



ACADEMY OF MANAGEMENT ODC NEWSLETTER

Organization Development and Change Division

R. Wayne Boss, Editor

Summer 2007

Published by the ODC Division

ODC DIVISION PROGRAM NEWS

Frank J. Barrett
Program Chair
Naval Postgraduate School

A big *thank you* to everyone who helped create the Philadelphia ODC program. Your efforts as submitters and reviewers have been unparalleled. Because of this we will offer an awesome slate of papers and intriguing symposia that should capture the interest of everyone at the August meetings. Below is a sampling of the ODC program for this year's conference with the theme "Doing Well by Doing Good" (August 3-8, 2007).

ODC Theme and Distinguished Speaker Sessions

I'm very excited to announce that Karl Weick, Ken Gergen, Steve Kelman, and Jean Bartunek will be our invited guests for the opening ODC theme session, entitled: "What Good is Theory for the Practice of Organizational Change?" Karl, Ken, Steve, and Jean will explore the relationship between theory building, research, and practice in the ODC. This promises to be a provocative and engaging session with a stellar group of scholars.

David Cooperrider will be our distinguished speaker for this year's Distinguished Speaker Sessions. It is also a great honor to have David Cooperrider as the ODC Distinguished Speaker. David's pioneering work in Appreciative Inquiry has made a significant impact on our field. The title of David's address is "Business as an Agent of World Benefit." This session promises to be full of inspiring stories and great insight and is meant to honor and celebrate Dave for his contributions to the ODC Division and our literature. David has been an active member of the ODC Division for many years and is also a former Division Chair.

We are especially fortunate also to have a special session with Ken Gergen, a pioneer in the area of social constructionism and a strong influence in the development and evolution of Appreciative Inquiry. Ken will give an address entitled "Organizational

(See Barrett, page 2)

ORGANIZATIONAL DEVELOPMENT AS APPLIED ORGANIZATIONAL SCIENCE: SOME THOUGHTS ON THE TRANSLATION OF ACADEMIC RESEARCH TO INFORM PRACTICE

Ram Tenkasi
Division Chairperson
Benedictine University

While at one end OD theorists and practitioners have been raising concerns about the future viability of Organization Development (Bradford and Burke, 2004), paradoxically at another end there have been increasing calls for organizational sciences as a field to become more relevant, applied, and actionable for practice (Jarzabkowski et.al., 2006). This is paradoxical since Organization Development was conceived as the applied wing of Organizational Sciences concerned with the translation and application of this body of knowledge to solve practical problems. At a time where other organizational fields are seeking to draw from and in some ways emulate the translational

(See Tenkasi, page 7)

Table of Contents

Frank Barrett, ODC Division Program News	1
Ram Tenkasi, Organization Development as Applied Organizational Science: Some Thoughts on the Translation of Academic Research to Inform Practice	1
ODC Division Executive Committee 2006-2007	2
News About Members	10
Ann Fereherm, ODC PDW 2007 Program at AOM	10
OMT/ODC/MOC Doctoral Student Consortium ...	12
L. David Brown, Changing Organizations in a Globalizing World	12
Linda D. Sharkey, The Future of OD	16
Matthew L. Sanders & David S. Boss, Journal Articles by ODC Division Members 2004-2006	19
Feedback to Editor	64

ODC DIVISION EXECUTIVE COMMITTEE 2006-2007

Ram Tenkasi, Division Chairperson

Benedictine University
Phone: 630/829-6212 Fax: 630/829-6211
Email: tenkasi@email.msn.com

Michael Manning, Division Chairperson Elect

New Mexico State University
Phone: 505/646-2532 Fax: 505/646-1371
Email: mmanning@nmsu.edu

Frank J. Barrett, Program Chair

Naval Postgraduate School
Phone: 831/656-2328
Email: fbarrett@nps.navy.mil

Ann Feyerherm, Pre-Conference Chair and PDW Chair

Pepperdine University
Phone: 310/568-5598 Fax: 310/568-2312
Email: ann.feyerherm@pepperdine.edu

*Ron Fry, Division Representative and Chair of the
Nominating Committee*

Case Western Reserve University
Phone: 216/368-2060 Fax: 216/368-6228
Email: ronald.fry@case.edu

Sandy Piderit, Representative-at-Large (2-year term)

Case Western Reserve University
Phone: 216/368-4642 Fax: 216/368-6228
Email: piderit@case.edu

Karen Jansen, Representative-at-Large (2-year term)

University of Virginia
Phone: 434/243-2309 Fax: 434/924-7074
Email: kjansen@virginia.edu

Quy Huy, International Representative-at-Large (2-year term)

Insead
Phone: +33 1 60 72 44 98 Fax: +33 1 60 74 55 57
Email: quy.huy@insead.edu

Linda Sharkey, Executive Scholar-Practitioner

Hewlett Packard
Phone: 650/852-8511 Fax: 650/852-8511
Email: linda.sharkey@hp.com

Jose DelaCerdeja, Student Representative

Benedictine University
Phone: +52 33 3669 3537 Fax: +52 33 3669 3469
Email: josedlac@iteso.mx

Eric A. Goodman, Web Page Master

Westwood College
Phone: 303/617-2899
Email: egoodman@westwood.edu

Gavin Schwarz, Secretary/Treasurer

University of New South Wales
Phone: +61 2 9385 7278
Email: g.schwarz@unsw.edu.au

R. Wayne Boss, Newsletter Editor

University of Colorado
Phone: 303/492-8488 Fax: 303/494-1771
Email: wayne.boss@colorado.edu

(From Barrett, page 1)

Change and Social Constructionism: An Invitational Dialogue.”

Symposia

We are sponsoring an all-academy symposium and two show case symposia. In addition, there will be 21 in collaboration with other divisions. Of these ODC is lead sponsor for eight.

- All Academy Symposium:
“Doing Good: How Work-Life Research Can Create Positive Change”
- Showcase Symposia:
“Toward a Theory of Complexity for Management”
“Resistance and Adaptation Across Cultures”

Paper Sessions and ODC Award Winners

192 papers were submitted and 123 were accepted. As in the past the paper sessions include presentations in three different formats: regular paper, interactive presentations, and visual paper sessions.

This year’s award winning papers are as follows:

Best Competitive Paper: Bordia, Prashantl; Restubog, Simon Lloyd; Jimmieson, Nerina L. U.; & Irmer, Bernd Erhard. “Haunted by the Past: Effects of Poor Change Management History on Employee Attitudes and Turnover.”

Rupert F. Chisholm Best Theory to Practice Paper: Poonamallee, Latha. “From the Dialectic to the Dialogic: A New Framework for Studying Change Paradox.”

Best Doctoral Student Paper: Brown, Steven. “Change Recipients’ Beliefs and Justice: The Moderating Role of Leader-Member Exchange.”

There was no award for Best Action Research Paper this year.

Most all ODC sessions are scheduled to take place at the Loewe’s Philadelphia Hotel. Here are some special division sessions to mark on your calendars:

- ODC Welcome and Continental Breakfast: Monday, August 6, 8:00 a.m.at Loewe’s Regency Ballroom.
- ODC Theme Session, Karl Weick, Ken Gergen, Steve Kelman, Jean Bartunek: “What Good Is

Theory for the Practice of Organizational Change?” Monday, August 6, 8:30 a.m. in Loewe’s Regency Ballroom.

- ODC special session with Ken Gergen, “Organizational Change and Social Constructionism: An Invitational Dialogue.” Monday, August 5, 10:40 a.m. in Loewe’s Washington C.
- ODC Distinguished Speaker, David Cooperrider, “Business as an Agent of World Benefit.” Tuesday, August 7, 4:10 p.m. in Loewe’s Regency Ballroom A.
- ODC Business Meeting and Awards Ceremony: Tuesday, August 7, 5:30 p.m. in Loewe’s Commonwealth C.
- ODC Social, immediately following the Business meeting, Loewe’s Regency Ballroom A.

A Great Big Thank You!

I would especially like to thank David Fass, doctoral student from New Mexico State University. His assistance was critical to these efforts and I could not have organized this program without him. I would also like to thank the present and past ODC executive board for helping out in extra reviews and selecting our best papers. Special mention goes to George Roth, Ram Tenkasi, Bill Pasmore, Ron Fry, Mike Manning, Ann Feyerherm, Gavin Schwartz, Ian Palmer, Wayne Boss, Sandy Piderit, Anat Lechner, Eric Goodman, Jose DelaCerde, David Fass, Linda Sharkey, Gretchen Spreitzer, Peter Sorensen, Therese Yaeger, Chris Worley, Rami Shani, Julie Wolfram Cox, Glenn Varney, Jean Bartunek, Eric Neilsen, and Larry Greiner.

Finally, a big thanks to all the submitters, reviewers, and other volunteers who contributed to the development of the program. A special thanks to these individuals. In addition, I want to thank those who also volunteered to be session chairs and discussants for the August sessions. All of these efforts are what makes the ODC Division of the Academy of Management truly outstanding! Thank you all very much and I look forward to seeing you in Philadelphia soon.

The ODC Division Thanks the Following Reviewers:

We are deeply grateful to the following people who did an excellent job of reviewing the submissions for this year’s Academy Meetings: Gregory Aarons, University of California, San Diego; Garry Adams, Auburn

University; Nasir Afghan, Lahore University of Management Sciences, Pakistan; Devi Akella, Albany State University; David Albritton, Northern Arizona University; Karen Alexandre, Capella University; Jeffrey Alstete, Iona College; Lisa Amoroso, Roosevelt University; Darlene Andert, Florida Gulf Coast University; Fernando Arias-Galicia, Universidad Autónoma del Estado de Morelos, Mexico; Yvonne Athanasaw, Strayer University; Susan Baechler, US Army Program Executive Office for Aviation; Heather Banham, Okanagan College, Canada; Jean Bartunek, Boston College; J. Bret Becton, Winthrop University; John Bennett, Queens University of Charlotte; Steven Berkshire, Regis University; Constant Beugre, Delaware State University; Broto Bhardwaj, Indian Institute of Technology, India; Satyabir Bhattacharyya, Management Consulting, India; Dong Bian, IESE Business School, Spain; Judy Birdsell, University of Calgary, Canada; Johanna Bishop, Wilmington College; Hans Björkman, Sif, Sweden; Michelle Bligh, Claremont Graduate University; Neil Boyd, Lycoming College; Hilary Bradbury, University of Southern California; Susan Brazil, Colorado Technical University; David Bright, Wright State University; Fiona Broadbent, Breakthrough Coaching; Penelope Brouwer, Thomas Edison State College; Audie Brown, Bradley University; Erin Brown, Bearing Point; Steven Brown, Auburn University; Manuela Brusoni, Bocconi University, Italy; Melanie Bryant, Monash University, Australia; Cagri Bulut, Gebze Institute of Technology, Turkey; Richard Bush, Lawrence Technological University; Laura Caccia, Bocconi University and University of Valle d’Aosta, Italy; Antonio Caetano, ISCTE – Instituto Superior de Ciências do Trabalho e da Empresa, Portugal; Anna Canato, Bocconi University, Italy; Helen Carlson, Organizational Consultant; Angela Carter, University of Sheffield, United Kingdom; Marilyn Carter, Benedictine University; Susan Cartwright, University of Manchester, United Kingdom; Yun-Suk Cha, Merck in Korea, South Korea; Neal Chalofsky, The George Washington University; Yuen Hung Chan, University of Central Arkansas; Wan-Jing Chang, National Hsinchu University of Education, Taiwan; Anjali Chaudhry, University of Illinois, Chicago; Albert Chavez, University of Phoenix; Angela Chen, National Chung Hsing University, Taiwan; Kuanwen Chen, Newcastle University, United Kingdom; Marshal Chesmore, John Deere/Benedictine University; Chee-Leong Chong, SIM University, Singapore; Anne

