, Jaana Nummijoki and Anna-Liisa Niemelä

Organizational volition in the social and health care workers’ tension-laden implementation efforts

Discussant: Benoît Tricard

Benoît Tricard and Philippe Lorino

Designing mediating tools: An encounter between Peirce and Vygotsky

Discussant: Régis Martineau

Session IV

Friday, July 6, 2012, 09:00–10:30

– **Parallel Stream** –

Location

A305 – Hanken School of Economics

**Parallel
Stream A**

Tensions, Conflicts and Contradictions

Chair: Philippe Lorino

Jenny Vainio and Annalisa Sannino

Gendered contradictory and hegemonic forces in the work and careers of physicists in Finnish universities

Discussant: Mandia Mentis

Roseanna Bourke, Mandia Mentis and John O'Neill

A runaway train-ing? Using CHAT to analyse tensions within a professional learning initiative

Discussant: Giuseppe Scaratti

Silvio Ripamonti and Giuseppe Scaratti

Safety practices in use: The adaptation of safety rules as a consequence of organizational contradictions

Discussant: Jenny Vainio

Location

A403 – Hanken School of Economics

Parallel Stream B

Collaboration and Communication

Chair: Jean-Louis Magakian

Jonna Kangasoja

The challenges of collaborative design in urban planning contexts

Discussant: Satu-Mari Korhonen

Viviana Meschitti and Antonella Carassa

Communicating within a research team: How multiple objects are negotiated in an academic environment

Discussant: Jonna Kangasoja

Satu-Mari Korhonen

Movement between archetypes: From single format to hybrid theatre

Discussant: Viviana Meschitti

Session V Location

Friday, July 6, 2012, 11:00–12:30

A305 – Hanken School of Economics

Activity Theoretical Change Efforts in Social and Health Care

Chair: Hanna Toiviainen

Marcos Barros

Activity Theory as an analytical tool to understand micro-contradiction resolution: Multivoicedness in Quebec daycare centers

Discussant: Anu Kajamaa

Anu Kajamaa and Angeliqye Hilli

Clients' initiatives and caregivers' responses as windows into the organizational dynamics of care delivery: A methodological study

Discussant: Marc Thompson

Varpu Tissari and Hanna Toiviainen

Tools-mediation for organizational volition and the client's voice: Case of a self-care model for patients with chronic illnesses

Discussant: Marcos Barros

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A305 – Hanken School of Economics

Change Laboratory as a Tool for Transforming Work and Organizations

Chair: Yrjö Engeström

Yrjö Engeström, Anu Kajamaa and Zlatko Bodrožić

Introductory keynote: Change laboratory as an intervention method

Hannele Kerosuo, Arja Haapasaari and Yrjö Engeström

The emergence of learners' transformative agency in a change laboratory intervention

Discussant: Laura Seppänen

Zlatko Bodrožić

Experimenting with the change laboratory method in South Eastern Europe

Discussant: Yrjö Engeström

Session VII

Saturday, July 7, 2012, 11:00–12:30
– **Parallel Stream** –

Location

A305 – Hanken School of Economics

Parallel Stream A

Enterprises and Institutional Logics

Chair: Roseanna Bourke

Silke Geithner

Activity based learning: The interplay between individual and collective development in industrial enterprises

Discussant: Jean-Louis Magakian

Julien Malaurent and Jean-Louis Magakian

Enterprise systems in activity: From global control to local workaround in practice

Discussant: Laura Seppänen

Laura Seppänen

Examining activity concepts: Can institutional logics help?

Discussant: Silke Geithner

Location

Lärarrummet – Hanken School of Economics

**Parallel
Stream B**

Interventions and Innovations Enhancing Learning and Change

Chair: Anna-Liisa Niemelä

Monika Hackel

From the abstract to the concrete. Bringing together activity theory and innovation research in VET

Discussant: Juha Mäkinen

Juha Mäkinen

Networked company activities: The case of a Kymi company

Discussant: Jaana Nummijoki

Jaana Nummijoki and Anna-Liisa Niemelä

Omission and invisible work: Why is documentation of clients' actions so difficult in home care?

Discussant: Monika Hackel

DE-SIGN! CHANGING CHANGE

CONVENORS Elena P. Antonacopoulou, University of Liverpool Management School, UK; e.antonacopoulou@liv.ac.uk
 Yvon Pesqueux, Conservatoire National des Arts et Métiers (CNAM), France; pesqueux@cnam.fr
 Eila Szendy-El Kurdi, ISTEK Business School Paris, France; e.szendy@istec.fr

Session I
Location Thursday, July 5, 2012, 09:00–10:30
 A-309 – Aalto School of Economics

Change and Emotions

Chair: Yvon Pesqueux, Eila Szendy-El Kurdi and Junko Takagi
 Discussants: Michele Lancione, Junko Takagi, Ralf Wetzel, Frank E.P. Dievernich and Lore van Gorp

Roy Smollan

Emotional images of organizational change

Fay Giaever

Understanding the complexity of evolving emotional change-experiences

Kristianne Ervik

Deliberate dyslexia as a de-signing practice

Session II
Location Thursday, July 5, 2012, 11:00–12:30
 A-309 – Aalto School of Economics

Changing Change Perspectives from Learning

Chair: Roy Kark Smollan and Junko Takagi
 Discussants: Fay Giaver, Kristianne Ervik and Junko Takagi

Michele Lancione and Stewart Clegg

The chronotopes of change: Actor-networks in a changing business school

Sari Mattila

De-signing the mind: Creating values, changing rhythm, and learning from frustration

Clive Holtham, Ann Brown, Martin Rich and Angela Dove

Liquid learning: Re-de-signing undergraduate management education

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
A-309 – Aalto School of Economics

On-Going Change and Process

Chair: Yvon Pesqueux, Eila Szendy-El Kurdi and Junko Takagi

Discussants: Paul Chan, Sari Mattila and Rémi Jardat

Ralf Wetzel, Frank E.P. Dievernich and Lore van Gorp

Between a rock and a hard place. An expedition into the interspace of on-going change

Anthony Hussenot and Richard Baskerville

Experiential organization design: Neither entity nor process

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
A-309 – Aalto School of Economics

Change Phenomenon and Ontology

Chair: Yvon Pesqueux and Eila Szendy-El Kurdi

Discussants: Ann Brown, Anthony Hussenot and Yvon Pesqueux

Yvon Pesqueux and Rémi Jardat

De-signing and re-signing change through rhetoric of action: Tropology of change management in French public administrations

Paul Chan and Vivian Liang

Whose line is it anyway? De-signing organisational change in the case of MyAirport moving to become more sustainable

Paul Peigne

So little time and so much to change: A structurationist case study on the limitations of rationalization

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

Cancelled

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

Cancelled

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

Cancelled

MANAGEMENT CONSULTANCY: EXPLORING THE BOUNDARIES AND ALTERNATIVES

CONVENORS Stefan Heusinkveld, VU University Amsterdam, The Netherlands; s.heusinkveld@vu.nl
Andrew Sturdy, University of Bristol, UK; andrew.sturdy@bristol.ac.uk
Andreas Werr, Stockholm School of Economics, Sweden; andreas.werr@hhs.se

Session I Location

Thursday, July 5, 2012, 09:00–10:30
Room 2 – Aalto Executive Education

Shifting Boundaries in Client-Consultant Interactions

Chair: Andreas Werr

Andrew Sturdy, Nick Wylie and Christopher Wright
Management as consultancy? Internal consultants and change
Discussants: Lovisa Näslund and Frida Pemer

Lovisa Näslund and Frida Pemer
Through a glass, darkly: The dissolution and creation of boundaries in client-consultant interaction
Discussants: Andrew Sturdy, Nick Wylie and Christopher Wright

Session II Location

Thursday, July 5, 2012, 11:00–12:30
Room 2 – Aalto Executive Education

Management Consulting and Management Ideas

Chair: Frida Pemer

Monica Rolfsen
Lean navigators – Management consultants or consulting managers?
Discussants: Frank Dievernich and Patricia Wolf

Frank Dievernich and Patricia Wolf
“Consultancy – extra-ordinary”
Discussants: Jurriaan Nijholt and Patrick Reinmoeller

Jurriaan Nijholt, Pieter-Jan Bezemer and Patrick Reinmoeller
The adoption of popular management ideas and reputation effects
 Discussant: Monica Rolfsen

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
 Room 2 – Aalto Executive Education

Behind the Scenes of Consulting: Resistance, Dirty Work and Stress
 Chair: Andrew Sturdy

Savita Kumra and Raffaella Valsecchi
Can the 'white collar' be 'dirty': Applying a 'dirty work' perspective to the case of management consultancy
 Discussant: Darren McCabe

Darren McCabe
'Solutions architects': On the role of internal consultants in a local government authority
 Discussants: Julia Muhlhaus and Onno Bouwmeester

Julia Muhlhaus and Onno Bouwmeester
The social construction of special people: Stretching consultants' boundaries to cope with stress
 Discussants: Savita Kumra and Raffaella Valsecchi

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
 Room 2 – Aalto Executive Education

Beyond the Project Boundaries: The Broader Life of Consultants
 Chair: Savita Kumra

Matthias Kipping
Beyond the generic: Consultants as individuals
 Discussant: Patrizia Hoyer

Patrizia Hoyer
Once a consultant, always a consultant? Contextual resources in the construction of post-exit identities
 Discussant: Yvette Taminiau

Yvette Taminiau

Golf and skyboxes: The homo ludens and how consultants engage in the non-consulting activities with clients

Discussant: Matthias Kipping

**Session V
Location**

Friday, July 6, 2012, 11:00–12:30
Room 2 – Aalto Executive Education

Constructing Boundaries: Identities, Occupations and Coalitions

Chair: Darren McCabe

Natalia Nikolova and Jonathan Pratt

The strategic use of the insider/label label in client-consultant projects

Discussants: Staffan Furusten, Andreas Werr and Susanna Alexius

Staffan Furusten, Andreas Werr and Susanna Alexius

Idealist innovations and Emperor's new clothes – CSR and the consultancy sector. What services are offered and by whom?

