AOM 2011 – San Antonio (August 12-16)
Strategizing Activities and Practice (session information)
Program Chair: Linda Rouleau, HEC Montreal
Professional Development Workshop Chair: Saku Mantere, Hanken School of Economics

Friday (8:00am - 11:00am)
35 : (SAP, BPS, OMT) Strategy-as-Practice Research: Taking Stock and Going Forward
San Antonio Convention Center: Room 207 B
Chairs: Richard Whittington, Said Business School; Charlotte Cloutier, HEC Montreal
Discussant: Sarah Kaplan, U. of Toronto
Speakers: Julia Balogun, Lancaster U. Management School; Saku Mantere, Hanken School of Economics; Paula Jarzabkowski, Aston U.; Patrick Regner, Stockholm School of Economics; David Nils Seidl, U. of Zurich; Claus D Jacobs, U. of St. Gallen
Sponsors: University of St. Gallen, Said Business School

Friday (1:00pm - 6:00pm)
110 : (SAP) Publishing Strategy as Practice Research: Paper Development Workshop
San Antonio Convention Center: Room 006 C
Sponsors: Lancaster University, University of Zurich

Friday (1:30pm - 5:30pm)
116 : (RM, SAP, ODC, TIM, OB, OCIS, ENT, MH, OM) Following Emergence in Process Research: Conceptual Frameworks and Methodological Approaches
La Quinta Inn & Suites: Combined C&D
Chair: Paul Jarzabkowski, Aston U.
Facilitators: Karen Golden-Biddle, Boston U.; Clive Smallman, U. of Western Sydney; Scott Sonenshein, Rice U.; Andrew H. Van de Ven, U. of Minnesota; Steven W Floyd, McIntyre School of Commerce, U. of Virginia
Discussants: Ann Langley, HEC Montreal; David Nils Seidl, U. of Zurich

Friday (2:00pm - 6:00pm)
123 : (ODC, SAP, OMT, RM, OB) Publishing Qualitative Research in Premier Academic Journals
Grand Hyatt: Lone Star B
Reservations Required
Chair: Quy Nguyen Huy, INSEAD
Presenters: Julia Balogun, Lancaster U. Management School; Marianne W. Lewis, U. of Cincinnati; Catherine A Maritan, Syracuse U.; Lotte Luscher, Clavis Consulting

Friday (2:15pm - 5:15pm)
125 : (PTC, OMT, SAP, ODC, OB, RM, CMS) Approaches for Studying Management Practices
Grand Hyatt: Bonham C
Organizers: Nic Beech, U. of St Andrews; David Denyer, Cranfield U.; Katy Jane Mason, Advanced Institute of Management Research and Aston Business School, UK
Presenter: Elena P. Antonacopoulou

Friday (5:00pm - 7:00pm)
154 : (SAP) Reconstructing Organizations Strategies Trough a Socio-Economic Approach to Strategy as Practice
San Antonio Convention Center: Room 008 A
Participants: John Conbere, U. of St. Thomas; Alla Heorhiadi, U. of St. Thomas; Henri Savall, ISEOR; Emmanuel Beck, ISEOR; Marc Bonnet, ISEOR; Olivier Voyant, ISEOR U. of Liverpool
Participants: Davide Nicolini, U. of Warwick; Jennifer Whyte, U. of Reading; Markus Perkmann, Imperial College London; Zoe Radnor, U. of Warwick; Robin Wensley, U. of Warwick; Joe O'Mahoney, Cardiff U.

Saturday (10:15am - 12:45pm)
252 : (OMT, RM, SAP, OB) Being there/being them: Producing ethnographies
San Antonio Convention Center: Room 206 B
Organizers: John Conbere, U. of St. Thomas; Alla Heorhiadi, U. of St. Thomas; Henri Savall, ISEOR; Emmanuel Beck, ISEOR; Marc Bonnet, ISEOR; Olivier Voyant, ISEOR U. of Liverpool
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Saturday (12:00pm - 2:00pm)
271 : (MOC, SAP, RM, BPS, ODC) Collecting, Developing, and Using Group Cognition
La Quinta Inn & Suites: Fiesta F
Participants: Colin Eden, Strathclyde U.; Fran Ackermann, Strathclyde U.