Christie, Griffith U, Australia; Elizabeth Anne Christobaker, University of Toledo; Susan Clark Muntean, University of California, San Diego; David Coghlan, Trinity College Dublin, Ireland; April Coleman, Capella University-Student; Jonathan Coleman, Case Western Reserve University; John Conbere, University of St. Thomas; Beatriz Coningham, George Washington University; Jeanne Connolly, Wheaton Franciscan Healthcare; Bill Cooke, University of Manchester, United Kingdom; Jane Cooke-Lauder, Case Western Reserve University/Organizational Behavior, Canada; Jorge Costa, Institute for Tourism Planning and Development – IPDT, Portugal; Eva Cowell, University of Tennessee, Knoxville; Douglas Crawford, Wilson College; Maria Cseh, George Washington University; Thomas Cummings, University of Southern California; Wanda Curlee, University of Phoenix; Alessia D’amato, Center for Creative Leadership, Italy; Douglas Davies, University of Canberra, Australia; Kay Davis, Pepperdine University; Jeanette Davy, Wright State University; Leon De Caluwe, Free University, Twynstra, Netherlands; Jose De La Cerda, ITESO University, Mexico; Ailson De Moraes, Royal Holloway, University of London, United Kingdom; Edmilson de Moraes, Centro Universitario da FEI, Brazil; Joel DeLuca, Evergreen Business Group; Lina Deng, University of Illinois at Urbana-Champaign; Robert Dengler, Roosevelt University / Benedictine University /Hawaii Pacific University; Marie Di Virgilio, Benedictine University; Anthony DiBella, Naval War College; Loretta Donovan, Columbia University; Richard Dool, Seton Hall University; Evelyn Dravecky, University of California, Los Angeles; Diane Dromgold, RNC Global Projects, Australia; Richard Dunford, Macquarie University, Sydney, Australia; Shari Duron, California State University; Joel Dutra, FEA-USP, Brazil; Chris Dymek, Adventist HealthCare; Robert Epstein, University of Central Oklahoma; Kent Fairfield, Fairleigh Dickinson University; R. David Fass, New Mexico State University; Shaun Faulkner, Oracle USA; Philip Fawcett, Fielding Graduate University; Cheryl Fernandez, University of Nebraska at Omaha; Ann Feyerherm, Pepperdine University; Krista Finstad-Million, ICN Business School, France; Michael Fisher, Allconnect; Beth Fisher-Yoshida, Columbia University; Stephen Fitzgerald, Touro University International; Richard Flor, Capella University; Flores Ricardo, University of Illinois at Urbana-Champaign; Jan Flynn, Georgia College and State

University; Rex Foster, University of Minnesota; Susan Fox-Wolfgramm, Hawaii Pacific University; Jennifer Frahm, University of Melbourne, Australia; G James Francis, Colorado State University; Terrill Frantz, Carnegie Mellon University; Susan Frear, University of North Texas; Joann Fredrickson, Bemidji State University; Lilli Friedland, Management Consulting; Ronald Fry, Case Western Reserve University; Helen Fung, SHL, Hong Kong; Placida Gallegos, Fielding Graduate University/ICW Consulting; Dominic Garcia, San Jose State University; Terrence Gargiulo, Makingstories.net; Gemma George, Capella University; Dr. Gerald GeRue, Concordia University; Jill Gibson, Case Western Reserve University; Mattia Gilmartin, Insead HMI, France; Kenneth Goldsmith, University of Phoenix; Rachelle Gray, Lawrence Technological University; Danna Greenberg, Babson College; Kristijan Grgurevic, Chemnitz University of Technology, Germany; Michelle Griffin, Benedictine University/Customer Scorecards; Anna Gryaznova, Moscow State University Russian Federation; Miguel Guilarte, Fielding Graduate Institute; Jorge Haddock, University of Richmond; Daren Hancott, University of Phoenix, Canada; Freda Zuzan Hartman, University of Phoenix; Andres Hatum, Austral University, Argentina; Leslie Haugen, University of St. Thomas; Mary Ann Hazen, University of Detroit, Mercy; Thomas Head, Roosevelt University, Chicago-Schaumburg; Cynthia Heidorn, Benedictine University; Paulo Henriques, Technical University of Lisbon, Portugal; Alla Heorhiadi, University of St. Thomas; Mark Herrin, Walden University; Jeffrey Hicks, University of Twente, Netherlands; Mark Hillon, University of Central Oklahoma; Hans Hinterhuber, University of Innsbruck, Austria; Daniel Holt, Air Force Institute of Technology; Robert Hooijberg, IMD, Switzerland; J. Duane Hoover, Texas Tech University; Andrea Hornett, Pennsylvania State University; Henry Hornstein, CGI, Canada; Joe Houghton, UCD Smurfit School of Business, Ireland; Susan House, Capella University; Jack Huddleston, Capella University; Martin Hughes, Indiana University of Pennsylvania; Tomonori Inukai, Kagawa University, Japan; Claus Jacobs, University of St. Gallen, Switzerland; Nsombi Jaja, Doctoral Student; David Jamieson, Pepperdine University; Karen Jansen, University of Virginia; S. Jeyavelu, IIM Kozhikode, India, India; Kimberly Jinnett, Integrated Benefits Institute; Maureen Johnston, Lawrence Technological University; Raymond Jones, The Citadel; Baek-Kyoo Joo, University of Minnesota, Twin

Cities; Yusun Jung, Case Western Reserve University/Information Systems; Sabine Junginger, Lancaster University; Yehia Kamel, Bridgewater State College; Florian Kappler, University of St. Gallen / HEC Montréal, Switzerland; Amit Karna, Indian Institute of Management, Ahmedabad, India; Hamid Kazeroony, Phoenix University; Thomas Kent, College of Charleston; Richard Kettner-Polley, Colorado Technical University; Peter Kiedrowski, University of MN, HHH Institute of Public Affairs; Nell Kimberley, Monash University, Australia; Jeff Kimmel, Lynn University; Patricia Klarner, HEC University of Geneva, Switzerland; Mary Kotecki, Benedictine University/Deere & Company; Tanvi Kothari, Temple University; Rita Kowalski, Work Life Consulting LLC; Diana Krause, University of Western Ontario, Canada; Christine Kreminski, JPMorgan Chase Bank; William Kuchta, Paychex, Inc.; Bernd Kupka, University of Otago, New Zealand; Kenneth Kury, Saint Joseph's University; Linda Kyker, Colorado Technical University; Carole Lalonde, University Laval, Canada; Eric Lamm, Boston College; Ann Langley, HEC Montreal, Canada; Jean Ann Larson, Pepperdine University/Beaumont Hospitals; Tesilimi Lawanson, Fuller Theological Seminary Pasadena; William Leban, Keller Graduate School of Management; Anat Lechner, New York University; Jean Lee, CEIBS; China; Roderick Lee, Penn State University; Yang-Im Lee, Royal Holloway, University of London, United Kingdom; Skipton Leonard, George Washington University; Aegean Leung, University of Victoria, Canada; Ira Levin, Alliant International University; Thierry Levy-Tadjine, University of Toulon, Lebanon; Mark Lewis, Georgia State University; Steve Leybourne, Plymouth University, United Kingdom; Yu Li, GSM, Peking University, China; Carol Yeh-yun Lin, National Chengchi University, Taiwan, Taiwan; Chien Chiang Lin, Shih Hsin University, Taiwan; Runhui Lin, Nankai University, Tianjin, China; Hughes, Mardi; Linksman, Assumption College; Romie Littrell, Auckland University of Technology; New Zealand; Mary Logan, London School of Economics and Political Science, Fonda Looney, Pepperdine University; Patricia Lopez, Alliant International University; Henry Lopez Vega, ESADE Business School, Spain; Sherrie Lu, University of Phoenix; James Ludema, Benedictine University; Geisce Ly, Graduate Student; Maureen MacLeod, University of Hawaii—Manoa; Allan Macpherson, MMU Business School, United Kingdom; Arun Madapusi, University

of North Texas; Susan Madsen, Utah Valley State College; Jeanne Maes, University of South Alabama; Christian Mahieu, LEM-CNRS-University of Lille, France; Michael Manning, New Mexico State University; Dina Mansour-Cole, Indiana University/Purdue University Fort Wayne; Jean-Francois Manzoni, IMD, Switzerland; David Marker, ESC Clermont Graduate School of Management, France; Peggy Marshall, Antioch University; Sandra Martinez, Widener University; Judy Matthews, Queensland University of Technology, Australia; Tish Matuszek, Troy University; Mickey Mayland, NSU; Tracy Maylett, DecisionWise; Steve McElfresh, HR Futures; Edythe McNickle, Univ. of Phoenix; Aidan McQuade, Strathclyde Business School, United Kingdom; Ergo Metsla, Tallinn Technical University, Estonia; Christine Meyer, Norwegian School of Economics and Business Administration, Norway; Deborah Miller, Canadian Tire Corporation Ltd., Canada; Zeeva Millman, A & M Human Resources Consultants, Canada; Stella Minahan, Deakin University, Australia; Sandra Moffett, University of Ulster, United Kingdom; Janet Moldstad, Bethany Lutheran College; Erik Monsen, Max Planck Institute of Economics, Germany; Carol Moore, Cal State University East Bay; Michael Moore, Michigan State University; Gabriel Morelli, Cranfield University, Spain; John-Paul Morgante, Talla-Com Industries; Elizabeth Morse, Lawrence & Memorial Hospital; Jane Murray, Griffith University, Australia; Kenneth Murrell, University of West Florida; Jason Myrowitz, Arizona State University; Sadia Nadeem, NUCES, Pakistan; Syed Nasirin, Brunel University, United Kingdom; Jeffrey Neal, Colorado Technical University; Eric Neilsen, Case Western Reserve University; Mitchell Neubert, Baylor University; Jean Neumann, Tavistock Institute, United Kingdom; Jennifer Nieman, Hofstra University; Frank Novakowski, University; Michael O'Driscoll, University of Waikato, New Zealand; Michael O'Leary, Boston College; Dorothy Olshfski, Rutgers University, Newark; Tore Omholt, BI Norwegian School of Management, Norway; Margaret Orr, Bank Street College of Education; Jill Paine, Teachers College, Columbia University; Ashish Pandey, Management Development Institute, Gurgaon, Haryana, India; Thanos Papadopoulos, Doctoral Student, United Kingdom; Kizzy Parks, Florida Tech; Sotirios Paroutis, Warwick Business

School, United Kingdom; Robin Parry, California State University-Fullerton; William Pasmore, Mercer Delta Consulting; Patricia Pedigo, IBM Corporation; James Pepitone, Pepperdine University; Lori Peterson, Augsburg College; Sharon Peterson, Capella University; Rita Pettiford, Otema Consulting; Michael Helan, Oracle USA; Sandy Kristin Piderit, Case Western Reserve University; Norma Pivetta, Universidad Catolica Argentina, Argentina; Darlene Pomponio, Walden University; Edward Powley, Naval Postgraduate School; Veena Prabhu, Auburn University; Vana Prewitt, University of North Carolina Hospitals; Mildred Pryor, Texas A&M University-Commerce; Anthony Raia, University of California, Los Angeles; TR Ramanathan, Newcastle Business School, Northumbria University, UK; Alberto Ramirez, University of Queensland, Australia; Kira Kristal Reed, Syracuse University; Aurea Helena Ribeiro, Fundação Dom Cabral/PUC Minas, Brazil; Beth Richardson, St. Joseph's College of Maine; Jeff Rightmer, Lawrence Technological University; Polly Rizova, Boston University; Gary Robinson, Capella University; Stanley Ross, Bridgewater State College; George Roth, Massachusetts Institute of Technology; Helen Rountree, Nova Southeastern University; Christopher Roussin, Boston College; Robert Routhieaux, Hamline University; Apurva Sanaria, TV Rao Learning Systems, India; Jyotsna Sanzgiri, Alliant International University; Manuela Sarmiento, Lusiana University, Portugal; Mary Sass, Western Washington University; James Schaap, University of Nevada, Reno; John Schibler, University of Rhode Island; Mike Schraeder, Troy University; Lillian Schumacher, University of Saint Francis; Gavin Schwarz, University of New South Wales, Australia; Jane Seiling, The Taos Institute; Dennis Self, Troy University; A.B. Rami Shani, Cal Poly State University; Udai Shanker, M. M. M. Engineering College Gorakhpur, India; William Sharbrough, Citadel School of Business Administration; Mary Shawver, Fielding Graduate University; Arie Shirom, Tel Aviv University, Israel; Philip Shum, University of Melbourne, Australia; Dana Sims, University of Central Florida; Joan Slepian, Fairleigh Dickinson University; Johnnie Smith, Raytheon Company; Klas Soderquist, Athens University of Economics and Business, Greece; Guillaume Soenen, EM Lyon, France; Davide Sola, ESCP-EAP European School of Management, United Kingdom; Karan Sonpar, University Manitoba, Canada; Deborah