Discussants: Stefan Heusinkveld, Claudia Groß and Timothy Clark

Stefan Heusinkveld, Claudia Groß and Timothy Clark

Rethinking the management intellectual: Exploring the discursive legitimation of management practitioners' attitudes

Discussants: Natalia Nikolova and Jonathan Pratt

**Session VI
Location**

Saturday, July 7, 2012, 09:00–10:30
Room 2 – Aalto Executive Education

Crossing Boundaries: Enhancing Legitimacy and Knowledge Flows

Chair: Stefan Heusinkveld

Giacomo Carli and Alessandro Grandi

Can consultants influence dynamic capabilities? A multiple case study

Discussant: Stephanos Avakian

Stephanos Avakian

Manifestations of moral legitimacy in the client consultant relationship

Discussants: Ulrik Brandi and Bente Elkjaer

Ulrik Brandi and Bente Elkjaer

Organizational learning across boundaries – A case of management consultancy

Discussants: Giacomo Carli and Alessandro Grandi

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30

Room 2 – Aalto Executive Education

Contested Boundaries: Colonization and Alternatives

Chair: Monica Rolfsen

Guillaume Carton

Academic consulting as an alternative to management consulting

Discussant: Stephanie Hurt

Stephanie Hurt

Two of the paths followed by IT service providers diversifying into management consulting: Insourcing and outsourcing

Discussant: Annika Schilling

Annika Schilling

Communication consultants: The establishment of a new professional role identity

Discussant: Guillaume Carton

MARXIST STUDIES ON ORGANIZATION: THE CHALLENGES OF DESIGN

CONVENORS Paul S. Adler, University of Southern California, USA; padler@usc.edu
Rick Delbridge, Cardiff Business School, UK; delbridge@cardiff.ac.uk
Matt Vidal, King's College London, UK; mgvidal@gmail.com

Session I Location

Thursday, July 5, 2012, 09:00–10:30
A-307 – Aalto School of Economics

Consciousness and Action

Chair: Matt Vidal

Christopher Hartt, Albert Mills and Jean Helms Mills

Labour action or communist sabotage?

Presenter: Prabhir Vishnu Poruthiyil

Paul S. Adler

Capitalism creates the “the new socialist man” (and woman)

Presenter: Paul Brook

Session II Location

Thursday, July 5, 2012, 11:00–12:30
A-307 – Aalto School of Economics

The Labor Process I

Chair: Rick Delbridge

Matt Vidal

Low-autonomy work and bad jobs in postfordist capitalism

Presenter: Chris Smith

Jonas A. Ingvaldsen

Worker autonomy: A structural Marxist analysis

Presenter: Christopher M. Hartt

Elcemir Paço-Cunha

Marx, Weber and bureaucracy

Presenter: Paul S. Adler

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
A-307 – Aalto School of Economics

Hegemony and the Labor Process

Chair: Paul Adler

Evren Hosgor

The role of organic intellectuals in mediating management ideas: A case from Turkish academia

Presenter: Beatriz Couto

Giuliano Maielli

Explaining lock-in through the concept of hegemony: Evidence from the Italian car industry

Presenters: Burçe Vesile Gültekin and Askin Zafer Saltoğlu

Burçe Vesile Gültekin and Askin Zafer Saltoğlu

Labour process and employment relations in the Turkish film industry

Presenter: Paul Goldman

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A-307 – Aalto School of Economics

Cancelled

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A-307 – Aalto School of Economics

The Labor Process II

Chair: Matt Vidal

Prabhir Vishnu Poruthiyil

Persistence of hypocrisy despite 'near-death experiences': Dialectical analysis of bureaucratic-professional designs

Presenter: Giuliano Maielli

Alessandro Gandini

Reputation economy in creative and cultural industries. A study on freelance networks.

Presenter: Jonas Ingvaldsen

Chris Smith

Marxism and labor process theory

Presenter: Evren Ayse Hosgor

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A-307 – Aalto School of Economics

Ideas and Materialism

Chair: Rick Delbridge

Paul Goldman

Why is there no Marxian sociology of organizations in the United States?

Presenter: Matt Vidal

Beatriz Couto

Structural changes in social relation of intellectual production: from the classical intellectual to collectivized work

Presenter: Elcemir Paço-Cunha

Paul Brook

I'm not the only one! Emotional labour power, materialist subjectivity and the individual-collective experience

Presenter: Alessandro Gandini

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A-307 – Aalto School of Economics

Discussion: Reflection on the Sub-theme and Moving Forward

Chair: Paul S. Adler

CREATING ORGANIZATIONAL LIFE: EMBODIED ART, AESTHETICS AND DESIGN

CONVENORS Wendelin M. Küpers, School of Management, Massey University, New Zealand; W.Kupers@massey.ac.nz

Arja Ropo, School of Management, University of Tampere, Finland; arja.ropo@uta.fi

Matt Statler, Leonard N. Stern School of Business, New York University, USA; mstatler@stern.nyu.edu

Session I Location

Thursday, July 5, 2012, 09:00–10:30
H-535 – Chydenia

Space

Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Astrid Huopalainen

Organizing the fashion factory – Case Finnish catwalk

Ellen Loots

An exploration of an organization form: Artists' residences

Ray Griffin

The Flaneur: Loitering through fun workplaces

Session II Location

Thursday, July 5, 2012, 11:00–12:30
H-535 – Chydenia

Creative

Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Steven Taylor

Craft mastery: Towards a theory of artful management action

Tuomas Kuronen

Aesthetics of knowledge in organizations

Ruth Damian

Academic matter and the office as a site of constitutive entanglement

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
H-535 – Chydenia

Aesthetics and Leadership

Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Erika Sauer

Shame as an aesthetic leadership practice

François Duhamel, Alexander Niess and Fabien De Geuser

The meaning of aesthetical management

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
H-535 – Chydenia

Living Work Design

Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Sören Augustinsson

Art and workplace: New space-in-between that gives opportunities for sensemaking and re-design of the organisational scene

Donatella De Paoli and Arja Ropo

Leadership in an open and flexible office space design

Anne Pässilä, Pekka Korhonen and Allan Owens

Who has the main role in the intersection of arts and organizational life?

Session V
Location

Friday, July 6, 2012, 11:00–12:30
H-535 – Chydenia

Embodied Design

Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Laura Sinisalo

The aesthetic field of leadership in a design firm

Karen Dale and Yvonne Latham

Re-creating organizational design: Embodiment, materiality and the social/political

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
H-535 – Chydenia

Emotion

Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Norbert Steigenberger

Sensemaking, sensegiving, and emotions in organizational change processes

Frank Martela

Caring connections – The art of embodied mutuality in organizational life

Kätlin Pulk and Tuomas Santeri Ketola

Meaning of change: A source of resistance

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
H-535 – Chydenia

Organization & Final Round

Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Claudia Schnugg and Luc Peters

Silence & Geiselnahme. Einstürzende Neubauten and organization.

Tatjana Byrne and Soo Hee Lee

Competing discourse on the aesthetics of contemporary dance in the UK: The impact of changing cultural policy on community dance organisations

Perttu Salovaara

The method of walking the field path

ORGANIZING IN PROJECTS AND TEMPORARY ORGANIZATIONS

CONVENORS Jaakko Kujala, University of Oulu, Finland; jaakko.kujala@oulu.fi
Hans Georg Gemünden, University of Technology Berlin, Germany; hans.gemuenden@tim.tu-berlin.de
Thomas G. Lechler, Howe School, Stevens Institute of Technology, USA; thomas.lechler@stevens.edu

Session I
Location

Thursday, July 5, 2012, 09:00–10:30
A-301 – Aalto School of Economics

Managing in the Context of Projects and Temporary Organizations

Chair: Jaakko Kujala

Karlos Artto
Opening of the sub-theme

Jaakko Kujala
Understanding complexity in project business

Anna Goussevskaia, Michael Bresnen and Jacky Swan
Project organization, learning mechanisms and dynamic capabilities

Richard Tee and Andrew Davies
Modular components, integrated practices: Managing complexity and interdependence in temporary organizations

Leon Oerlemans, Rene Bakker, Andreas Schwab and Joris Knobon
Alternative modes of entrepreneurial opportunity exploitation: The case of inter-organizational projects

Maria Kapsali and Jens Roehrich
Contractual governance of complex projects

Session II Thursday, July 5, 2012, 11:00–12:30
 – **Parallel Stream** –

Location A-301 – Aalto School of Economics

Parallel Stream A **Planning and Control in Temporary Organizations**

Chair: Karlos Artto

Comment: Rolf Lundin

Simon Dischner, Jost Sieweke and Stefan Süß

Rules in temporary organizations – An explorative study

Sylvain Lenfle

Toward a genealogy of project management: Sidewinder and the management of exploratory projects

Pertti Aaltonen, Thomas Lechler and Karlos Artto

The influence of ergodic economic theory on the foundations of theorizing on projects

Mark Hall, Christopher Lewis and Elmar Kutsch

Why rules are not enough: The role of high reliability in the UK's Ministry of Defence procurement projects

Elisa Vuori and Pertti Aaltonen

Realized strategy formation in an adhocracy

Trygve Steiro, Agnar Johansen, Siva Ekambaram and Hans Petter Krane

Exploring uncertainty and flexibility in projects: Towards a more dynamic framework?