Sunday (3:30pm - 5:00pm)
469 : (SAP) SAP Executive Committee Meeting
San Antonio Convention Center: Room 218

Monday (8:00am - 9:30am)
539 : (CDP) Managing Change and Disruption in Organizations
8:00am - 9:30am Hilton Palacio del Rio: La Espada
ODC: Planned Radical Changes: An Historical Perspective | Li Yan, Beijing Normal U.; Minghua Gao, Beijing Normal U.
BPS: Performance Consequences of Disruptiveness During CEO Succession | Vasinee Kuliviryavanich, California State U. Long Beach; Mark Washburn, California State U. Long Beach

Monday (8:00am - 9:30am)
557 : (DISC) Interorganizational Knowledge Flows and Strategy
Hyatt Regency: Nueces
Discussant: Michael J Leiblein, Ohio State U.
BPS: Comparing Knowledge-Based Explicitness and Tacitness | Joseph Gregory Gerard, Western New England College
TIM: Ambidexterity in Interorganizational Learning: Knowledge Exchange and Knowledge Appropriation | Shu-Mi Yang, Central Taiwan U. of Science and Technology; Chueh-Chu Ou, National Chung Hsing U.; Chia-Hui Chou, Nan Kai U. of Technology; Shih-Chieh Fang, National Cheng Kung U.; Shyh-Rong Fang, Hsiuping Institute of Technology
SAP: Knowledge Flow between Academic and Industry Scientists for Complex Innovation: Knowing as Practice | Yun Su, Rutgers U.; Newark; Deborah J Dougherty, Rutgers U.
BPS: Strategy Formulation in Technology Transfer Offices | Ciara Fitzgerald, NUI GALWAY, IRELAND; James A. Cunningham, National U. of Ireland – Galway
Monday (8:00am - 9:30am)

558 : (DISC) Strategic Signaling
Hyatt Regency: Segin
Discussant: Kathryn Rudie Harrigan, Columbia Business School
BPS: Behavioral Integrity between Strategy
Communication and Strategic Actions | Kai Steinbock, EBS
Business School; Tony L Simons, Cornell U.; Sascha Schmidt,
EBS Business School
IM: Information Institutions, Signaling Strategy, and Target
Firm Return | Jessic Qi Zhou, Southern Methodist U.
SAP: Strategic Disclosure: The Content of Strategy
Communications | Richard Whittington, Said Business
School; Basak Yakis-Douglas, Oxford U.

Monday (9:45am - 11:15am)

640 : (CDP) Leadership, succession and performance
Hilton Palacio del Rio: Corte Real D/E
OB: Civic Capacity: Building on Transformational
Leadership to Achieve Integrative Public Leadership | Peter
Sun, U. of Waikato; Marc H Anderson, Iowa State U.
BPS: The Very First Succession: Founder-CEO Turnover
and Its Consequences | Yangmin Kim, Sogang U.; Jee-Hyun
Park, Sogang U.
SAP: West Meets East: The Role of Metaphors-In-
Use, Models and Practices in Strategic Knowledge Transfer
| David Roy Stiles, U. of Canterbury; Denise Jarratt, Charles
Sturt U.
CM: The Effects of Rivalry on Motivation and Performance | Gavin J Kilduff, New York U.

Monday (9:45am - 11:15am)

716 : (Paper Session) - (SAP) Understanding Strategy Through
Plan, Website and Photographs
San Antonio Convention Center: Room 213 B
Chair: Chahrazad Abdallah, U. of London, Birbeck
"Power Tools" of Making Strategy: The Plan, the Roadmap,
and the Timeline | Senem Guney, State U. of New York,
Albany; James Taylor, U. of Montreal
Business as a pretext? Managing Community-Business
Tensions on a Social Enterprise’s Websites | Valérie
Michaud, ESG-UQAM
SEEING STRATEGY IN PRACTICE: Linking photographic
methods with the SAP perspective | Joshua Lloyd Ray, U. of
Tennessee, Knoxville; Anne D. Smith, U. of Tennessee,
Knoxville

Monday (9:45am - 11:15am)