Soule, Harvard University; Janice Spangenburg, Capella University; Bert Spector, Northeastern University; Joe Sprangel, Lawrence Technological University; Gretchen Spreitzer, University of Michigan, Ann Arbor; Kent Springdal, Kingston University, United Kingdom; Richard Stackman, University of San Francisco; Jacqueline Stavros, Lawrence Technological University; Stazyk, Edmund; University of Kansas; Inger Stensaker, Norwegian School of Economics and Business Administration, Norway; Ursula Stroh, University of Maryland, College Park; Barry Sugarman, Society for Organizational Learning; Albert Sune, Technical University of Catalonia, Spain; Ranjini Swamy, Goa Institute of Management, India; Yeda Swirski de Souza, UNISINOS, Brazil; George Sylvie, University of Texas, Austin; Dr. David Szabla, The George Washington University; Rosanna Tarsiero, Gionnethics, Italy; Steven Taylor, Worcester Polytechnic Institute; Ram Tenkasi, Benedictine University; Cristian Teodoridis, Lawrence Technological University; Axel Thoma, University of St. Gallen, Switzerland; Ramayah Thurasamy, Universiti Sains Malaysia, Malaysia; Claude Toland, University of Phoenix; Ian Towers, Carleton University, Canada; Arun Tripathy, Indian Institute of Management Bangalore, India; Chen-yi Tsai, I-Shou University, Taiwan, Taiwan; Chien-Chi Tseng, University of Minnesota; Chia-Yu Tu, National Chung Cheng University, Taiwan; Leslie Tworoger, Nova Southeastern University; Yvette Underdue Murph, Texas A&M University, Commerce; Toni Ungaretti, Johns Hopkins University; Jos van Iwaarden, Erasmus University, Netherlands; Woody Van Olffen, Maastricht University, Netherlands; Annick Van Rossem, Hogeschool Gent, Belgium; James Vardaman, University of Memphis; Virajanand Varma, Auburn University; Glenn Varney, Bowling Green State University; Frances Viggiani, Alfred University; Gary Wagenheim, Simon Fraser University, Canada; Consuelo Waight, University of Houston; Nancy Waldeck, University of Toledo; William Wallick, University of Scranton; Donald Warrick, University of Colorado, Colorado Springs; Ilene Wasserman, ICW Consulting Group; John Watson, St. Bonaventure University; David Weir, Ceram Sophia Antipolis, France; Ely Weitz, Tel Aviv University, Israel; Reeves Wesley, Karunya Institute of Technology and Sciences, India; Robert Wheatley, Troy University; Karen Whelan-Berry, Utah Valley State College; Katie White, University of St. Thomas, St. Paul/Minneapolis; Elden Wiebe, Saint Mary's

University, Canada; Geri Wildenberg, Capella University; Sue Williams, University of Gloucestershire; United Kingdom; Charles Williamson, University of Phoenix; Hope Witmer, Philhaven Behavioral Healthcare; Julie Wolfram Cox, Deakin University, Australia; James Wood, Qwest Communications; Richard Woodman, Texas A&M University, College Station; Chris Worley, University of Southern California; Hanhua Xu, The HongKong Polytechnic University, Hong Kong; Robin Yap, Phronetic International, Canada; Danielle Zandee, Case Western Reserve University; Wei Zheng, Northern Illinois University; Roxanne Zolin, Naval Postgraduate School.

(From Tenkasi, page 1)

mission of Organization Development, I think we should rest our doubts about our viability and instead focus on our status as the progenitor of translational methods in the Organizational Sciences. An important and timely contribution that Organization Development can offer to other Organization and Management disciplines is insights about how to translate theory to practice and our concerns about action.

An early definition of Organization Development highlights and reminds us of our translational and application roots—Porras and Robertson (1992) define our field as the “practical application of the science of organizations” (pg. 272). They see it as a field that draws from several disciplines for its theory, models, strategies, and techniques to focus on the planned change of human systems and further contribute to organization science through the knowledge gained from its study of complex change dynamics. And our concerns do not stop with just the practical application of theories but also emphasize getting things done in a humanistic way in applying these theories to organizational change (French and Bell, 1999).

The contemporary emphasis on making Organizational Studies as an applied science follows a larger trend in the natural, physical, and social sciences where there have been increasing calls for greater involvement of these sciences in Mode 2 knowledge production as opposed to a Mode 1 knowledge production model (Gibbons et.al., 1994). Mode 1 knowledge production models represent the traditional way of doing research. They draw their authority from values

of neutrality, universality, detachment, and objectivity that seek to generate generalizable laws across contexts. However this mode is increasingly being challenged for its lack of relevance and usability. In an influential book that has received wide-reaching attention Gibbons et al (1994) describe a new model of knowledge production, Mode 2, where the authority of science is more closely tied to concrete practices, their results, and impact. Nowotny et.al, (2001) suggest that in the future knowledge will have to be tested not in the abstract, but under very concrete and local circumstances of application to ensure it is socially robust. Further she urges that Universities, and their various disciplinary constituencies, should start paying heed to relevance and usability as a key foundation in knowledge production lest they lose their primacy and authority as the central producers of knowledge in society (Nowotny, 2005).

A prime characteristic of Mode 2 is the co-production of knowledge by many knowledge workers, academics and practitioners, addressing problems in the context of application. Nowotny et.al. (2001) refer to this process as contextualization as the formerly separate worlds of applied practice and pure research merge. While the work of Gibbons and Nowotny is indicative of a societal shift in the mode of knowledge production much is yet to be learned about the dynamics of contextualization particularly how academic research results can be translated to inform practice in a Mode 2 model.

Their suggestion of collaborative research designs as key to Mode 2 knowledge production is clearly important and Organization Development has much to offer in enabling such designs through time tested approaches such as Action Research, Appreciative Inquiry, Socio-Technical Systems and other collaborative management approaches (Shani et.al., 2007). However, to more deeply understand the underlying processes of how academic knowledge and research results may be translated to inform practical action, we turn to the seminal works of Chris Argyris and Donald Schon, two doyens of our field.

Schon (1995) and Argyris (1996) set out to investigate a rather interesting question. Why is that managers find academic research non-actionable, although there are parallels between causality as expressed in academic research findings, and managers notions of causality as they go about solving problems in organizations?. Management theorists and researchers seek to provide causal knowledge, and managers, just as

most human beings, rely on a sense of causality to achieve their intended outcomes.

The commonly accepted definition of theory is a set of logically interconnected concepts that are operationally defined and testable in the universe they purport to represent (Kaplan, 1964). These concepts are typically organized in the form of generalizations that specify causal relationships among concepts such as the proposition that “role overload causes stress, or, trust leads to collaboration”. Causality and causal inferences are also critically important for managers who try to search out the causes of events in order to figure out what to do to achieve their intended goals. They inquire for example into causes of organizational failures, unexpected successes, and/or deviation from routines, and further rely on causality schemes and inferences to try to make things happen by devising new structures, policies, practices, and programs to reach their intended effects (Schon, 1995). Nonetheless, there has been a disconnect between theory and practice that has prevented the causal knowledge gained through academic research to inform the causal assumptions and resulting design decisions of practitioners.

In examining how managers solve organizational problems such as the fixing of a computer network failure in a large telecommunications firm, Schon (1995) uncovers parallels with a social science research sense of causality that includes specifications of variables in a causal chain that may have led to the systems failure. Frequently, managers built mental models of causal linkages; however, the difference was that these causal specifications were relayed in a language that was close to the language of everyday organizational life relevant to the particular organizational context. They did not contain precise operational definitions such as academics derive from cross-cutting research in multiple settings. Instead, they tended to be simple and straightforward meanings derived from the context of use in particular organizational settings.

In reviewing case studies of academically based interventions and managers’ efforts at problem solving, Argyris and Schon realized that managers find it difficult to associate academic research results to the particular features of their local context. Normal science or Mode 1 forms of research, in the quest for generalizability reduce the complexity of social phenomena to a collection of precise, abstract variables and, further treat these variables as having the same

meaning in all contexts. Therefore such results are unable to be contextualized and more importantly fail to inform managers’ design causality. Any knowledge to be useful to managers should be able to inform their sense of design causality argue Argyris (1996) and Schon (1995). Design causality is knowledge that can be put into a design that the human mind/actor can use in a causal manner (Argyris, 1996) and designs are specifications of actions to be taken, often in a specified sequence, to achieve intended consequences (Schon, 1996).

The implications put forth by Donald Schon and Chris Argyris is that for academic research to influence managerial action it should be able to inform their sense of design causality. This in turn requires that the abstract and non contextual research results and ideas have to assume local meaning for managers that is context sensitive. In other words the essence of translating academic research results is their contextualization such that it fits local sense and meaning making schemas.

So how is such contextualization enabled? This is the topic of an ongoing research project with collaborators Susan and Allan ‘Monty’ Mohrman from the University of Southern California where we are examining the dynamics of contextualization of academically informed research results in multiple firms (Tenkasi, Mohrman and Mohrman, 2007). The study conducted during the period 1995 to 1997 involved a longitudinal examination of ten firms from the avionics, consumer electronics, natural resources, and financial service industries (Mohrman, Tenkasi and Mohrman, 2003). These firms were implementing new organizational forms based on the prevailing academic and derivative practitioner literatures about the use of teams to improve performance in knowledge work settings such as new product development, customer service, and research & development. We conducted interviews and surveys with members of at least four units in each of the ten companies at two points in time, approximately 12-14 months apart. Each company received company specific and multi-company feedback from the cross-sectional Time 1 assessments as well as from the Time 2 longitudinal measurement and analysis. There was also a conscious effort to conduct research in a collaborative manner in order to increase the likelihood of practical application of findings by participating companies while generating and testing theory according to the structure of normal science. We observed during and after the study that the ten

companies had differed substantially in whether they based action on the study findings.

Our on-going analyses suggest several preliminary insights on the contextualization process:

1. Contextualization can be facilitated but not accomplished solely by researchers becoming more sensitive to the practice context and embodying contextual understanding in the conduct of research (i.e. collaborative research designs), presentation of research results, and recommendations from their research. Contextualizing academic/ research knowledge prior to its transmission to the practitioner/user community by using culturally specific language, rhetorical devices, and other contextualization cues is a necessary but not a sufficient condition. Pre-contextualized knowledge representations can provide a structure and frame of reference for initiating problem solving however, it is still often general and abstract for the practitioner/user community.

2. Contextualization of received (pre-contextualized) knowledge by the user community is inseparable from its use. It requires proceduralization by the users to test them in their real world situation. The process of proceduralization is taking the received knowledge and activating this knowledge to make diagnoses, decisions and actions.

3. Pre-contextualized knowledge by researchers is often based on partially known collection of assumptions and incremental knowledge acquired through use plays an important role in filling in the gaps.

4. There is a temporal dimension to user contextualization and a changing nature to their understanding of the pre-contextualized knowledge representations over time through elaboration and shift. The pre-contextualized knowledge representations from researchers trigger some actions by users and this in turn modifies their understanding of the context of the situation. With each such proceduralization, knowledge extracted from the pre-contextualized context is re-contextualized in the problem solving process that then becomes the contextual knowledge for the following step.

5. Finally, for users, their mental image of the situation is not only built from their interactions with the pre-contextualized representations but also from their unique knowledge, beliefs, goals and other characteristics. Further multiple users may not share the same knowledge, goals or beliefs and may hold unique

representations of the situation. An important aspect of contextualization by users is in making the different interpretations consistent by all actors in a situation explaining their viewpoints and spontaneously producing information. This is essential in developing a shared context.

In conclusion, our preliminary observations suggest that if academic research is to influence practical action, the knowledge of the organization science community needs to be considered alongside and fused with the knowledge of the practitioner community. While academics interested in yielding knowledge useful to practice should develop their understanding of practice and try to define, conduct and frame research findings in a way such that it appeals and makes sense to practitioners, this does not inevitably lead to knowledge that practitioners would consider useful. Practitioner views of usefulness results from situated use. It arises from designing changes that proceduralize the received knowledge, from adding new knowledge to received knowledge acquired from experience, and importantly through this process making sense of the received knowledge to derive local meaning of the research results in their unique contexts.