Paolo Canonico

Coping with paradoxes: The interplay of control modes in R&D projects

Serghei Floricel, Sorin Piperca and Marc Banik

The structuring effect of planning on project organizations

Location A-501 – Aalto School of Economics

Parallel Stream B **Capability Building in Project Organizations**

Chair: Inkeri Ruuska

Sandra Regina Rocha-Pinto, Ricardo Sanctus and Luis Claudio Pereira

Organization learning in complex temporary organizations applied to the Brazilian Marine Corps FCL(Field Combat Logistics)

Christopher Biesenthal, Kalpana Vignehsa, Shankar Sankaran, Tyrone Pitsis and Siegfried Gudergan

Tools of change: Exploring the duality of dynamic capabilities in project-based organizations

Claus Beringer, Wilderich Heising and Hans Georg Gemünden

Understanding key players in the project portfolio renewal process: How do project portfolio managers construe stakeholder behavior

Yijiang Wu, Andrew Davies and Lars Frederiksen

Renewal, reuse and reinforcement: Building project-based capabilities to enter, grow and shape the nascent market for integrated sustainable design solutions

Session III Thursday, July 5, 2012, 14:00–15:30

Location A-301 – Aalto School of Economics

Collaboration in Projects

Chair: Thomas Lechler

Aukje S. Leufkens and Niels G. Noorderhaven

Accounts of interest and collaborative behavior in projects

Niels G. Noorderhaven, Leon Oerlemans, Rik Ligthart and R.P.J.H. Rutten

Go with the flow or stick to one's guns: Collaboration flexibility and rigidity in interfirm projects

Tuomas Ahola

Colourful relationships

Jussi Heikkilä, Inkeri Ruuska and Karlos Artto

Procurement of supplier capability for customer's long-term performance

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A-301 – Aalto School of Economics

Distributed Projects

Chair: Kirsi Aaltonen

Jonas Söderlund

Opening of the day

Jonas Soderlund and Rene Bakker

Taking project management beyond the juncture: The case for good reviewing

Metin Onal Vural

Complexity, design and learning in distributed projects

Anne Live Vaagaasar and Donatelle de Paoli

How is space and place connected with project work?

Sunila Lobo

“We know what we should be doing but we aren’t doing it!” Embedding learning across projects over time and space

Therese Dille and Anne Live Vaagaasar

Projects on the run: Dimensions of temporal complexity in multi-actor project organizing

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A-301 – Aalto School of Economics

Learning and Capabilities

Chair: Fredrik Tell

Fredrik Tell

Keynote

Fredrik Tell, Jonas Söderlund and Michael Hobday

Capability formation in P-form corporations: An emerging perspective on project-based organizations

Sabrina Loufrani-Fedida and Stéphanie Missonier

Understanding competencies in project-based organizations: A multilevel and global perspective

Virpi Turkulainen and Inkeri Ruuska

Facilitating exploratory and exploitative learning in the context of a major technological change – The shifting role of Technology Office

Christian Garaus, Barbara Müller, Wolfgang H. Güttel, Stefan Konlechner and Hubert Lackner

Balancing, fueling and linking exploratory and exploitative learning: How ambidexterity and absorptive capacity interplay through project designs

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

Location A-301 – Aalto School of Economics

Parallel Stream A **Project Networks and Stakeholder Management**

Chair: Grant Savage

Grant Savage
Keynote

Kirsi Aaltonen, Tuomas Ahola and Karlos Artto
Path dependence, path creation and stakeholder network dynamics during the early project stage: The case of the Tapiola commercial center development project

Bertrand Pauget and Andreas Wald
Relational competence in complex temporary organizations: The case of a French hospital construction project network

Pernille Eskerod and Anne Live Vaagaasar
Stakeholder management strategies and practices during a project course

Thommie Burström, Tomas Blomquist and Thomas Biedenbach
Business model changes via projects and platforms developments: A boundary perspective

Location A-501 – Aalto School of Economics

Parallel Stream B **Disruptions in Project Industries**

Chair: Hans Georg Gemünden

Felix von Pechmann, Christophe Midler, Rémi Maniak, Florence Charue-Duboc and Romain Beaume

Managing systemic disruption projects in the automotive industry: Towards a comparative analysis of electric mobility initiatives

Rebecca Henn

Border patrol: Emergent jurisdiction in the fragmented field of building design and construction

Kalpna Vignehsa, Christopher Biesenthal, Anjana Anandakumar, Stewart Clegg, Siggı Gudergan, Tyrone Pitsis and Shankar Sankaran

Double moral hazard on projects: Existing beyond the confines of agency theory

Liisa Sallinen and Magnus Hellström

Structures from scratch – The link between industry architectures and nuclear power projects

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

Location A-301 – Aalto School of Economics

Innovativeness and Knowledge Integration

Chair: Rolf Lundin

Jonas Söderlund

Organizing knowledge integration in R&D projects: The role of knowledge entrainment

Floor van den Born

Fostering creativity in groups: Balancing repeat collaboration and external memberships

Christian Urhahn and Patrick Spieth

Managing innovativeness in innovation project portfolios – A conceptual framework

Michael Hopkins, Paul Nightingale and Charles Baden-Fuller
Servant firms in drug discovery: A neglected project-based organisational form

Rolf Lundin and Tuomas Ahola
Closing of the sub-theme

INFORMATION AND COMMUNICATION TECHNOLOGIES AND THE WORK-LIFE BOUNDARY

CONVENORS Donald Hislop, School of Business and Economics, Loughborough University, UK; d.hislop@lboro.ac.uk

Petra M. Bosch-Sijtsema, Chalmers University of Technology, Gothenburg, Sweden; petra@petrabosch.com

Angelika Zimmermann, School of Business and Economics, Loughborough University, UK; a.zimmermann@lboro.ac.uk

Session I Location

Thursday, July 5, 2012, 09:00–10:30
A-408 – Aalto School of Economics

The Role of Mobile ICTs in Boundary Management

Chair: Donald Hislop and Petra M. Bosch-Sijtsema

Shiva Sayah

Information and communication technologies and their influence on work-life boundaries: The case of independent contractors

Alexandre Mallard, Anca Boboc and Fabienne Gire

The work/ life boundary and the socio-technical inscription of communication practices: The case of mobile and email uses

Session II Location

Thursday, July 5, 2012, 11:00–12:30
A-408 – Aalto School of Economics

Web 2.0/Social Media and the Work-Life Boundary

Chair: Donald Hislop

Steffi Siegert

Social technology and boundaries as a conscious effort – PhD students between job and lifestyle

Tingyu Kang

Network sociality and work-life boundary: How an ICT-dependant networking culture rises to blur the work/non-work boundary

Paula O’Kane and Janneke Hoek

Publishing personal information online: How employers’ access, observe and utilise social networking sites within selection procedures

Session III
Location

Thursday, July 5, 2012, 14:00–15:30
A-408 – Aalto School of Economics

Health, Wellbeing, ICTs and the Work-Life Boundary

Chair: Petra M. Bosch-Sijtsema

Isaac Pio and Edwina Pio

The qi of technology: Making space for balance

Johanna Koroma, Ursula Hyrkkänen and Matti Vartiainen

Obstacles when working in multiple places

Session IV
Location

Friday, July 6, 2012, 09:00–10:30
A-408 – Aalto School of Economics

ICTs and Virtual Collaboration/Innovation

Chair: Donald Hislop

Jyri Manninen and Helena Kantanen

Learning, working and innovating in virtual communities of practice

Meera Sarma and Alice Lam

Knowledge creation and innovation in the virtual community – Exploring practices in hacker communities

Jordi Comas and F. Ted Tschang

The promise and pitfalls of design for social innovation in virtual worlds: The CoLab case study

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A-408 – Aalto School of Economics

Telework and the Work-Life Boundary

Chair: Petra M. Bosch-Sijtsema

Svein Bergum

The role of distance dimensions and work life balance in innovative telework in remote areas in Norway

Mona Mustafa

Balance or burnout? Self-employed teleworkers and their work-life boundaries

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A-408 – Aalto School of Economics

The Relationship between Organizational/Sectoral Context and the Work-Life Boundary

Chair: Donald Hislop and Petra M. Bosch-Sijtsema

Csaba Kiss, Henriett Primecz, Andrea Toarniczky, Sara Csillag, Roland Szilas and Katalin Bácsi

The antecedents and consequences of work-family conflicts: Lessons learned from employee friendly organizations

Pierre Laniray

Technological artifacts and occupational identity: An under-explored relationship?

Concluding Discussion

Session VII

Saturday, July 7, 2012, 11:00–12:30

Cancelled

INEQUALITY BY DESIGN? THE IMPACT OF ORGANIZATIONAL PRACTICES ON INDIVIDUAL EMPLOYMENT OUTCOMES

CONVENORS Isabel Fernandez-Mateo, London Business School, UK;
ifernandezmateo@london.edu

Emilio J. Castilla, MIT Sloan School of Management, USA;
ecastilla@mit.edu

Olav Sorenson, Yale School of Management, New Haven, USA;
olav.sorenson@yale.edu

Session I Location

Thursday, July 5, 2012, 09:00–10:30
A306 – Hanken School of Economics

The Organizational Sources of Rising Inequality
Chair: Emilio J. Castilla

Emilio J. Castilla and Isabel Fernandez-Mateo
Welcome and general introduction

J. Adam Cobb and Gerald F. Davis
What explains the paradox of hierarchy?

John C. Dencker and Chichun Fang
Corporate restructuring and wage inequality

Session II Location

Thursday, July 5, 2012, 11:00–12:30
A306 – Hanken School of Economics

Outsourcing, Temporary Work and Stratification
Chair: Isabel Fernandez-Mateo

Rita Fontinha, Bas Koene, Maria José Chambel and Nele De Cuyper
HR attributions and the dual commitment of temporary agency workers and outsourced workers: Implications on performance

Marie-Rachel Jacob

Employment status diversity and workplace inequality: Bridging individual and collective levels by studying blended work groups in a firm

Joseph R. Keller and Matthew Bidwell

Promote or hire? The determinants of internal versus external mobility in a professional services firm

Session III
Location

Thursday, July 5, 2012, 14:00–15:30

A306 – Hanken School of Economics

Identity, Perceptions and Employment

Chair: Olav Sorenson

Christina Keinert-Kisin, Reinhold Hatzinger and Sabine T. Koeszegi

What's in a name? A personnel selection experiment on gender bias in job applicant assessment