612 : (Paper Session) - (SAP) Institutional Logics and Legitimation
Strategies
San Antonio Convention Center: Room 213 B
Chair: Patrick Regner, Stockholm School of Economics
When logics coexist: How work practices and institutional
accounts reconfigure institutional logics | Jane Kirsten Lê, U. of
Sydney
Legitimating Contentious Decisions in MNCs: A Rhetorical
Perspective | Julia Balogun, Lancaster U. Management
School; Kathryn Fahy, Lancaster U.; Eero Vaara, Hanken
School of Economics
Strategizing at ‘the clashing point’ : Legitimation in pluralistic
contexts | Rebecca Suzanne Bednarek, Victoria U. of
Wellington; Urs Daellenbach, Victoria U. of Wellington; Sally
Davenport, Victoria U. of Wellington

Monday (11:30am - 1:00pm)

754 : (DISC, BPS, MOC) Agency and Emergence: On the Origins
of Strategy
San Antonio Convention Center: Room 213 B
Discussant: Sarah Kaplan, U. of Toronto
Participants: Teppo Felin, Brigham Young U.; Amit Gal, Tel Aviv
U.; Curtis LeBaron, Brigham Young U.; Kurt Sandholtz, Stanford
U.; Walter W Powell, Stanford U.; Richard Whittington, Said
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Monday (1:15pm - 2:45pm)
921 SHCS: (SAP) Enhancing Relevance: Video Ethnography and Practitioner Engagement
San Antonio Convention Center: Room 213 B
Chair: Michael Smets, Aston Business School
Discussant: Sally Maitlis, U. of British Columbia
Do They Notice? Does it Matter? - Collecting Reliable Video
Ethnographic Data | Alexandru Preda, U. of Edinburgh
“Your” Data but “Our” Interpretation - Team-based Analysis of Video Ethnographic Data | Feng Liu, U. of British Columbia
Making an Impact - How Video Ethnography Can Change What Practitioners See, Know, and Do | Curtis LeBaron, Brigham Young U.; Lyndon Garrett, Brigham Young U.
Mirror, Mirror on the Wall... - Practicalities and Ethics of Direct Video Feedback | Paula Jarzabkowski, Aston U.

Monday (3:00pm - 4:30pm)
1030: (Paper Session) - (SAP) Strategy Process: Meetings, Rules and Routines
San Antonio Convention Center: Room 213 B
Chair: Linda Rouleau, HEC Montreal
Meetings in the Strategy Process: Toward an Integrative Framework | Katharina Dittrich, U. of Zurich; Stephane Guerard, U. of Zurich; David Nils Seidl, U. of Zurich
Rules of Suspension: A rules-based explanation of strategy workshops in the strategy process | David Nils Seidl, U. of Zurich; Donald MacLean, Glasgow U.; Robert MacIntosh, U. of Glasgow

Monday (6:00pm - 8:00pm)
1133: (SAP) Strategizing, Activities & Practice Party
San Antonio Convention Center: Room 213 B
A combined business meeting and social for the Strategizing, Activities & Practice Special Interest Group
Sponsors: HEC Montreal, Aston Business School, The University of Sydney

Tuesday (8:00am - 9:30am)
1240: (DRP Session) - (SAP) Strategy Work: Exploring Possibilities for a Multilevel Perspective
San Antonio Convention Center: Room 212 A
Facilitator: Julia Balogun, Lancaster U. Management School
Corporate Strategy, Chief Strategy Officer Type, and Firm Performance: A Knowledge Based-View | Markus Menz, U. of St. Gallen; Sotirios Paroutis, U. of Warwick; Duncan Angwin, U. of Warwick
Impetus and Definition: The Way NEDs are Involved and Exercise Power and Influence in SDMPs | Michael Reuss, Jacobs U. Bremen
Formalization as antecedent to upward strategizing of middle managers in strategic planning | Carola Wolf, U. of St. Gallen/Hanken School of Economics
A Strategy as Practice lens on organizational change | Lisa Barton, Leicester Business School; Veronique Ambrosini, Birmingham U.
Strategy in practice: re-categorising tour guides as strategists | Katie Best, BPP U.