As we experience the rapid emergence of context-driven, problem-focused and interdisciplinary mode 2 forms of knowledge approaches predominating societal knowledge production in contemporary times (Mansell and When, 1998), it is my belief that Organization Development clearly has a renewed and central role to play as the translational and implementation arm of organizational sciences.

References

- Argyris, C. (1996). Actionable knowledge: Design causality in the service of consequential theory. *Journal of Applied Behavioral Science*, 32 (4), 309-406.
- Bradford, D. L., and Burke, W.W. (2004). Is OD in crisis? *Journal of Applied Behavioral Science*, 40, 369-373.
- French, W. L. and Bell, C. H. (1999). *Organization development*. Englewood Cliffs, NJ: Prentice Hall.
- Gibbons, M., Limoges, C., Nowotny, H., Schwartzman, S., Scott, P., & Trow, M. (1994). *The new production of knowledge*. London: Sage.
- Jarzabkowski, P., Mohrman, S. A., & Scherer, A. G. (2006). Organization studies as applied science:

- The generation and use of academic knowledge about organizations. Special Call. *Organization Studies*, 27, 1411-1413
- Kaplan, A. (1964). *The conduct of inquiry*. New York: Intext
- Mansell, R. and When, U. (1998). *Knowledge societies: United Nations Commission for Science and Technology Development*. United Nations: Oxford University Press.
- Mohrman, S.A., Tenkasi, R.V., & Mohrman, A.M. (2003). The role of networks in fundamental organizational change: A grounded analysis. *Journal of Applied Behavioral Science*, 39 (3), 301-323
- Nowotny, H., Scott, P. & Gibbons, M. (2001). *Rethinking science: Knowledge and the public in an age of uncertainty*. London: Polity Press.
- Porras, J. I and Robertson, P. J. (1992). Organization development: Theory, practice, and research. In M.D. Dunnette and L.M. Hough (Eds.), *Handbook of industrial and organizational psychology*, (2nd Ed.). Palo Alto, CA: Consulting Psychologists Press.
- Schon, D. A. (1995). Causality and causal inference in the study of organizations. In R. F. Goodman and W. R. Fisher (Eds.), *Rethinking knowledge: Reflections across the disciplines*. Albany, NY: State University of New York Press.
- Shani, A.B, Mohrman, S. A, Pasmore, W. A., Stymne, B., & Adler, N. (2007). *Handbook of collaborative management research*. Thousand Oaks: Sage
- Tenkasi, R. V., Mohrman, S. A., & Mohrman, A. M. (2007, June). *Making Knowledge Contextually Relevant: The Challenge of Connecting Academic Research with Practice*. Paper presented at the Third Organization Studies Summer Workshop on Organization Studies as Applied Science: The Generation and Use of Academic Knowledge about Organizations, Crete, Greece.
- (Parts of this article were adapted from Tenkasi, R. V., Mohrman, S. A., and Mohrman, A. M. (2007, June). *Making Knowledge Contextually Relevant: The Challenge of Connecting Academic Research with Practice*. Paper presented at the Third Organization Studies Summer Workshop on Organization Studies as Applied Science: The Generation and Use of Academic Knowledge about Organizations, Crete, Greece.)

NEWS ABOUT MEMBERS

Warner W. Burke received the Society for Industrial-Organizational Psychology (SIOP) "Distinguished Professional Contributions Award" on April 27, 2007 at the annual meeting in New York City.

Dr. Joerg Sydow, Professor of Management at the Free University of Berlin and International Visiting Fellow of the Advanced Institute of Management Research (AIM) in London, has been appointed to the scientific advisory board of the Soziologisches Forschungsinstitut Goettingen (SOFI), Germany.

ODC PDW 2007 PROGRAM AT AOM

Ann Fereherm
Professional Development Chair
Pepperdine University

The ODC 2007 pre-conference Professional Development Workshops (PDW) will again offer the Academy membership wonderful learning opportunities. The PDWs are designed to engage participants in activities and discussion through a workshop format, ranging from one to eight hours. These are lead by colleagues with the objective of sharing what they do and exploring questions and issues of common interest. The pace allows participants and presenters the opportunity to develop new perspectives, create new experiences and deepen understanding.

The sessions start Friday, August 3 and run until Sunday, August 5 at noon (at which time the regular Academy meetings start). Most of the sessions will be held at Loews or the Convention Center. Some require pre-registration by July 13, so pay careful attention to the requirements.

The ODC division is the lead sponsor for 11 sessions that represent a range of interests in the division. In addition, we have joined in collaboration with other divisions to co-sponsor 35 other sessions. Also join us for the Doctoral student reception on Saturday evening where you can meet and greet these new scholars. All members of the division are invited to attend. Everyone is also invited to the honoring of Barry Oshry on

Sunday night. A quick overview of the ODC lead sponsored sessions are listed, along with some titles of our co-sponsored sessions.

On Friday afternoon, there are three PDWs.

- *A national study of Toxic Personalities at work: Leadership Actions to Mitigate Their Effects in Organizations.* This workshop will identify both proactive and reactive techniques leaders take to diminish the damaging effects of toxic personalities at work
- *The Art of the Ai Question: Why the Best Answer is Sometimes a Great Question:* This PDW will provide an interactive experience that will allow the participants exposure to the skill and "experience" of how to use language to engage their audience
- *Facilitating Professional Development Using Guided Reflection on Lived Experience.* Participants will have the opportunity to explore and interpret past lived experiences to formulate viable alternatives for future professional development actions.

Saturday begins with

- *Managing and Facilitating Trans-organizational Development* in which a process model for trans-organizational development will be presented and discussed.
- *Appreciating the Role of the Shadow in "Positive" Organizational Theory and Practice* The bounds of positive organizational scholarship (POS) theory and practice are pushed by exploring the role of the "shadow" in enabling and/or constraining the potential of POS to support organizations.
- *Leading Organizational Change Through Action Research and Solutions-Focused learning* This workshop focuses on the process of bringing about change in an organization through Action research and Solutions-focused learning
- *Strategic Organization Development (SOD): Adaptations based on Imposed Organization Demands.* This is a hands-on workshop demonstrating tools and techniques, which can further assist the consultant during their strategy interventions.
- *Dissertation Success.* From noon until 6:00 the Executive Doctoral Seminar provides opportunity

for current doctoral students to discuss their research ideas and strategies with seasoned researchers and faculty.

Saturday afternoon, you can attend

- *Strategies and Tactics for Coaching Teams.* The workshop will review team coaching tools, provide opportunities for practice using a subset of them, and explore the conditions under which they are appropriately used

Saturday ends with the Doctoral Student Reception to which all are invited.

Sunday morning sees the next installation of the popular "*That Was Great!*": *Even More High Impact Activities, Exercises And Approaches For Teaching Or Consulting On Organizational Change* the third year for this potpourri of classroom exercises brought to you by leading teachers in our field. One can also attend *Insights via the Nominal Group Technique* – an opportunity to reflect on AOM through learning and practice of this classic technique. This is the only PDW held at the Convention Center from ODC division. There is also a PDW discussing *ODC as an Academic Discipline* to build on some of past efforts regarding this topic.

We also encourage your attendance at *Remarks and Reception Honoring Barry Oshry* at 6:00 pm on Sunday. Phil Mirvis is putting together a program that promises inspiration and celebration.

As mentioned above, we are co-sponsors of 35 sessions which should be of interest to many. Just a short listing of these titles include: A Research Incubator for HR/OB/ODC/ENT; Sustainable Practice Action Research; Transformative Learning; Doing OD in Alien Worlds – Dealing with Dilemmas; Good Consulting on the Inside; or Action Research in Strategy Storytelling.

You can also get out and about through several co-sponsored PDWs including Park Maintenance Volunteering Project. Experience Management at Constitution Center, and Tour Philadelphia's Beautiful Outdoor Murals.

For more details AND pre-registration information, please see the AOM website program. We look forward to seeing you in Philadelphia in August!

**OMT/ODC/MOC DOCTORAL STUDENT
CONSORTIUM
August 3-5, 2007
Philadelphia, PA**

This year's OMT/ODC/MOC doctoral consortium promises to be another exciting and energetic mix of presentations, roundtable discussions, and research dialogues that are designed to address many of the concerns that are common among advanced doctoral students: How do I conduct high-impact research? How do I manage a productive career of research and teaching that has a work-life balance? How do I find my first job?

The consortium is organized by Stuart Bunderson (Washington University in St. Louis, USA), Michael Manning (New Mexico State University, USA), Pablo Martin de Holan (IE Business School - Madrid, Spain), Sandy Piderit (Case Western Reserve, USA), and Tim Pollock (Pennsylvania State University, USA).

We have a terrific group of panelists who have committed to sharing their insights over the course of four sessions that will be held on Friday evening (5:00 to 8:00) and Saturday (8:00 to 5:00): Michael Beer (Harvard University), Bob Hinings (University of Alberta, Canada), Sharon Matusik (University of Colorado), Henry Mintzberg (McGill University, Canada), Sue Mohrman (University of Southern California), Huggy Rao (Stanford University), Gretchen Spreitzer (University of Michigan), and Bill Starbuck (University of Oregon).

On Sunday morning, editors from many of the leading journals will share their advice for crafting top-notch submissions and navigating the review process.

We encourage schools to nominate students for the Consortium. To keep the faculty-participant ratio to an optimal size, the number of participants will be limited. This has been a very popular program, so apply early! The deadline for receipt of nominations is June 1, 2007.

To apply, interested students must be nominated by their schools. No university can nominate more than two students, and each doctoral program is limited to one nomination. Universities with multiple departments seeking to send students need to coordinate their nominations. In making the decision to accept students, preference is given to those who have already completed their Ph.D., as the consortium is designed for students.

Applications should be sent by the department representative who nominates the student and should include in the body of the e-mail the nominee's name, address, e-mail address, phone and fax numbers, and name of affiliated school and university, and a statement by the department certifying nominee's completion of doctoral coursework and comprehensive exams by August 1, 2007. We request that you attach the following three items in your e-mail:

- 1) Letter from a faculty member providing a general appraisal of the nominee, including an assessment of his/her progress toward a dissertation defense, expected defense date, and subject of dissertation.
- 2) One page bio summarizing the nominee's contact information, research and teaching interests, and publications. This one page bio will be distributed among consortium participants.
- 3) A 3-5 page (typed and double spaced) summary of the student's research project. This summary should include: research question, rationale, hypotheses/propositions, (proposed) methods (if applicable), and results (if applicable).

Please send nominations and supporting materials by electronic mail to ALL three of the following conference organizers by June 1, 2007. The conference organizers are: (MOC) Stuart Bunderson (bunderson@wustl.edu), (ODC) Michael Manning (mmanning@nmsu.edu), and (OMT) Pablo Martin de Holan (dk@incae.edu).

**CHANGING ORGANIZATIONS IN A
GLOBALIZING WORLD**

L. David Brown
Harvard University
2006 ODC Distinguished Speaker

I was pleased to be invited to give this address. For the last couple of decades I have been applying organization development ideas to facilitating social change and development—in a world quite different from that of most ODC members. I have a simple message: ODC members have much to contribute to the larger human project of constructing a world that will sustain humanity—but to do so they will have to expand ODC theory and practice beyond its current boundaries.

Background

Some personal history will be useful in understanding the background of this talk. I graduated from college in the early '60s and then spent two years as a Peace Corps community organizer in Ethiopia. I returned from Ethiopia in 1965 and spent five years getting law and OB degrees at Yale and learning about action research in the process. I spend the next decade at Case Western Reserve University, working with a wide range of change projects, from textile plants to community development corporations to urban leadership networks. In 1979 my family and I went to India on sabbatical to work with public enterprises and rural development projects. We decided not to return to CWRU: instead we moved to Boston to pursue our interests in development and social change.

In Boston we started the Institute for Development Research (IDR), a nonprofit think-tank. I also became a professor of OB at Boston University. IDR initially worked with many agencies—from action research with public enterprises for the World Bank, to consulting on change at ministries of health for WHO, to building leadership networks for U.S. cities. After five years we decided to focus IDR's work on nonprofit, nongovernmental development organizations (NGOs) as the actors with most potential for empowering poor and marginalized populations. Over the next 15 years IDR had a wide range of opportunities for research, consulting, and coalition-building with hundreds of civil society actors around the world.