Ming D. Leung

Job categories and geographic identity: A category stereotype explanation for occupational agglomeration

Session IV
Location

Friday, July 6, 2012, 09:00–10:30

A306 – Hanken School of Economics

Gender and Age Discrimination

Chair: Emilio J. Castilla

Roberto Fernandez and Santiago Campero

Gender sorting and the glass ceiling in high tech

Lauren A. Rivera and Katherine Gan

Glass floors and glass ceilings: Sex homophily and heterophily in job interviews

Session V
Location

Friday, July 6, 2012, 11:00–12:30
A306 – Hanken School of Economics

The Effects of HR Practices and Policies

Chair: Isabel Fernandez-Mateo

Argyro Avgoustaki

High performance work practices, work uncertainty, and employee overtime. The mediating role of high performance work practices

Rocio Bonet, Tor Eriksson and Jaime Ortega

Up for review: Unravelling the link between formal evaluations and merit-based practices

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
A306 – Hanken School of Economics

Promotion Policies and Inequality

Chair: Olav Sorenson

Adina D. Sterling and Chris Rider

Shared education affiliation and workplace relationships

Matthew Bidwell, Shinjae Won and Roxana Barbulescu

Stairway to heaven? The effects of prior employers' status on subsequent employment outcomes

Pernille Gjerløv-Juel and Christina Günther

Heroes today – but what about tomorrow? Gazelles and their long-run performance

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
A306 – Hanken School of Economics

The Long-Run Consequences of Organizational Attachments

Chair: Emilio J. Castilla

Michael Bognanno and Eduardo Melero

Promotion signals, age and education

Catherine R. Albiston, Shelley J. Correll, Traci Tucker and Christina Stevens

Laws, norms, and the caretaker penalty

PRACTICES OF INTER-ORGANIZATIONAL COLLABORATION: DESIGNED OR EMERGING?

CONVENORS Kristina Lauche, Radboud University Nijmegen, The Netherlands;
k.lauche@fm.ru.nl

Hans Berends, VU University Amsterdam, The Netherlands;
j.j.berends@vu.nl

Anne-Laure Fayard, Polytechnic Institute of New York University;
alfayard@poly.edu

Session I Location

Thursday, July 5, 2012, 09:00–10:30
Maxen – Hanken School of Economics

Design and Emergence of Interorganizational Collaboration

Chair: Kristina Lauche

Sarah Evans, Harry Scarbrough and Sue Newell

Explicitly-designed and inherently-formed approaches for supporting inter-organisational collaboration in healthcare: Developing the distinction between 'bridging' and 'blurring' boundary spanning mechanisms

Markos Zachariadis, Eivor Oborn, Michael Barrett and Celine Miani

Designing orchestration processes to support health innovation networks: Exploring clinical commissioning groups (CCGs) in action in the UK

Gail Greig, Nic Beech, Paul Hibbert, Elizabeth Gullede and Charlotte Gilmore

Design and emergence in collaborative music making

Session II
Location

Thursday, July 5, 2012, 11:00–12:30
Maxen – Hanken School of Economics

Emerging Practices in Crowdsourcing and Open Innovation

Chair: Hans Berends

Natalia Levina and Anne-Laure Fayard

Tapping into diversity through open innovation platforms: The emergence of boundary spanning practices

Lars-Olof Lychnell, Pernilla Bolander and Andreas Werr

Exploring the dialectics of inter-organizational collaboration for innovation – The development of SVT iPhone app

Sirkka L. Jarvenpaa and Liisa Välikangas

Open revealing: The evolution of pre-revealing behaviors in open innovation constellations

Session III
Location

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

Artefacts in Interorganizational Practices

Chair: Anne-Laure Fayard

Alice Comi and Martin J. Eppler

Visual artefacts in inter-organizational teamwork: Exploring the duality between designed and emergent use

Jennifer Whyte

Commitments in coordination and control: Digital integration and prototyping practices

Hannele Kerosuo, Tarja Mäki and Jenni Korpela

Windows to collaborative uses of BIM: Emerging breakpoints of coordination in BIM-mediated building design

Sami Paavola and Reijo Miettinen

Beyond a technological utopia: Incremental development and multifunctionality of building information modeling (BIM)

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

Location Lärarrummet – Hanken School of Economics

Parallel Stream A **Collaboration in Research**
Chair: Hans Berends

Maria C. Binz-Scharf, Yuval Kalish and Leslie Paik
The role of databases in scientific collaboration: A multilevel perspective

Yun Su
Scientists' practices of knowing for innovation ecologies: A look from academic-industry collaboration

Angela McCabe and Rachel Parker
Identifying power in university-industry collaborations

Location Maxen – Hanken School of Economics

Parallel Stream B **Development of Interorganizational Networks**
Chair: Kristina Lauche

Frederik M. Metzger, Thomas Armbruester and Stefan Berwing
Pathways of engineered, autonomous, and hybrid coordination in inter-organizational networks: A comparative analysis

Marcello M. Mariani and Mika Kylänen
Coopetitive practices in time and space: Empirical evidence from tourism destinations

Alessandro Giudici and Patrick Reinmoeller
Who hosts the party? The design of emergent interorganizational relationships in networking events

Linda Pomeroy, Jane Hendy, Dimitrios Spyridonidis and James Barlow
Development of inter-organisational practices – A design perspective

Session V
Location

Friday, July 6, 2012, 11:00–12:30
Maxen – Hanken School of Economics

Boundaries and Boundary Objects

Chair: Anne-Laure Fayard

Karen Smits and Alfons van Marrewijk

Practices of collaboration in the Panama Canal expansion program: Finding common ground

Raoni Rajão and Niall Hayes

Boundary objects and blinding: The contradictions of inter-organizational collaboration in the Amazon

Isidora Kourti and Lucia Garcia-Lorenzo

Collaboration as an emergent space of practice: Activating boundaries in a Greek educational partnership

Lieke Oldenhof, Annemiek Stoopendaal and Kim Putters

Coordinating care, welfare and housing: An interactive interplay between boundary objects and boundary people

Session VI

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

Location

Lärarrummet – Hanken School of Economics

Parallel
Stream A

Collaborative and Participative Practices

Chair: Kristina Lauche

Arto Huuskonen and Virpi Turkulainen

Adoption of network management practices – Contingency and institutional explanations

Nicolas Arnaud and Bertrand Faure

From technologically formalized to emergent communicative inter-organizational practices: Do IIS really reduce “poor” communication? An inquiry inside the French furniture industry

Leonore van den Ende and Alfons van Marrewijk

The practice of organizational rituals in infrastructure megaprojects

Location Maxen – Hanken School of Economics

Parallel Stream B **Interorganizational Knowledge Processes**
Chair: Anne-Laure Fayard

Nicole Bischof

Knowledge communication as practice of inter-organizational collaboration: Actors, attitudes and artifacts

Yuanyuan Wu and Paola Perez-Aleman

How firms create knowledge through collaborations

Alan O'Sullivan

Managing transaction boundaries in the outsourcing of complex new-product development

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

Strategizing and Interorganizational Collaboration

Chair: Hans Berends

Felix Werle and David Seidl

Inter-organizational strategizing as extension of sensemaking capacities

Fleur Deken, Hans Berends, Kristina Lauche and Gerda Gemser

The emergence of interorganizational collaboration: A process study of the relations between strategizing and initiating practices

Dorthe Eide and Lars Fuglsang

Open and domestic types of networking in the experience economy: Between design and emerging?

DESIGNING ORGANIZATIONAL CONTROL: PATHS AND STAKES OF A PRACTICE-BASED PERSPECTIVE

CONVENORS Yoann Bazin, ESG Management School, France; ybazin@esg.fr
Laurent Magne, DRM – CREFIGE, Université Paris-Dauphine, France; magne@crefige.dauphine.fr
Jérôme Méric, CEREGE-IAE de Poitiers, France; jmeric@iae.univ-poitiers.fr

Session I
Location Thursday, July 5, 2012, 09:00–10:30
E-125 – Arkadia

Action and Reflexivity Dynamics: Control as Practice (1)

Chair: Yoann Bazin, Stefan Konlechner, Laurent Magne and Jérôme Méric
Discussant: Ruth Murray-Webster

Convenors
Introduction to the sub-theme and of participants

Christelle Théron
An attentional lens on control in managers' daily practices

Stéphan Pezé
Controlling managers 'becoming': The practices of identity regulation

Session II
Location Thursday, July 5, 2012, 11:00–12:30
E-125 – Arkadia

Beyond Managerial Toolkits: Organizational Control (1)

Chair: Stefan Konlechner
Discussant: Simy Joy

Rémi Jardat
"Diatopic" as a lens for control analysis and control design – An illustration by the problem of operational risk in banks and banking systems

Marc Lenglet

Beyond procedural conformity: Compliance officers and the ambiguous making of financial regulation

Jens Rennstam

Circumnavigating managerial practice: Peer reviewing, translation, and productive disobedience as horizontal control in a high-tech firm

**Session III
Location**

Thursday, July 5, 2012, 14:00–15:30
E-125 – Arkadia

Constraints and Capabilities: The Double Path of Organizational Control (1)

Chair: Yoann Bazin

Discussant: Jetta Frost

Thomas Nobin

Control and autonomy irony inherent in communities-of-practice analyzed from a power perspective using group level of analysis

Simy Joy

Control in boundary transcending work units: Learning from outsourced IT services delivery teams

Amaury Grimand, Ewan Oiry and Aurélien Ragaigne

Extending Foucault – Constraint and Empowerment: The dual dimension of control tools

**Session IV
Location**

Friday, July 6, 2012, 09:00–10:30
E-125 – Arkadia

Action and Reflexivity Dynamics: Control as practice (2)

Chair: Jérôme Méric

Discussant: Esther Maier

Ruth Murray-Webster and Harvey Maylor

How a well managed change programme yielded no change and what this tells us about change and control: A structuration perspective

Yoann Bazin

Controlling practices, dead-end or keystone?