Tuesday (9:45am - 11:15am)
1337: (DRP Session) - (SAP) Strategy-as-Practice: From Ontology to Theory
San Antonio Convention Center: Room 212 A
Facilitator: Ann Langley, HEC Montreal
S-AS-P: Appropriation of HCA Theory by the ABV - Toward Ontology of Practice of Strategy
IN ORGS(a). | Marcio Luiz Marietto, Faculdade Campo Limpo Paulista - FACCAMP; Cida Sanches, Faculdade Campo Limpo Paulista - FACCAMP; Manuel Meireles, Faculdade Campo Limpo Paulista - FACCAMP
One more time - What is Practice? | Elena P. Antonacopoulou, U. of Liverpool
Strategic planning process: taking a becoming lens | A. Paul Spee, Aston Business School
Linking micro and macro levels of analysis in strategy-as-practice research | Francis Cornut, HEC Montreal
Exploring the divide: Why have US-based journals not taken to the Strategy-as-Practice Turn? | Stephen Cummings, Victoria Management School; Urs Daellenbach, Victoria U. of Wellington; Terry Bowe, Victoria U. of Wellington

Tuesday (9:45am - 11:15am)
1323 JS: (OB, HR, SAP) A Theoretical and Practical Exploration of Shared Leadership
Grand Hyatt: Bowie C
Chair: Craig L. Pearce, Institute for Innovative Leadership
Panelists: Christina Louisa Wassenaar, Claremont Graduate U.; Edwin A. Locke, U. of Maryland, College Park; Charles C. Snow, Pennsylvania State U.; Charles C Manz, U. of Massachusetts, Amherst; Mathew J Jacob, The Boeing Company; Alex Ramthun, United States Marine Corps

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**Program Chair:** Linda Rouleau, HEC Montreal

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**Tuesday (11:30am - 1:00pm)**

1420 JS: (SAP, OCIS) New Strategy Texts: Exploring Emerging Textual Sites in the Practice of Strategy
San Antonio Convention Center: Room 213 B

Organizers: Viviane Sergi, HEC Montreal; Chahrazad Abdallah, U. of London, Birkbeck

Chairs: Viviane Sergi, HEC Montreal; Chahrazad Abdallah, U. of London, Birkbeck

Discussants: François Cooren, U. de Montreal; Eero Vaara, Hanken School of Economics

Pluralizing the Study of Organizational Texts | Valérie Michaud, ESG-UQAM

Strategic Implications of Non-Strategic Texts: The Farewell Email Genre in Consulting Firms | Dennis Schoeneborn, U. of Zurich; Swaran Sandhu, U. of Lucerne

How Strategy Texts Travel in Organizations | Virpi Sorsa, Hanken School of Economics; Pekka Pälli, Aalto U.; Piia Mikkola, U. of Vaasa

Co-creating a New Strategic Text: The Case of H&M’s Social Media Room | Viviane Sergi, HEC Montreal; Chahrazad Abdallah, U. of London, Birkbeck

Presenters: Chahrazad Abdallah, U. of London, Birkbeck; Valérie Michaud, ESG-UQAM; Dennis Schoeneborn, U. of Zurich; Virpi Sorsa, Hanken School of Economics; Viviane Sergi, HEC Montreal

Participant: Pekka Pälli, Aalto U.

**Tuesday (1:15pm - 2:45pm)**

1494: (Paper Session) - (SAP) Organizational Identity: identification and Sensemaking
San Antonio Convention Center: Room 213 B

Chair: Rajiv Nag, Georgia State U.

Strategizing the Self - Discursive Practices of Organizational Identity Negotiations | Karin Kreutzer, U. of St. Gallen; Claus D Jacobs, U. of St. Gallen; Urs Jaeger, U. of St. Gallen

Managerial identification and strategic change activity | Jane Hendy, Imperial College Business School; James Barlow, Imperial College Business School

Lightning the way to change: Usage of the “beacon” metaphor in reforming the Lutheran Church | Christina Hoon, Leibniz U. Hannover; Paula Jarzabkowski, Aston U.

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For more information, please visit AOM Online:
http://meeting.aomonline.org/2011/

Sponsors:

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- [AOM Online](http://meeting.aomonline.org/2011/)
- [SAP](http://sap.aomonline.org/)
- [SAP-IN](http://www.sap-in.org/)
- [HEC Montréal](http://web.hec.ca/geps)