In 1999 I accepted an invitation to build an International Program at the new Hauser Center for Nonprofit Organizations at Harvard. This job offered an opportunity to continue IDR's work with Harvard's resources. At the Center I have worked on strengthening national civil societies, building civil society partnerships with other actors, and learning about transnational civil society roles in global governance and problem-solving.

This journey has taken me from my initial training in individual and social psychology to increasing concern with macro-issues and analysis: from group and intergroup dynamics to organization development to interorganizational relations to sector building and intersectoral relations to transnational development. I have been concerned with three institutional sectors: the state, which includes government agencies concerned with maintaining public order and creating public goods; the market, which is focused on creating

private goods and services, and the civil society, which mobilizes private action for public interests. Civil society actors are often important catalysts of social change, though they have to enlist the resources of other sectors to expand their impacts to national or global scale. Examples include the Civil Rights Movement in the US or agencies like Oxfam, Greenpeace, or Amnesty International in the international development, environment, and human rights arenas. Much of my work has involved research and consultation to strengthen civil society actors engaged in such initiatives.

Organization Development and Change Possibilities

This is a challenging period in global history. Communications and transportation technologies, expanding economies, and increased global awareness have shrunk the world and increased our interdependence. That interdependence raises a wide range of transnational problems that did not exist for earlier generations—and many analysts see our existing institutional arrangements as inadequate to the task. At the same time we are seeing runaway concentrations of power and wealth, nationally and internationally. The U.S. is widely perceived to be an international bully that is unconstrained by the rule of law, and various fundamentalisms justify terrorism as an appropriate tactic. While many of us in the U.S. live in islands of relative peace and affluence, it is clear that global dynamics increasingly affect national and local experience. As a society, as individuals, and as change agents, insisting on preserving a short-term, local focus on events is an invitation to long-term disaster.

At the same time, there have been few times in history where innovative ideas have so much potential for wide impact. Individuals with good ideas can affect thousands or millions of people. For example, the ideas about “business at the bottom of the pyramid” proposed by C.K. Prahalad and Stuart Hart in an Academy symposium in 1999 have shaped research and corporate strategies in dozens of countries in the last seven years. The Society for Participatory Research in Asia (PRIA), founded by Rajesh Tandon—a newly-minted PhD in OB at the time, has catalyzed applications of OD and action research to hundreds of grassroots movements and development NGOs in Asia and around the world. Rupe Chisholm, a long-term ODC member, wrote about his experiences in constructing a community problem-solving network and his ideas

are now being used to build similar networks around the world. Ideas from our field, in short, can be catalytic for the solving of these emerging institutional challenges.

Mark Leach, Jane Covey and I have recently tried to draw on our experiences at IDR to identify how OD can contribute to social change (Brown, Leach & Covey, 2007). We identified four roles we have seen OD play in social change initiatives:

- 1. Strengthen social change organizations.** OD can strengthen the capacities of strategic social change organizations to deal with the challenges they face. For example, IDR worked closely with PRIA to create programs and staff capabilities to respond to demands for capacity building interventions and training from Asian social change movements and NGOs.
- 2. Scale up social change impacts.** OD can also help successful initiatives scale up their impacts. For example, Oxfam America expanded its strategy of work on disasters and local projects to include global public policy advocacy to support poverty reduction. They worked with internal and external resources to develop their capacities for transnational policy advocacy and to coordinate those campaigns with grassroots partners and other allies.
- 3. Create intersectoral systems.** OD can create interorganizational systems across levels and sectors for problems that single organizations cannot handle. For example, the International Forum on Capacity Building was created to bring together donor agencies, Northern NGOs involved in capacity-building, Southern development NGOs and national governments to negotiate future priorities for civil society capacity building—a multi-year process that shaped the conceptualization and implementation of capacity building initiatives for the next decade.
- 4. Reshape contexts for strategic organizations.** OD can also be utilized to reshape organizational contexts that press strategic actors to behave in new ways. For example, civil society campaigns have created external pressures for governments and development agencies like the World Bank and USAID to adopt participatory development approaches. Those changes in turn have enhanced both impact and sustainability of development initiatives.

Note that these approaches range from “ordinary” OD applied to social change organizations to work with multiple organizations or macro-level contexts. So change agents increasingly need to be sophisticated about societal as well as organizational dynamics. The focus is on changing societal dynamics; organizational viability is a means to those ends rather than the primary goal. Change agent roles as neutral consultants loyal to the organization evolve toward more active leadership as attention shifts from building organization capacity to creating intersectoral systems or reshaping contexts. OD focused on improving organizational performance is quite different from OD focused on catalyzing social transformation.

Challenges

The European Director of the World Bank has argued that we are at “high noon” for improving existing international institutions to solve a score of pressing global problems (Rischar, 2002). ODC could contribute much to facilitating the social and institutional changes required for a more just, peaceful and sustainable world.

Who should consider exploring this arena? Clearly there are opportunities for newcomers—graduate students and young faculty—who seek challenging work that can have large impacts. There are also great opportunities for veterans who seek new arenas in which to deploy their skills. Mid-career renegades who are bored with straight-and-narrow paths that define professional success may also be ready to explore alternatives. While OD has become a profession over the last several decades, the field was created by an earlier generation of renegades like Herb Shepard—ex-MIT professor, ex-internal change agent, ex-founder of academic departments, and full-time elf—who described his work as “a series of projects, not a career.”

OD for social change does not promise academic eminence, financial wealth, or political power. While ideas are increasingly critical in the social change arena, researchers seldom find the conditions that allow rigorous research, clear conclusions, or advanced theory building in the controlled contexts that are important for many successful academic careers. The wealth available to successful corporate consultants or the influence that accompanies successful public sector consulting are less common in work with poor and marginalized populations or in “telling truth to power.” Work on social change issues can put you at

or beyond the edge of your competence and pose real risks to your immediate interests. On the other hand, the arena also offers opportunities to work with genuine heroes and heroines and to have real impacts on important problems.

Broadening OD Theory

My colleagues at IDR and I have suggested several ways that OD theory and practice can be expanded for work on social change initiatives (e.g., Brown and Covey 1987; Brown, Leach and Covey, 2007). First, commitments to values and meta-goals of change are central in social change initiatives. Social change agent values and meta-goals need to emphasize both organizational and societal results, in contrast to the organizational outcomes emphasized by most OD. High-performing organizations are not necessarily constructive societal forces. Clarifying societal values and goals and their links to organizational work is vital to OD for social change.

Second, while we have sophisticated models for diagnosing organizations and their internal dynamics, we are much less sophisticated about diagnosing their impacts on societies. We need frameworks that integrate internal with external diagnoses in social, political and environmental as well as financial terms. Some of the work of social auditing or on the “triple bottom line” may be very helpful in this effort.

Third, we need intervention theories that assess and mobilize external as well as internal forces for societal impacts. Clues to these theories are emerging from efforts to mobilize multiple stakeholders in large scale change projects, such as future search initiatives. While ordinary OD makes organizational viability and success the touchstone for effective intervention, interventions for social change place social goals above the survival of the organization. Societal intervention theory can clarify how and when societal goals trump organizational interests.

Finally, the ordinary practice of OD emphasizes accountability to organizational leaders, while other affected stakeholders—workers, middle management, customers or local communities—get less attention. OD for social change must be accountable to a wider range of stakeholders, many whom have little influence on the organization even if they are greatly affected by it. How can OD researchers and consultants account to future generations as well as current leaders? What might be an OD “triple bottom line”?

Organizational Development and Change Is Not Enough

I am arguing that organizational development and change, uninformed by a sophisticated understanding of its societal consequences, is not enough in a globalizing world. I think ODC for social change initiatives calls for:

- § Committing to social values and meta-goals that are beyond the boundaries of most OD practice, including macro effects and their value implications.
- § Integrating organizational and social analyses to create social change theories that guide societal as well as organizations transformations.
- § Mobilizing the resources to “speak truth to power” or to take the risks of action when powerful actors have strong interests in preserving the status quo.
- § Designing programs that make organizations accountable to many stakeholders, including marginalized or impoverished populations with little current influence.
- § Inventing organizational and institutional options for change in volatile and polarized contexts that present serious challenges to existing theory and practice

If you choose to go down some of these roads, you will be challenged to reinvent your theory and your practice—and maybe yourself. Several lessons from my experience may be helpful. First, *consider detours and sabbaticals as “life experiments” for exploring areas of interest.* My decisions to go to Ethiopia and to India were not intended as career choices—but they ultimately had great impacts on what I did afterwards. Finding a good match between your talents and opportunities may take a good deal of exploration.

Second, *find and pursue issues that are important to you.* I discovered in Ethiopia that I cared, for example, about inequities in opportunities that face the rich and the poor and the abuses of power that harm marginalized and impoverished groups. This work can be full of disappointments, frustrations, and failures—so caring about the issues can be essential to keeping you going over the long term that is often required for real progress.

Third, *invest in building the social and intellectual capital* you need to be credible. Jane and I carried out a series of pro bono organizational diagnoses of development NGOs and wrote about their special strategic and organizational challenges (Brown & Covey, 1987; Brown 1989). When funders became interested in NGO capacity-building a few years later, IDR was suddenly in demand as a relatively rare resource on the issues.

Finally, *find some compatible partners*. My partnership with Jane and several others has been vital. IDR's success depended on the combination of our diverse resources and I doubt that I would have tried to launch it without her. We have worked for close to three decades with a network of colleagues from many countries who share our values and visions for a better world. It has been an extraordinary privilege to work with them as well as a fantastic opportunity to learn from partners with very diverse perspectives.

Jane's sister gave her a coffee cup inscribed, "Life is short—Buy the shoes." I think that advice applies to using OD for social transformation. "Life is short—Change the world." You might like it. And the world might too.

References

- Brown, L. D. (1989). Organizational barriers to NGO strategic action. *Lokniti: The Journal of the Asian NGO Coalition*, 5(4), 12-17.
- Brown, L. D. & Covey, J. G. (1987). Development organizations and organization development: Toward an expanded paradigm for organization development. In R. W. Woodman & W. E. Pasmore (Eds.), *Research in organizational change and development*. (pp. 59-88). Greenwich, CT, JAI Press.
- Brown, L. D., M. Leach & J. G. Covey. (in press). Organization development for social change. In T. G. Cummings, (Ed.), *Handbook of organization development*. Thousand Oaks, CA, Sage.
- Chisholm, R. (1998). *Developing network organizations: Learning from practice and theory*. Reading, MA: Addison-Wesley.
- Rischar, J. F. (2002). *High noon: Twenty global problems, twenty years to solve them*. New York: Basic Books.

THE FUTURE OF OD

Linda D. Sharkey
Executive Scholar-Practitioner
VP, People Development
Hewlett Packard

The Landscape

As I reflect on the field of OD, I am struck by the amount of change that has taken place in the last six years. From 2001 until now, OD has become even more entrenched in the fabric of companies. So what has changed? The landscape has become increasingly more competitive. Companies must drive out fat to survive. The war for talent is front and center on most CEOs' minds. Globalization is a fact of life. Most Fortune 100 companies secure the bulk of their revenues off shore and, in many cases, such as GE, Hewlett Packard, Honeywell, and Pfizer, more than 50% of their employees reside outside the U.S. Politics and politicians are having less and less impact on world economies. Governments have turned over. The Iraq War continues. And yet the global economy is strong.

Nikos argues that global companies are the primary investment vehicles in the world. Increasingly, Nikos, Friedman and others assert that more and more economies will be impacted by global companies because of the need to find labor and new markets. We see this in Ireland, India, Poland and China, where conglomerates are investing, and the economies are on fire. These investments help reduce poverty, create a middle class, and level the playing field from an economic perspective. The war for talent in these countries is intense. Indeed, turnover rates of 30% exist in some emerging markets.

Technology is making the dream of a truly global marketplace a reality, and information is readily available at a speed no one could have imaged several years ago. Private equity is changing the business equation in ways we can not yet anticipate. Global markets and fluctuating currency have created liquidity not seen before. Finally, the need for CEOs to balance the tension between efficiency and short term profits, on the one hand, and long term growth, on the other, is now essential. These are only some of the many complicated issues that companies face, and the list could certainly be expanded. It is clear that the changes facing today's corporations and their leaders are deep, as well as broad. The question becomes, "What OD professionals need to do to address this landscape and remain current in this ever changing environment?"