Andrey Pavlov and Mike Bourne

Management control in practice: Analyzing the effect of management control through the lens of organizational routines

Session V
Location

Friday, July 6, 2012, 11:00–12:30
E-125 – Arkadia

Beyond Managerial Toolkits: Organizational Control (2)

Chair: Laurent Magne
Discussant: Ewan Oiry

Esther Maier

The accounts behind the story: Budgeting practices in cultural production
Robert Holmberg, Magnus Larsson and Peter Svensson
Leading in the cage: Managing the tension between reality and employee surveys

Claire Ciampi

Control practices and information technology: The case of collaborative databases in product development activities

Session VI
Location

Saturday, July 7, 2012, 09:00–10:30
E-125 – Arkadia

Constraints and Capabilities: The Double Path of Organizational Control (2)

Chair: Jérôme Méric
Discussant: Andrey Pavlov

Stefan Konlechner

Knowledge evolution and the development of replication strategies

Stéphanie Chatelain-Ponroy and Sophie Morin-Delerm

The sustainable development reporting: A new organizational practice in higher education institutions?

Evelyne Misiaszek

Impulsing organizational change: The happy union of a management control system and familiness

Session VII
Location

Saturday, July 7, 2012, 11:00–12:30
E-125 – Arkadia

**Beyond Managerial Toolkits: Organizational Control (3) and
Agenda for Further Research**

Chair: Yoann Bazin, Stefan Konlechner, Laurent Magne and Jérôme
Méric

Discussant: Thomas Nobin

Jetta Frost, Rick Vogel and Khaled Bagban

*Towards a combinative approach to management control: How control
mechanisms interact in a multi-business firm*

Laurent Taskin and Gabriel Van Bunnan

Knowledge sharing and control intensification: A longitudinal case study

Summary of key issues raised in the sub-theme and future steps
Best Paper Awards 2012

Key

- AAR = EGOS Workshop on the Art of Academic Reviewing
- KnS = Keynote speaker
- ME = Meet the Editors
- P-1 = Plenary 1: "Organizational Design: Art: Craft or Science?"
- P-2 = Plenary 2: "Gendering Design – Designing Genders?"
- P-3 = Plenary 3: "Institutions and Design?"
- Post-Doc = Post-Doctoral and Early Career Scholars Pre-Colloquium Workshop
- PDW-1 = Paper Development Workshop "Gender and Diversity"
- PDW-2 = Paper Development Workshop "Strategy as Practice"
- PDW-3 = Paper Development Workshop "Organizational Institutionalism"
- PDW-4 = Paper Development Workshop "History and Organization Studies"
- PhD = PhD Pre-Colloquium Workshop
- S-P = Sub-Plenary: Remembering ... Max Boisot"
- S-MB = Seminar: "Building on the Work of Max Boisot ..."

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Yoshida, Michiko	ST18
Yousfi, Hela	ST33
Yström, Anna	PhD, ST47
Yu, Pei-li	Post-Doc

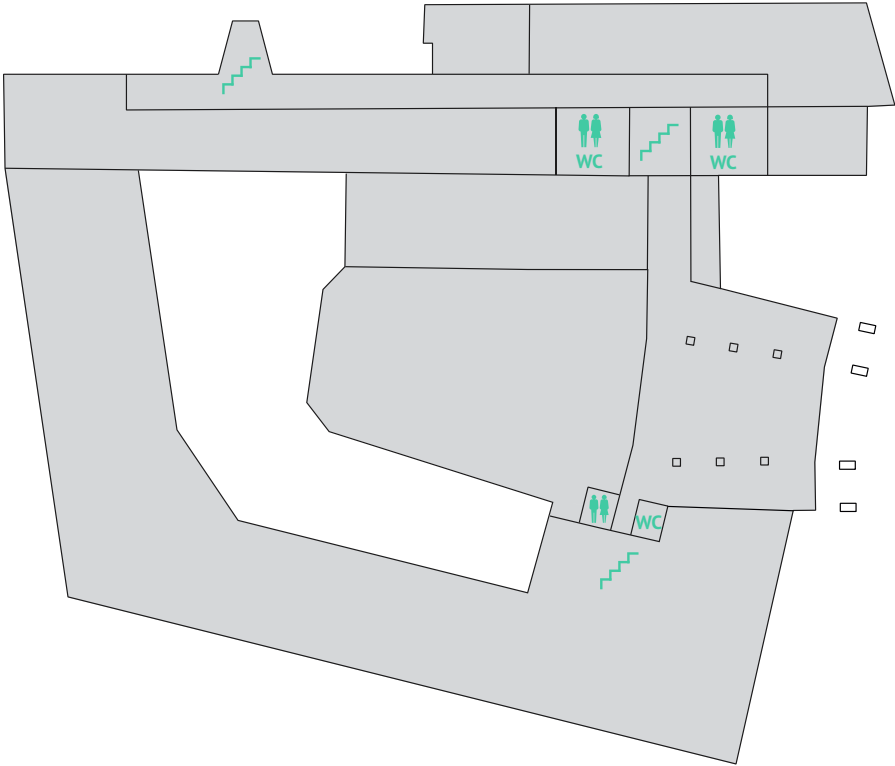
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Zachariadis, Markos	Post-Doc, ST56
Zaeemdar, Sara	WNM, ST09
Zajtmann, David	ST31
Zambrell, Katarina	ST47
Zammuto, Raymond	ST45
Zan, Luca	ST08
Zavvalova, Anastasiya	ST22
Zbaracki, Mark	ST43
Zeyen, Anica	WNM, ST38
Zhang, Ling Eleanor	PhD, ST19
Zhao, Eric Yanfei	ST38
Zimmermann, Angelika	ST54
Zimroni, Hagit	ST25
Zlatova, Ievgeniia	ST31
Zock, Florian	ST21
Zolfaghari, Badri	ST29
Zølner, Mette	AAR
zu Knyphausen-Aufseß, Dodo	ST34
Zundel, Mike	ST12, ST18
Zune, Marc	ST22
Zvacek, Liselotte	WNM

Aalto School of Economics Main Building

Runeberginkatu 14-16

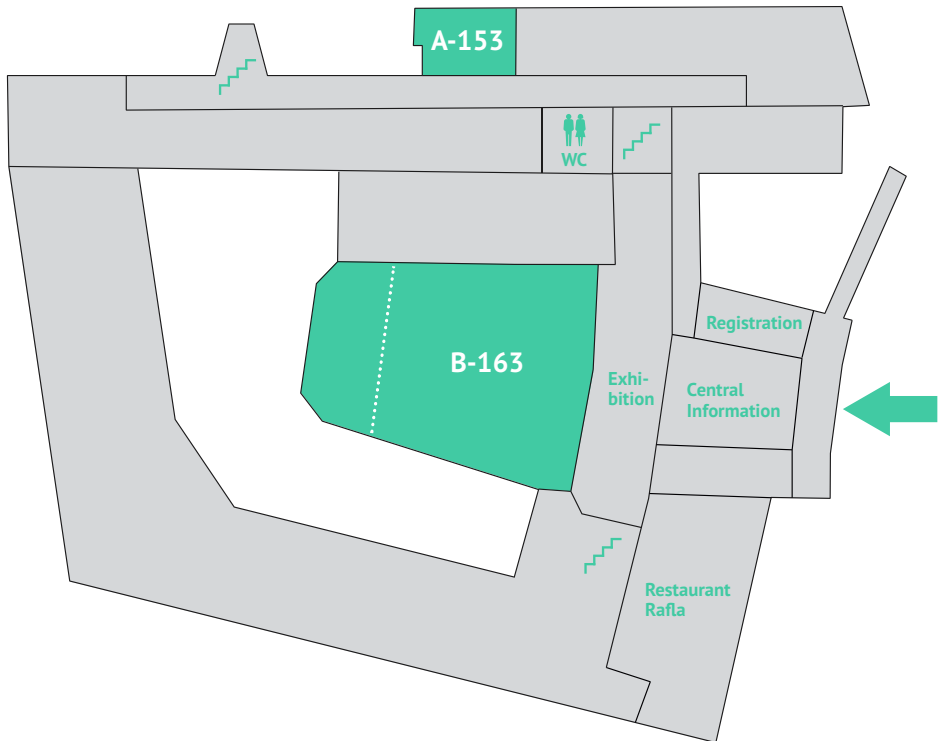
Basement



Aalto School of Economics Main Building

Runeberginkatu 14–16

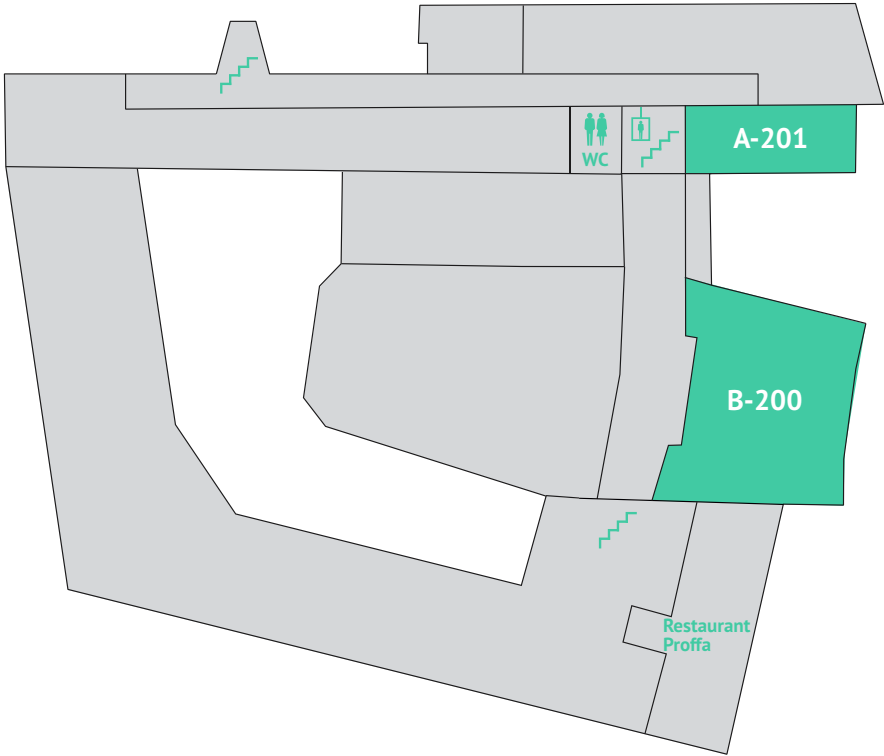
Ground floor



Aalto School of Economics Main Building

Runeberginkatu 14–16

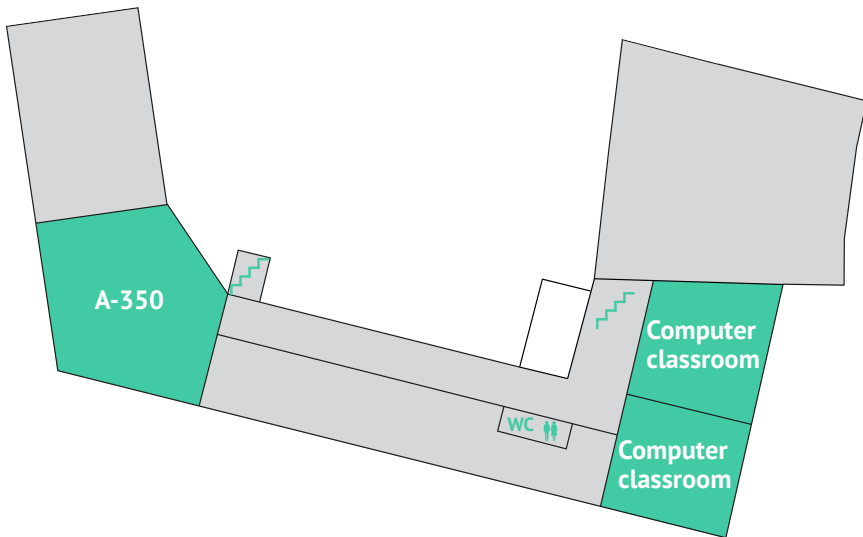
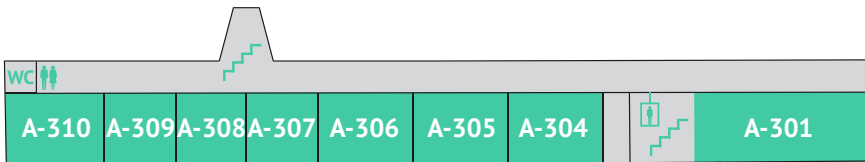
2nd floor