Implications for Organization Development

I think this puts OD front and center in the business equation. I also have argued that the required skills that Human Resource (HR) professionals must have will be weighted more heavily toward OD skills, rather than the traditional focus of HR. The real value HR professionals add to businesses is their ability to be catalysts of organization change. The fundamentals of HR, such as benefits and staffing, are now often outsourced. Change management—or better said, change leadership—and organization strategy consume most of the time of the HR/OD professional today, and that trend will continue. In my experience, HR and OD at the leadership levels are blending, and the HR professionals must have strong OD skills.

There are three things in my view that will require major focus over the next decade, and they all require OD skills:

- Increased focus on HR/OD as a driver of business strategy, as opposed to being the once sought after business partner. HR/OD must be business professionals who shape one of the key aspects of an organization—its leaders (Boudreau). If you are a human resource professional, who is still trying to get a seat at the table and be a business partner, you have lost the game.
- Increased focus on leadership—people who know how to truly operate in a global economy, understand the fundamentals of business beyond the balance sheet, and can function as the Chief Talent Officers of their organizations.
- Increased focus on Talent Management. CEOs are recognizing more than ever that their real competitive advantage is to have the best players on their teams. To cite Mark Hurd, the CEO of HP, “When you have the best players, you can feel and visibly see the difference.” Talent is the key to success. Everyone is fighting to attract and retain top people.

Human Resources

Human Resource professionals need deeper OD and change leadership skills. They are no longer just in the game of change management. They must know how to lead change and how to help other leaders drive change. This includes a profound understanding of business fundamentals. They must be able to explain interventions and approaches in the context of busi-

ness strategy and then describe the impact these approaches will have on results. They will also need to quantify results in a way that clearly shows how certain organization cultural elements or leadership gaps directly affect the ability of organizations to execute their strategies.

HR/OD professionals must understand the workforce in deeper ways. What are the current demographics of the workforce? What are the true costs? Is the business spending its resources on the right people and job families? Is the bell curve skewed to longer tenured employees?

People in the HR/OD field have always talked about understanding skills sets. But now they have to understand skill sets in light of the future business strategy and start building talent for what the future will be, rather than on what it is today. It is imperative to know where to find the best talent in the world market and then create talent pools in these locations. One must also know organizational design models that work in global companies, that are efficient, and that enable employees to feel a sense of community. One must have deep knowledge of the total business fundamentals. It was previously okay to have a cursory knowledge of business; now a profound understanding is essential. It is critical to know how money is made, how the supply chain works, how the financial picture is created, and how the people fit into the equation. HR/OD must be business leaders in their own right.

Specifically, these professionals must be business strategists, cultural experts, community builders, and talent assessors and developers. They must also understand:

- Company cultural elements and how to shape the culture to best fit the new business realities,
- Global leadership development strategies and how to keep leadership vitality strong; an
- How to engage employees to drive high performance.

Furthermore, it is essential to do this with rigor and analytical skill that reflect the language of business and not just the language of OD or HR. Qualitative data are no longer sufficient. Quantifiable results are required. This is daunting but exciting for those of us who feel passionately about building strong organizations that thrive financially, provide great opportunities for the people who work there, and contribute to the communities in which they reside.

Global Leadership

Leaders must know how to operate globally. This means they must understand both the country's culture organization's culture to be successful. They must understand global and regional economics and the various different operating models around the world. They have to be able to engage and energize employees, even though they may be managing teams that span the globe. They have to be able to lead teams with diverse perspectives and attract and develop diverse talent. Successful leaders maximize both people differences and technology (Cohen, Barge).

Additionally, leaders now must understand many more facets of the business than before. Often leaders of the past came from limited frames of reference, such as engineering, operations or finance, and they have shaped their companies. We are now seeing leaders emerge who have multiple lenses through which they view and lead their organizations. These leaders have more diverse backgrounds and can see what needs to be done from a more holistic point of view.

Leaders must also understand the global implications of human resources. They have to understand various business models and have deep expertise in more than one functional area. The ideal would be deep expertise in at least sales, marketing, operations, supply chain management, and technology utilization, so they can view their enterprises from a variety of lens and identify the multiple levers to pull in order to drive efficiency and growth. Companies need to focus on developing leaders earlier in their careers and put in place orchestrated ways to grow talent, so people are ready to take on ever more challenging and larger roles. Career development then becomes much more critical to business; it is not just a nice thing to have. Rather, our leaders must develop talent for larger leadership roles. Careers must be better planned and less happenstance. As I interview leaders, I am amazed how some have meandered through their professional lives. I am also amazed at how many companies do not encourage employees to rotate through their organizations to gain broader perspectives.

Talent Management

Talent management is front and center today for business success. Congar and Ready, who studied 40 international companies, found that virtually all of them lacked successors for their top leadership teams and had insufficient pipelines of prospective leaders.

They also point out that those companies have processes and systems in place to assess talent and develop pipelines, but they are not aligned to where the company is heading. Companies need to have a better way to assess their current talent, so they have a true inventory of existing skills. Most companies rely on their own internal assessment of talent, and it is usually the managers who do the assessment. It is not surprising that personal bias contaminates the evaluation process. We need more rigorous assessments that are behaviorally based. Independent and candid assessments will provide the company with a truer point of view on the gaps and what they need to do to develop a high performing leadership cadre.

Leaders need to analyze the future of their companies, identify the talent needed to get where they want to be, and then understand the gaps between the two. The data from the gap analysis produces a talent plan that looks as detailed and focused as a business plan—something that provides a true baseline from which improvement can be effectively measured. Thus, a deep understanding of existing talent at the organization-wide level is essential. Without this understanding, it will be very difficult to get the best talent to the right places quickly enough to win.

Leaders also must become their own Chief Talent Officers, aided by their HP/OD colleagues. Together they need to fully understand the depth and breadth of their talent and develop roadmaps that provide successors and leadership pipelines. This can not be left to chance. Rigorous, candid assessments and feedback are central, so people understand where they stand and what they need to do to grow and remain competitive. Leaders must be willing to invest in their subordinates' development earlier in the subordinates' careers, so that they have the global talent needed to sustain growth. Great leaders attract, retain and develop great leaders.

Conclusion

In order to succeed in the future, companies need to have their skillful OD/human resource professionals work closely with well rounded leaders who can operate sophisticated businesses in order to develop and manage talented employees, and the OD/human resource leaders need to drive this process and become the catalysts for change. To do so, they must understand all aspects of business at the global level, and the organizations with the best talent will win today and tomorrow. This will be OD's legacy of the future.

In order to assess yourself as a practitioner or a scholar in the area of OD, I suggest that you ask yourself the following questions:

- Can I analyze business problems effectively, apply analytics and practical solutions?
- Do I know how to develop leaders with practical and state of the art techniques?
- Can I candidly and accurately assess talent?
- Can I create workforce plans and talent roadmaps that make a difference?
- Do I understand business and how organizations make money?
- Can I speak the language of the business?
- Do I have the scholarly underpinnings to advise and drive the changes discussed above?

If your answers are yes to all of these questions, you are ready for the future.

(For bibliographic information, please contact the author at linda.sharkey@hp.com.)

JOURNAL ARTICLES BY ODC DIVISION MEMBERS 2004-2006

Matthew L. Sanders
University of Colorado at Boulder
David S. Boss
Babson College

In an effort to continue measuring the research productivity of ODC members, we have compiled the following list of 1,049 journal articles from January 2004 to December 2006. This list represents an exhaustive search of the Business Source Complete Database using the name of each ODC member as the criterion for an author search. Citations are presented in alphabetical order with one entry for each article.

We recognize that despite our best efforts, our work is certainly not comprehensive. While there are many reasons for this, two are worth mentioning. First, we made the decision to omit book reviews, special issue introductions, and other work that was not primarily research-based. Second, some common author names made searches more difficult, and at times it proved impossible to determine which articles belonged to

ODC members. In all cases, we erred on the side of caution. If you know of any publications that have been omitted from this list, we request that you send those citations to the editor (wayne.boss@colorado.edu), and he will include them in the next issue of the *ODC Newsletter*.

- Aarons, Gregory A. & Sawitzky, Angelina C. (2006). Organizational climate partially mediates the effect of culture on work attitudes and staff turnover in mental health services. *Administration and Policy in Mental Health and Mental Health Services Research*, 33, 289-301.
- Aarons, Gregory A. & Sawitzky, Angelina C. (2006). Organizational culture and climate and mental health provider attitudes toward evidence-based practice. *Psychological Services*, 3, 61-72.
- Adams, John; Young, Alistair; & Wu Zhihong. (2006). Public private partnerships in China. *International Journal of Public Sector Management*, 19, 384-396.
- Addicott, Rachael; McGivern, Gerry; & Ferlie, Ewan. (2006). Networks, organizational learning and knowledge management: NHS cancer networks. *Public Money & Management*, 26, 87-94.
- Alas, Ruth. (2005). Job related attitudes and ethics in countries with different histories. *CrossCultural Management*, 12, 69-84.
- Alas, Ruth. (2006). Ethics in countries with different cultural dimensions. *Journal of Business Ethics*, 69, 237-247.
- Alas, Ruth & Rees, Christopher. (2006). Work-related attitudes, values, and radical change in post-socialist contexts: A comparative study. *Journal of Business Ethics*, 68, 181-189.
- Alas, Ruth. (2006). Changes and learning in Estonian organizations. *Problems & Perspectives in Management*, 6, 86-97.
- Allen, Richard S.; Helms, Marilyn M.; Takeda, Margaret B.; White, Charles S.; & White, Cynthia. (2006). A comparison of competitive strategies in Japan and the United States. *SAM Advanced Management Journal*, 71, 24-34.
- Allen, Richard S.; Takeda, Margaret; & White, Charles S. (2005). Cross-cultural equity sensitivity: A test of differences between the United States and Japan. *Journal of Managerial Psychology*, 20, 641-662.
- Alleyne, Phitmore; Doherty, Liz; & Howard, Michael. (2005). A qualitative study of HRM and performance in the Barbados Hotel Industry.

- Journal of Human Resources in Hospitality & Tourism*, 4, 27-51.
- Alstete, Jeffrey. (2006). Inside advice on educating managers for preventing employee theft. *International Journal of Retail & Distribution Management*, 34, 833-844.
- Alvero, Alicia M. & Austin, John. (2004). The effects of conducting behavioral observations on the behavior of the observer. *Journal of Applied Behavior Analysis*, 37, 457-468.
- Alvord, Sarah H.; Brown, L. David; & Letts, Christine W. (2004). Social entrepreneurship and societal transformation. *Journal of Applied Behavioral Science*, 40, 260-282.
- Amiot, Catherine E.; Terry, Deborah J.; & Jimmieson, Nerina L. (2006). A longitudinal investigation of coping processes during a merger: Implications for job satisfaction and organizational identification. *Journal of Management*, 32, 552-574.
- Amis, John; Slack, Trevor; & Hinings, C. R. (2004). The pace, sequence, and linearity of radical change. *Academy of Management Journal*, 47, 15-39.
- Anderson, James C.; Zerrillo Sr., Philip C.; & Wang, Lihua Olivia. (2006). Estimating firm-specific and relational properties in interorganizational relationships in marketing. *Journal of Business-to-Business Marketing*, 13, 29-67.
- Anderson, James C.; Narus, James A.; & van Rossum, Wouter. (2006). Customer value propositions in business markets. *Harvard Business Review*, 84, 90-99.
- Anderson, Lisa & Thorpe, Richard. (2004). New perspectives on action learning: Developing criticality. *Journal of European Industrial Training*, 28, 657-668.
- Anderson, Philip T. & Ovaice, Ghazala. (2006). Strategic organization development: A seat at the table. *Organization Development Journal*, 24, 29-37.
- Andresani, Gianluca & Ferlie, Ewan. (2006). Studying governance within the British public sector and without. *Public Management Review*, 8, 415-431.
- Antia, Kersi D.; Bergen, Mark E.; Dutta, Shantanu; & Fisher, Robert J. (2006). How does enforcement deter gray market incidence? *Journal of Marketing*, 70, 92-106.
- Antonacopoulou, Elena P. (2006). The relationship between individual and organizational learning: New evidence from managerial learning practices. *Management Learning*, 37, 455-473.
- Antonacopoulou, Elena. (2004). On the virtues of practising scholarship. *Management Learning*, 35, 381-395.
- Apéria, Tony; Brønn, Peggy Simcic; & Schultz, Majken. (2004). A reputation analysis of the most visible companies in the scandinavian countries. *Corporate Reputation Review*, 7, 218-230.
- Apospori, Eleni; Nikandrou, Irene; & Panayotopoulou, Leda. (2006). Mentoring and women's career advancement in Greece. *Human Resource Development International*, 9, 509-527.
- Aquino, Karl & Becker, Thomas E. (2005). Lying in negotiations: How individual and situational factors influence the use of neutralization strategies. *Journal of Organizational Behavior*, 26, 661-679.
- Ardichvili, Alexandre & Dirani, Khalil. (2005). Human capital practices of Russian enterprises. *Human Resource Development International*, 8, 403-418.
- Argyris, Chris. (2004). Reflection and beyond in research on organizational learning. *Management Learning*, 35, 507-509.
- Armenakis, Achilles. (2004). Making a difference by speaking out. *Journal of Management Inquiry*, 13, 355-362.
- Arnett, Dennis B.; Macy, Barry A.; & Wilcox, James B. (2005). The role of core selling teams in supplier-buyer relationships. *Journal of Personal Selling & Sales Management*, 25, 27-42.
- Arvidsson, Martin; Gremyr, Ida; & Bergman, Bo. (2006). Interpretation of dispersion effects in a robust design context. *Journal of Applied Statistics*, 33, 623-627.
- Astrachan, Joseph H. (2004). Organizational departures. *Journal of Applied Behavioral Science*, 40, 91-110.
- Åstebro, Thomas & Michela, John L. (2005). Predictors of the survival of innovations. *Journal of Product Innovation Management*, 22, 322-335.
- Auster, Ellen R. & Wylie, Krista K. (2006). Creating active learning in the classroom: A systematic approach. *Journal of Management Education*, 30, 333-353.
- Austin, John; Hackett, Stacey; Gravina, Nicole; & Lebbon, Angela. (2006). The effects of prompting and feedback on drivers' stopping at stop signs. *Journal of Applied Behavior Analysis*, 39, 117-121.
- Austin, John; Weatherly, Nic L.; & Gravina, Nicole E. (2005). Using task clarification, graphic feedback,