Aalto School of Economics Main Building

Runeberginkatu 14–16

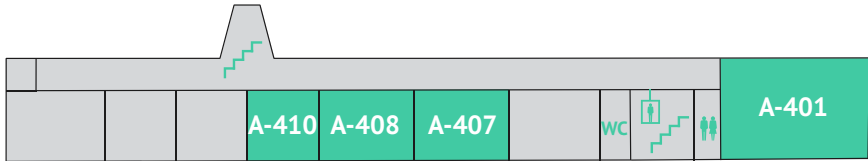
3rd floor



Aalto School of Economics Main Building

Runeberginkatu 14–16

4th floor



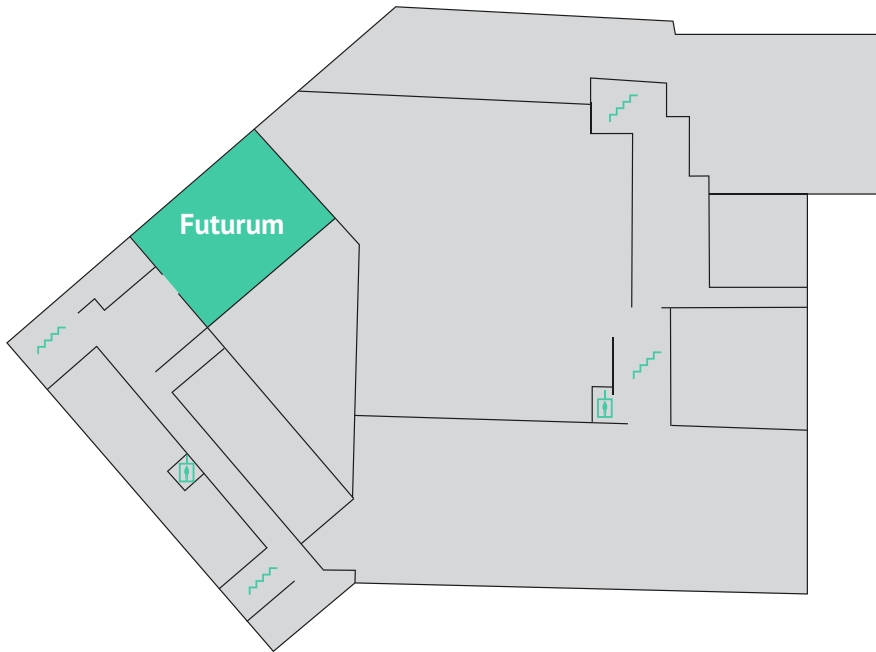
5th floor



Hanken School of Economics Main Building

Arkadiankatu 22

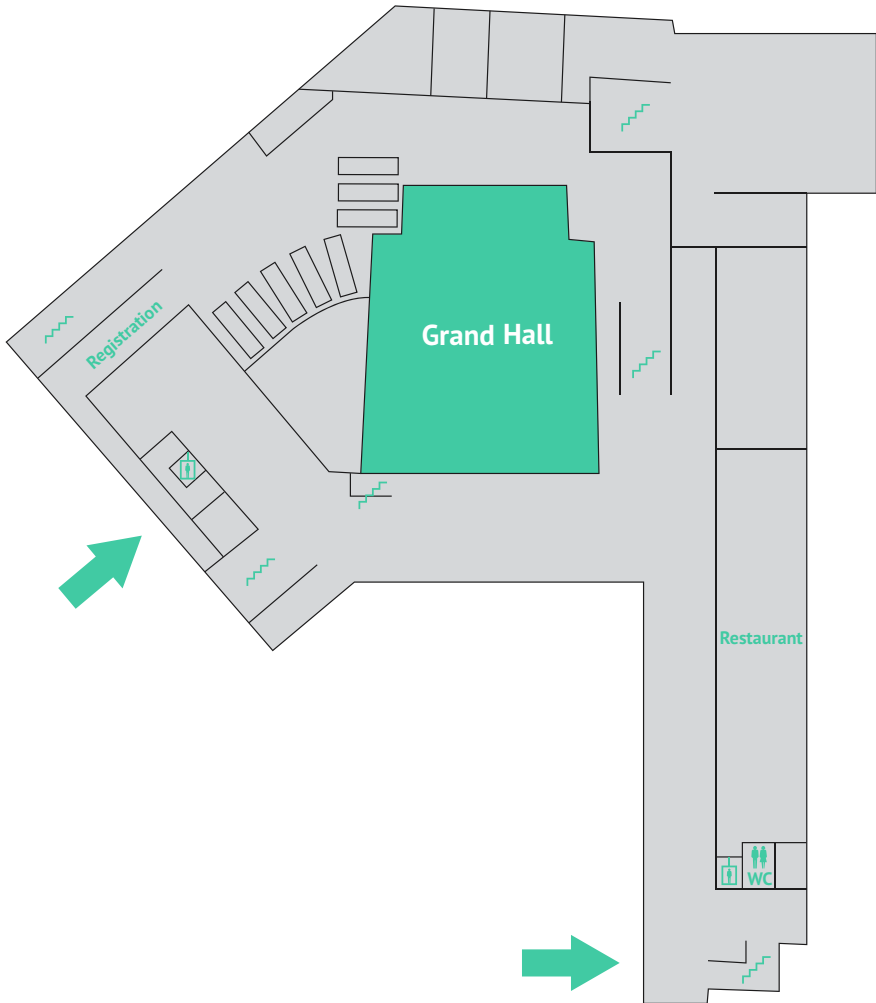
Basement



Hanken School of Economics Main Building

Arkadiankatu 22

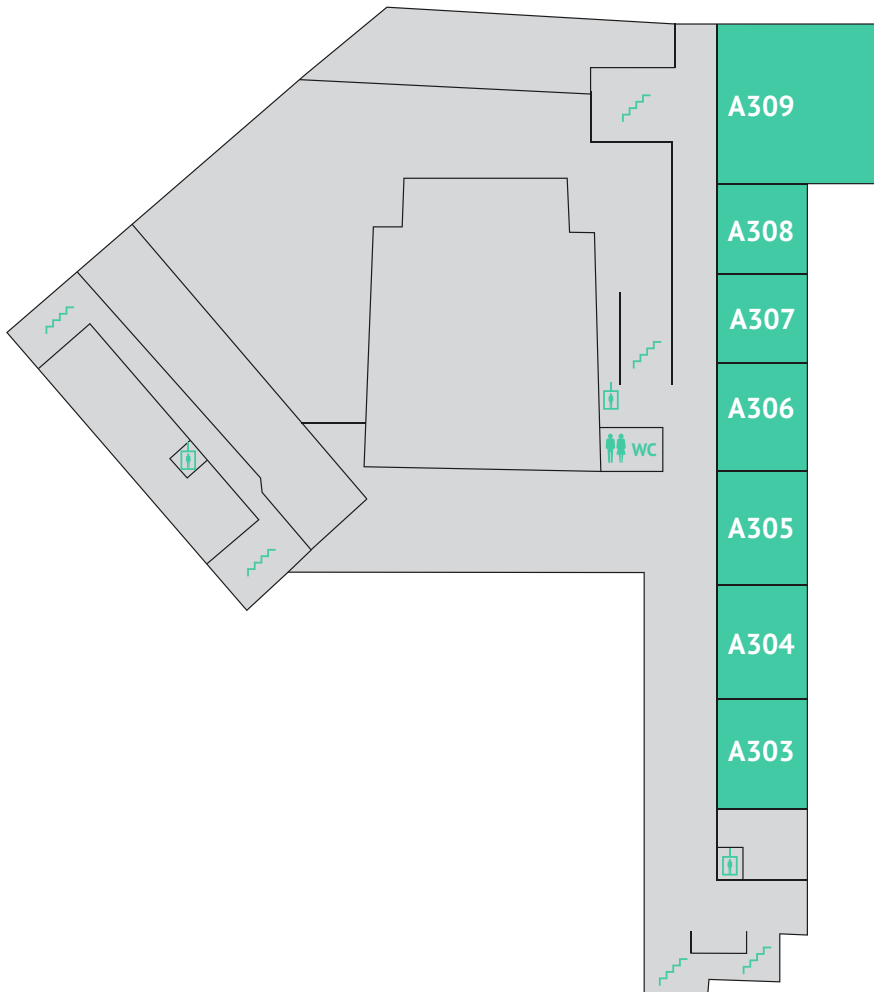
Ground floor



Hanken School of Economics, Main Building

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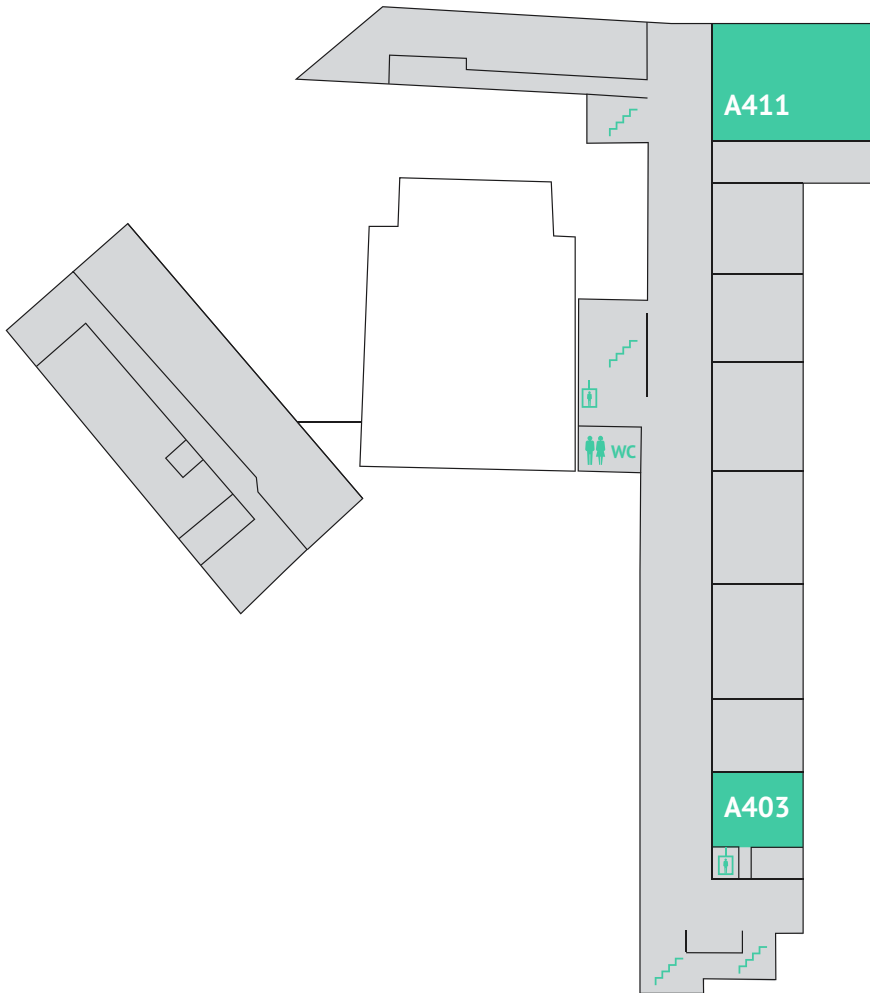
3rd floor



Hanken School of Economics, Main Building

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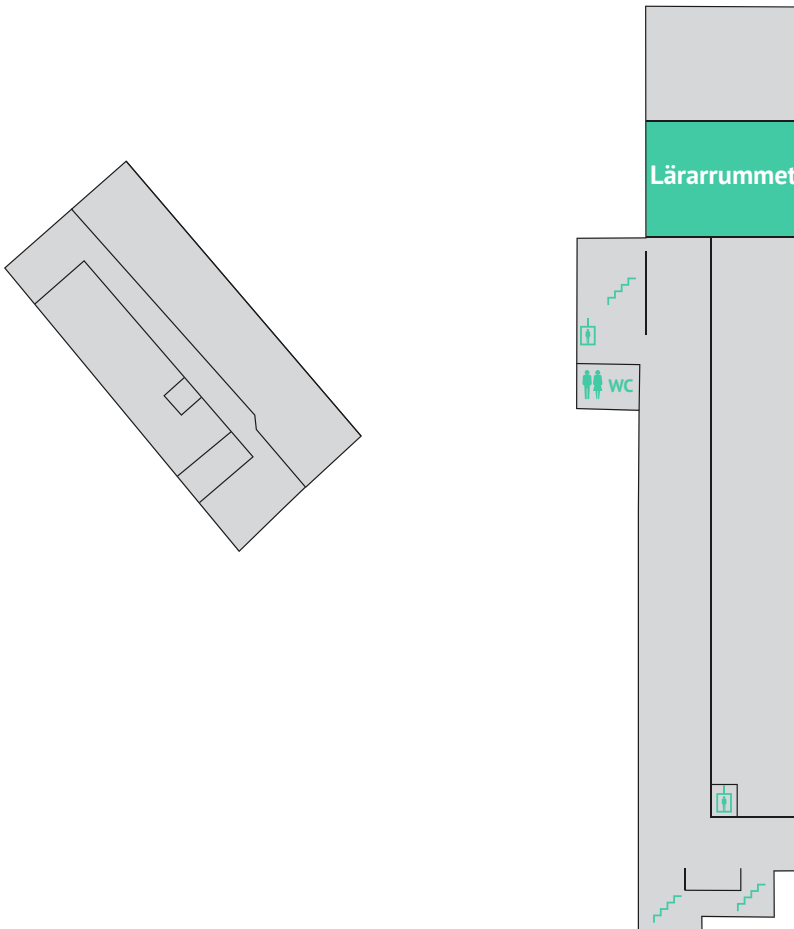
4th floor



Hanken School of Economics Main Building

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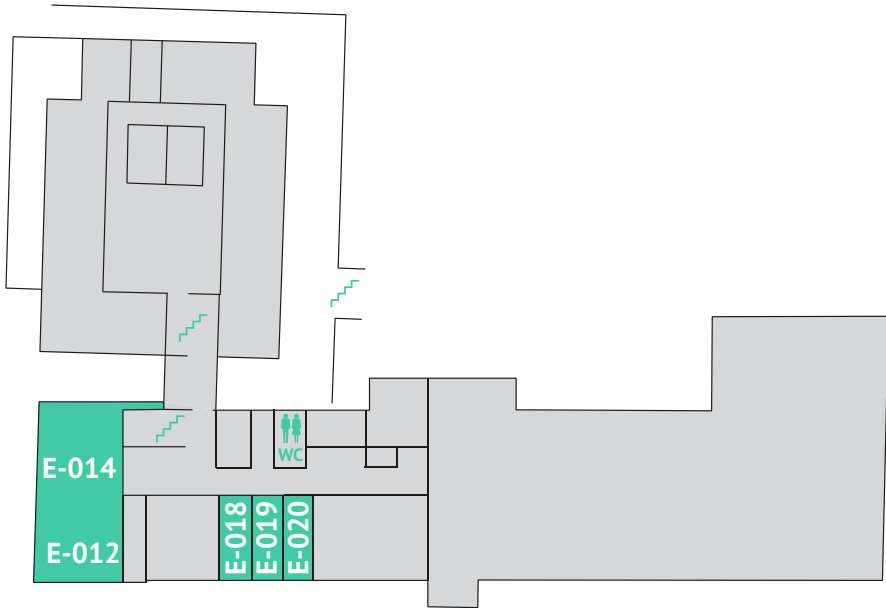
5th floor