- and verbal feedback to increase closing-task completion in a privately owned restaurant. *Journal of Applied Behavior Analysis*, 38, 117-120.
- Axinn, Catherine N.; Elizabeth Blair, M.; Heorhiadi, Alla; & Thach, Sharon V. (2004). Comparing ethical ideologies across cultures. *Journal of Business Ethics*, 54, 103-119.
- Axley, Stephen R.; McMahon, & Timothy R. (2006). Complexity: A frontier for management education. *Journal of Management Education*, 30, 295-315.
- Axtell, Carolyn; Holman, David; & Wall, Toby. (2006). Promoting innovation: A change study. *Journal of Occupational & Organizational Psychology*, 79, 509-516.
- Bailey, James; Sass, Mary; Swiercz, Paul M.; Seal, Craig; & Kayes, D. Christopher. (2005). Teaching with and through teams: Student-written, instructor-facilitated case writing and the signatory code. *Journal of Management Education*, 29, 39-59.
- Baiyin Yang; Watkins, Karen E.; & Marsick, Victoria J. (2004). The construct of the learning organization: Dimensions, measurement, and validation. *Human Resource Development Quarterly*, 15, 31-55.
- Baker, Ann C.; Jensen, Patricia J.; & Kolb, David A. (2005). Conversation as experiential learning. *Management Learning*, 36, 411-427.
- Bakke, John W. & Bean, Cynthia J. (2006). The materiality of sensemaking. *Tamara: Journal of Critical Postmodern Organization Science*, 5, 51-69.
- Balachandra, Lakshmi; Barrett, Frank; Bellman, Howard; Fisher, Colin; & Susskind, Lawrence. (2005). Improvisation and mediation: Balancing acts. *Negotiation Journal*, 21, 425-434.
- Balachandra, Lakshmi; Crossan, Mary; Devin, Lee; Leary, Kim; & Patton, Bruce. (2005). Improvisation and teaching negotiation: Developing three essential skills. *Negotiation Journal*, 21, 435-441.
- Baldick, Ross; Grant, Ryan; & Kahn, Edward. (2004). Theory and application of linear supply function equilibrium in electricity markets. *Journal of Regulatory Economics*, 25, 143-167.
- Ballard, Dawna I. & Seibold, David R. (2004). Organizational members' communication and temporal experience. *Communication Research*, 31, 135-172.
- Ballas, Apostolos A. & Tsoukas, Haridimos. (2004). Measuring nothing: The case of the Greek national health system. *Human Relations*, 57, 661-690.
- Baltes, Boris B.; Parker, Christopher P.; Young, Lindsey M.; Huff, Joseph W.; & Altmann, Robert. (2004). The practical utility of importance measures in assessing the relative importance of work-related perceptions and organizational characteristics on work-related outcomes. *Organizational Research Methods*, 7, 326-340.
- Banerjee, Subhabrata Bobby & Linstead, Stephen. (2004). Masking subversion: Neocolonial embeddedness in anthropological accounts of indigenous management. *Human Relations*, 57, 221-247.
- Banerjee, Subhabrata Bobby & Linstead, Stephen. (2006). Make that sixty-seven: A rejoinder to Whiteman and Cooper's 'Sixty-six ways to get it wrong'. *Human Relations*, 59, 429-442.
- Bao, Yongjian & Zhao, Shuming. (2004). MICRO contracting for tacit knowledge: A study of contractual arrangements in international technology transfer. *Problems & Perspectives in Management*, 2, 279-303.
- Bapuji, Han & Crossan, Mary. (2004). From questions to answers: Reviewing organizational learning research. *Management Learning*, 35, 397-417.
- Bar-Lev, Shiny & Harrison, Michael I. (2006). Negotiating time scripts during implementation of an electronic medical record. *Health Care Management Review*, 31, 11-17.
- Barrett, Peter & Sexton, Martin. (2006). Innovation in small, project-based construction firms. *British Journal of Management*, 17, 331-346.
- Barrett, Michael; Grant, David; & Wailes, Nick. (2006). ICT and organizational change. *Journal of Applied Behavioral Science*, 42, 6-22.
- Barrett, Frank J. (2004). Critical moments as "change" in negotiation. *Negotiation Journal*, 20, 213-219.
- Bartlett, Kenneth & Kang, Dae-Seok. (2004). Training and organizational commitment among nurses following industry and organizational change in New Zealand and the United States. *Human Resource Development International*, 7, 423-440.
- Bartlett, Kenneth R. & Rodgers, Jimmie. (2004). HRD as national policy in the Pacific Islands. *Advances in Developing Human Resources*, 6, 307-314.
- Bartunek, Jean M. (2006). The Christmas gift: A story of dialectics. *Organization Studies*, 27, 1875-1894.
- Bartunek, Jean M.; Rousseau, Denise M.; Rudolph, Jenny W.; & DePalma, Judith A. (2006). On the

- receiving end: Sensemaking, emotion, and assessments of an organizational change initiated by others. *Journal of Applied Behavioral Science*, 42, 182-206.
- Bartunek, Jean M. (2004). The importance of contradictions in social intervention. *Intervention Research*, 1, 103-113.
- Baxter, Elizabeth & Bowen, David. (2004). Anatomy of tourism crisis: Explaining the effects on tourism of the UK foot and mouth disease epidemics of 1967-68 and 2001 with special reference to media portrayal. *International Journal of Tourism Research*, 6, 263-273.
- Bean, Cynthia J. & Eisenberg, Eric M. (2006). Employee sensemaking in the transition to nomadic work. *Journal of Organizational Change Management*, 19, 210-222.
- Bean, Cynthia J. & Hamilton, Francis E. (2006). Leader framing and follower sensemaking: Response to downsizing in the brave new workplace. *Human Relations*, 59, 321-349.
- Bean, Cynthia J. & Durant, Rita. (2005). Embodied identities: Toward an organizational research agenda in a material world. *Tamara: Journal of Critical Postmodern Organization Science*, 4, 93-110.
- Becker, Thomas E. (2005). Potential problems in the statistical control of variables in organizational research: A Qualitative analysis with recommendations. *Organizational Research Methods*, 8, 274-289.
- Beckett-Camarata, Jane. (2006). Revenue forecasting accuracy in Ohio local governments. *Journal of Public Budgeting, Accounting & Financial Management*, 18, 77-99.
- Beckett-Camarata, Jane. (2004). Identifying and coping with fiscal emergencies in Ohio local governments. *International Journal of Public Administration*, 27, 615-630.
- Becton, J. Bret & Schraeder, Mike. (2004). Participant input into rater selection: Potential effects on the quality and acceptance of ratings in the context of 360-degree feedback. *Public Personnel Management*, 33, 23-32.
- Becton, J. Bret; Meadows, Leslie; Tears, Rachel; Charles, Michael; & Ioimo, Ralph. (2005). Can citizen police academies influence citizens' beliefs and perceptions? *Public Management*, 87, 20-23.
- Bedny, Gregory & Karwowski, Waldemar. (2006). The self-regulation concept of motivation at work. *Theoretical Issues in Ergonomics Science*, 7, 413-436.
- Bedny, Gregory Z. & Karwowski, Waldemar. (2004). Activity theory as a basis for the study of work. *Ergonomics*, 47, 134-153.
- Beech, Nic & Johnson, Phyl. (2005). Discourses of disrupted identities in the practice of strategic change: The mayor, the street-fighter, and the insider-out. *Journal of Organizational Change Management*, 18, 31-47.
- Beech, Nic; de Caestecker, Linda; MacIntosh, Robert; McInne, Peter; & Ross, Michael. (2004). Problematizing the role of lay-workers: Lessons from a clinical setting. *International Journal of Public Sector Management*, 17, 486-497.
- Beech, Nic; Burns, Harry; de Caestecker, Linda; MacIntosh, Robert; & MacLean, Donald. (2004). Paradox as invitation to act in problematic change situations. *Human Relations*, 57, 1313-1332.
- Beer, Michael; Voelpel, Sven C.; Leibold, Marius; & Tekie, Eden B. (2005). Strategic management as organizational learning: Developing fit and alignment through a disciplined process. *Long Range Planning*, 38, 445-465.
- Beer, Michael & Cannon, Mark D. (2004). Promise and peril in implementing pay-for-performance. *Human Resource Management*, 43, 3-20.
- Bella Ya-Hui Lien, Juanita & McLean, Gary N. (2004). Portraits of Taiwanese HR practitioners performing HRD tasks. *Human Resource Development International*, 7, 73-83.
- Benn, Suzanne. (2004). Managing toxic chemicals in Australia: A regional analysis of the risk society. *Journal of Risk Research*, 7, 399-412.
- Bennett, Rebekah; Härtel, Charmine E. J.; & McColl-Kennedy, Janet R. (2005). Experience as a moderator of involvement and satisfaction on brand loyalty in a business-to-business setting. *Industrial Marketing Management*, 34, 97-107.
- Benson, George S.; Finegold, David; & Mohrman, Susan Albers. (2004). You paid for the skills, now keep them: Tuition reimbursement and voluntary turnover. *Academy of Management Journal*, 47, 315-331.
- Bereby-Meyer, Yoella; Moran, Simone; & Unger-Aviram, Esther. (2004). When performance goals deter performance: Transfer of skills in integrative negotiations. *Organizational Behavior & Human Decision Processes*, 93, 142-154.
- Berends, Hans; van der Bij, Hans; Debackere, Koenraad; & Weggeman, Mathieu. (2006).