Arkadia

Lapuankatu 6

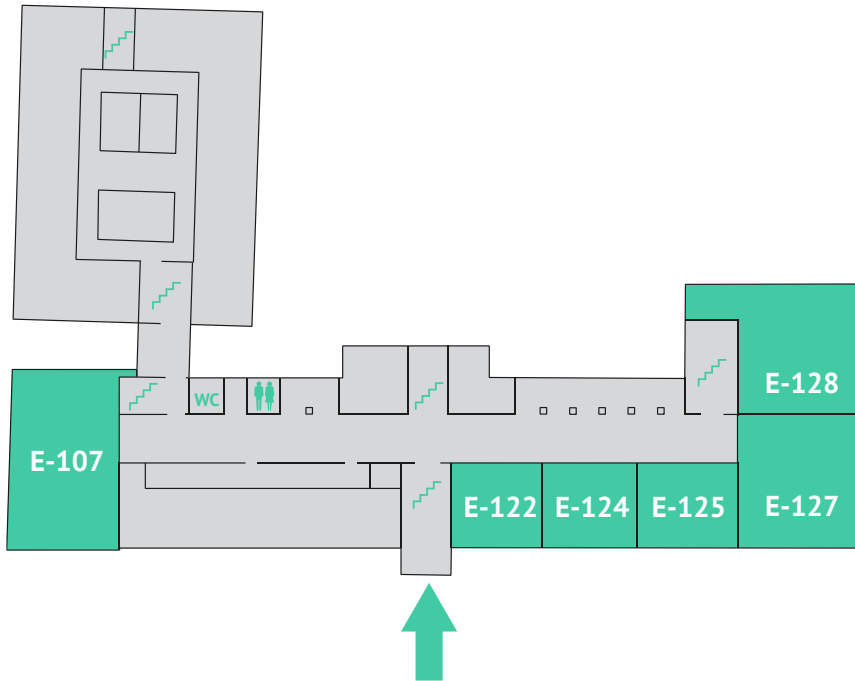
Basement



Arkadia

Lapuankatu 6

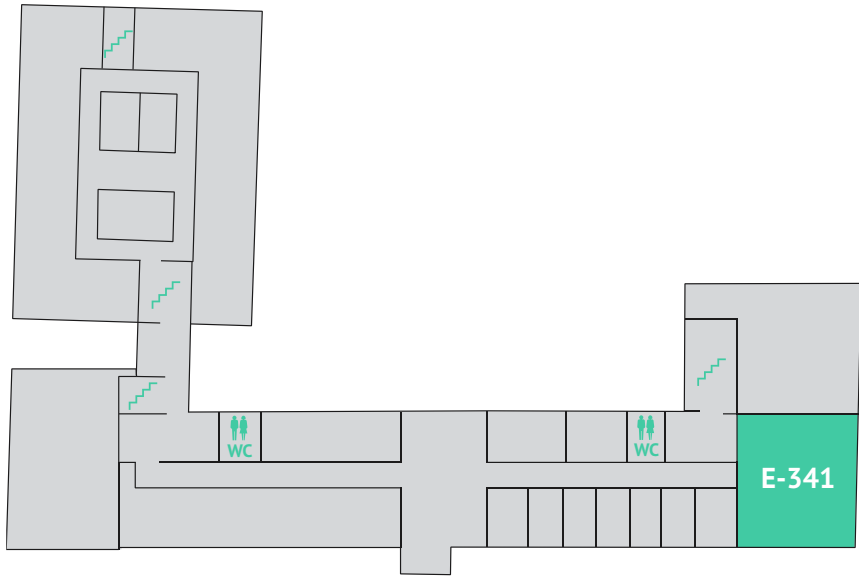
Ground floor



Arkadia

Lapuankatu 6

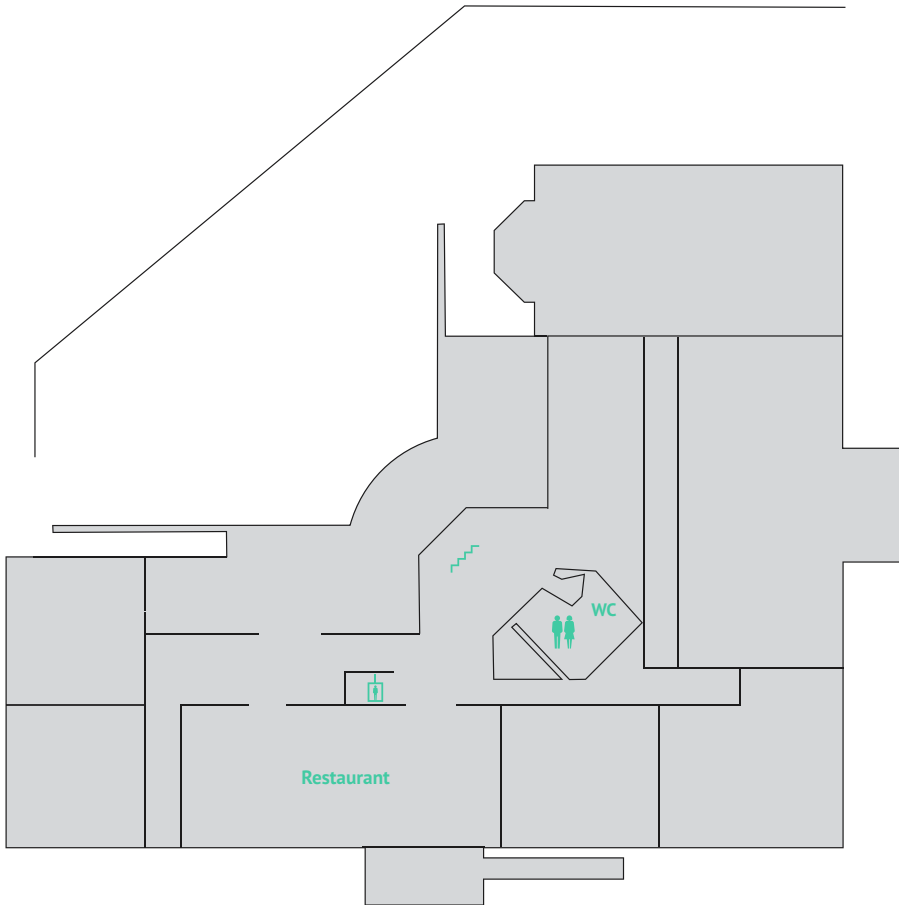
3rd floor



Chydenia

Runeberginkatu 22–24

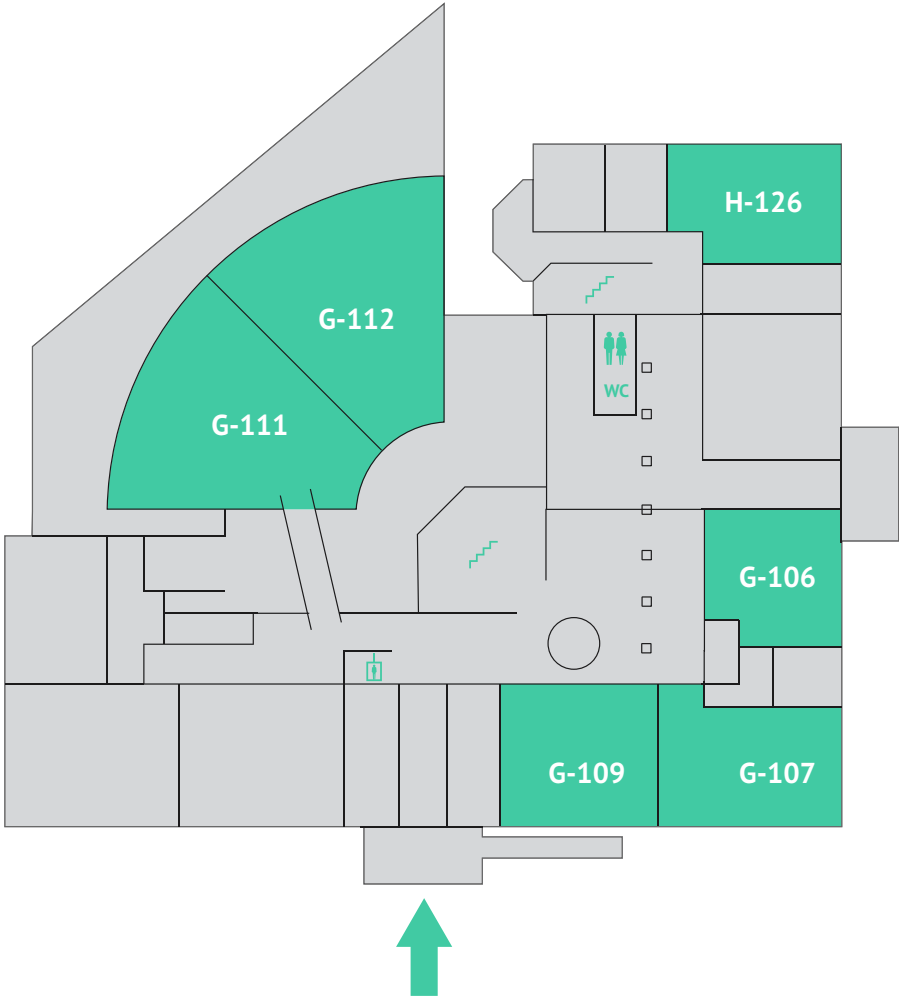
Basement



Chydenia

Runeberginkatu 22–24

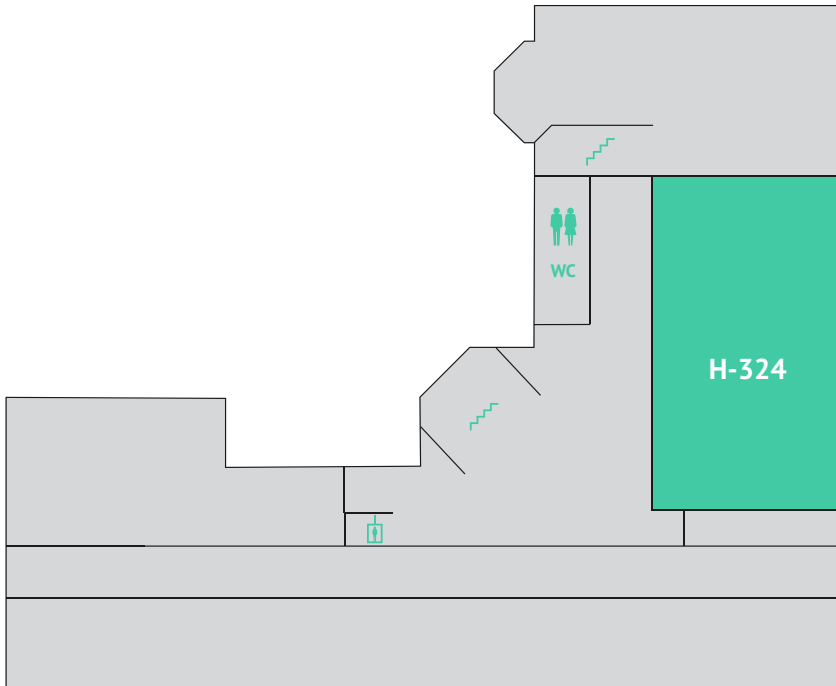
Ground floor



Chydenia

Runeberginkatu 22–24

3rd floor



Chydenia

Runeberginkatu 22–24

5th floor