- Knowledge sharing mechanisms in industrial research. *R&D Management*, 36, 85-95.
- Berger, Nancy; Kehrhahn, Marijke; & Summerville, Martha. (2004). Research to practice: Throwing a rope across the divide. *Human Resource Development International*, 7, 403-409.
- Berman, Debra & McCabe, Douglas. (2006). Compulsory arbitration in nonunion employee relations: A strategic ethical analysis. *Journal of Business Ethics*, 66, 197-206.
- Bernard, Ursin; Gfr&uoml;rer, Roger; & Staffelbach, Bruno. (2005). Der einfluss von telearbeit auf das team: Empirisch analysiert am beispiel eines ersicherungsunternehmens/The effect of telework on the work group: An empirical analysis of a swiss insurance company. *Zeitschrift für Personalforschung*, 19, 120-138.
- Berry, Benisa. (2004). Organizational culture: A framework and strategies for facilitating employee whistleblowing. *Employee Responsibilities & Rights Journal*, 16, 1-11.
- Berry, Craig & Berry, Richard. (2006). Ideas, interests, and information. *Public Policy Research*, 13, 119-125.
- Berry, Frances S.; Brower, Ralph S.; Sang Ok Choi; Goa, Wendy Xinfang; HeeSoun Jang; Myungjung Kwon; & Word, Jessica. (2004). Three traditions of network research: What the public management research agenda can learn from other research communities. *Public Administration Review*, 64, 539-552.
- Besson, Patrick & Mahieu, Christian. (2006). Développer les capacités stratégiques des managers intermédiaires: quelles actions, quels dispositifs de transformation? *Gestion 2000*, 23, 37-56.
- Best, Ricahrd E.; Hysong, Sylvia J.; Pugh, Jacqueline A.; Ghosh, Suvro; & Moore, Frank I. (2006). Task overlap among primary care team members: An opportunity for system redesign? *Journal of Healthcare Management*, 51, 295-306.
- Best, Richard G.; Stapleton, Laura M.; Downey, Ronald G. (2005). Core self-evaluations and job burnout: The test of alternative models. *Journal of Occupational Health Psychology*, 10, 441-451.
- Berta, Whitney; Teare, Gary F.; Gilbert, Erin; Soberman Ginsburg, Liane; Lemieux-Charles, Louise; Davis, Dave; & Rappol, Susan. (2005). The contingencies of organizational learning in long-term care: Factors that affect innovation adoption. *Health Care Management Review*, 30, 282-292.
- Beugré, Constant D.; Acar, William; & Braun, William. (2006). Transformational leadership in organizations: An environment-induced model. *International Journal of Manpower*, 27, 52-62.
- Beugré, Constant. (2005). Reacting aggressively to injustice at work: A cognitive stage model. *Journal of Business & Psychology*, 20, 291-301.
- Beugré, Constant. (2005). Understanding injustice-related aggression in organizations: A cognitive model. *International Journal of Human Resource Management*, 16, 1120-1136.
- Biberman, Jerry & Coetzer, Graeme. (2005). Can critical people also be spiritual? Reconciling critical and spiritual approaches. *Tamara: Journal of Critical Postmodern Organization Science*, 4, 70-74.
- Birkland, Stephen P. & Birkland, Adib S. (2005). Integrating employee assistance services with organization development and health risk management: The state government of Minnesota. *Journal of Workplace Behavioral Health*, 20, 325-350.
- Biron, Caroline; Ivers, Hans; Brun, Jean-Pierre; & Cooper, Cary L. (2006). Risk assessment of occupational stress: Extensions of the Clarke and Cooper approach. *Health, Risk & Society*, 8, 417-429.
- Björkman, Hans & Sundgren, Mats. (2005). Political entrepreneurship in action research: Learning from two cases. *Journal of Organizational Change Management*, 18, 399-415.
- Björkman, Hans & Huzzard, Tony. (2005). Membership interface unionism: A Swedish white-collar union in transition. *Economic & Industrial Democracy*, 26, 65-88.
- Björkman, Hans. (2004). Design dialogue groups as a source of innovation: Factors behind group creativity. *Creativity & Innovation Management*, 13, 97-108.
- Black, Janice A.; Oliver, Richard L.; Howell, Jon P.; & King, J. Phillip. (2006). A dynamic system simulation of leader and group effects on context for learning. *Leadership Quarterly*, 17, 39-56.
- Black, Janice A. & Oliver, Richard L. (2005). Proactive versus passive leader behaviour and style influences on the group level context-for-learning. *Irish Journal of Management*, 26, 71-91.
- Black, Leeora D. & Härtel, Charmine E. J. (2004). The five capabilities of socially responsible

- companies. *Journal of Public Affairs*, 4, 125-144.
- Blasi, Joseph R. & Kruse, Douglas L. (2006). U.S. high-performance work practices at century's end. *Industrial Relations*, 45, 547-578.
- Bligh, Michelle C.; Pearce, Craig L.; & Kohles, Jeffrey C. (2006). The importance of self and shared leadership in team based knowledge work. *Journal of Managerial Psychology*, 21, 296-318.
- Bligh, Michelle C. & Carsten, Melissa K. (2005). Post-merger psychological contracts: Exploring a "multiple foci" conceptualization. *Employee Relations*, 27, 495-510.
- Bligh, Michelle C.; Kohles, Jeffrey C.; & Meindl, James R. (2004). Charting the language of leadership: A methodological investigation of President Bush and the crisis of 9/11. *Journal of Applied Psychology*, 89, 562-574.
- Bligh, Michelle C.; Kohles, Jeffrey C.; & Meindl, James R. (2004). Charisma under crisis: Presidential leadership, rhetoric, and media responses before and after the September 11th terrorist attacks. *Leadership Quarterly*, 15, 211-239.
- Bober, Christopher F. & Bartlett, Kenneth R. (2004). The utilization of training program evaluation in corporate universities. *Human Resource Development Quarterly*, 15, 363-383.
- Boje, David M. (2006). What happened on the way to postmodern? *Administrative Theory & Praxis*, 28, 479-494.
- Boje, David M.; Gardner, Carolyn L.; & Smith, William L. (2006). (Mis)using numbers in the Enron story. *Organizational Research Methods*, 9, 456-474.
- Boje, David M. & Durant, Rita A. (2006). Free stories! *Tamara: Journal of Critical Postmodern Organization Science*, 5, 19-37.
- Boje, David M. & Rhodes, Carl. (2006). The leadership of Ronald McDonald: Double narration and stylistic lines of transformation. *Leadership Quarterly*, 17, 94-103.
- Boje, David M. & Al Arkoubi, Khadija. (2005). Third cybernetic revolution: Beyond open to dialogic system theories. *Tamara: Journal of Critical Postmodern Organization Science*, 4, 138-150.
- Boje, David M.; Adler, Terry R.; & Black, Janice A. (2005). Theatrical façades and agents in a synthesized analysis from Enron theatre: Implications to transaction cost and agency theories. *Tamara: Journal of Critical Postmodern Organization Science*, 3, 39-56.
- Boje, David; Driver, Michaela & Yue, Cai. (2005). Fiction and humor in transforming McDonald's narrative strategies. *Culture & Organization*, 11, 195-208.
- Boje, David M.; Oswick, Cliff; & Ford, Jeffrey D. (2004). Language and organization: The doing of discourse. *Academy of Management Review*, 29, 571-577.
- Boje, David M.; Rosile, Grace Ann; Durant, Rita A.; & Luhman, John T. (2004). Enron spectacles: A critical dramaturgical analysis. *Organization Studies*, 25, 751-774.
- Bondy, Krista; Matten, Dirk; & Moon, Jeremy. (2004). The adoption of voluntary codes of conduct in MNCs: A three-country comparative study. *Business & Society Review*, 109, 449-477.
- Bordia, Prashant; Jones, Elizabeth; Gallois, Cindy; Callan, Victor J.; & Difonzo, Nicholas. (2006). Management are aliens!: Rumors and stress during organizational change. *Group & Organization Management*, 31, 601-621.
- Bordia, Prashant; Hobman, Elizabeth; Jones, Elizabeth; Gallois, Cindy; & Callan, Victor J. (2004). Uncertainty during organizational change: Types, consequences, and management strategies. *Journal of Business & Psychology*, 18, 507-532.
- Boregowda, Satish C. & Karwowski, Waldemar. (2005). Modeling of human physiological stresses: A thermodynamics-based approach. *Occupational Ergonomics*, 5, 235-248.
- Boselie, Paul & Paauwe, Jaap. (2005). Human resource function competencies in European companies. *Personnel Review*, 34, 550-566.
- Bowd, Ryan; Bowd, Les; & Harris, Phil. (2006). Communicating corporate social responsibility: An exploratory case study of a major UK retail centre. *Journal of Public Affairs*, 6, 147-155.
- Boyatzis, Richard E.; Smith, Melvin L.; & Blaize, Nancy. (2006). Developing sustainable leaders through coaching and compassion. *Academy of Management Learning & Education*, 5, 8-24.
- Boyd, Neil M. & Kyle, Ken. (2004). Expanding the view of performance appraisal by introducing social justice concerns. *Administrative Theory & Praxis*, 26, 249-277.
- Brannick, Teresa & Coghlan, David. (2006). To know and to do: Academics' and practitioners' approaches to management research. *Irish Journal of Management*, 26, 1-22.
- Bright, David S.; Cameron, Kim S.; & Caza, Arran. (2006). The amplifying and buffering effects of

- virtuousness in downsized organizations. *Journal of Business Ethics*, 64, 249-269.
- Bright, David S.; Cooperrider, David L.; & Galloway, Walter B. (2006). Appreciative inquiry in the office of research and development. *Public Performance & Management Review*, 29, 285-306.
- Briley, Donnel A.; Morris, Michael W.; & Simonson, Itamar. (2005). Cultural chameleons: biculturals, conformity motives, and decision making. *Journal of Consumer Psychology*, 15, 351-362.
- Brooks, Robin; Wilson, John; & Thorpe, Richard. (2004). Unifies process control, production control and alarm management. *Computing & Control Engineering*, 15, 22-27.
- Brown, Andrew D. & Humphreys, Michael. (2006). Organizational identity and place: A discursive exploration of hegemony and resistance. *Journal of Management Studies*, 43, 231-257.
- Brown, Andrew D.; Humphreys, Michael; & Gurney, Paul M. (2005). Narrative, identity, and change: A case study of Laskarina holidays. *Journal of Organizational Change Management*, 18, 312-326.
- Brown, James R.; Cobb, Anthony T.; & Lusch, Robert F. (2006). The roles played by interorganizational contracts and justice in marketing channel relationships. *Journal of Business Research*, 59, 166-175.
- Bruch, Heike; Gerber, Peter; & Maier, Victoria. (2005). Strategic change decisions: Doing the right change right. *Journal of Change Management*, 5, 97-107.
- Bruch, Heike & Ghoshal, Sumantra. (2004). Management is the art of doing and getting done. *Business Strategy Review*, 15, 4-13.
- Brudney, Jeffrey L. & Gazley, Beth. (2006). Moving ahead or falling behind? Volunteer promotion and data collection. *Nonprofit Management & Leadership*, 16, 259-276.
- Bryant, Melanie. (2006). Talking about change: Understanding employee responses through qualitative research. *Management Decision*, 44, 246-258.
- Bryant, Melanie & Cox, Julie Wolfram. (2004). Conversion stories as shifting narratives of organizational change. *Journal of Organizational Change Management*, 17, 578-592.
- Budhwani, Nadir N.; Wee, Belinda; & McLean, Gary N. (2004). Should child labor be eliminated? An HRD Perspective. *Human Resource Development Quarterly*, 15, 107-116.
- Buchanan, David; Fitzgerald, Louise; Ketley, Diane; Gollop, Rose; Jones, Jane Louise; Lamont, Sharon Saint; et al. (2005). No going back: A review of the literature on sustaining organizational change. *International Journal of Management Reviews*, 7, 189-205.
- Bueno, Cristina Moro & Tubbs, Stewart L. (2004). Identifying global leadership competencies: An exploratory study. *Journal of American Academy of Business, Cambridge*, 5, 80-87.
- Bunker, Barbara B.; Alban, Billie T.; & Lewicki, Roy J. (2004). Ideas in currency and OD practice. *Journal of Applied Behavioral Science*, 40, 403-422.
- Burke, Michael J.; Sarpy, Sue Ann; Smith-Crowe, Kristin; Chan-Serafin, Suzanne; Salvador, Rommel O.; & Islam, Gazi. (2006). Relative effectiveness of worker safety and health training methods. *American Journal of Public Health*, 96, 315-324.
- Burke, C. Shawn; Stagl, Kevin C.; Klein, Cameron; Goodwin, Gerald F.; Salas, Eduardo; & Halpin, Stanley M. (2006). What type of leadership behaviors are functional in teams? A meta-analysis. *Leadership Quarterly*, 17, 288-307.
- Burke, W. Warner. (2004). Internal organization development practitioners. *Journal of Applied Behavioral Science*, 40, 423-431.
- Burkett, Holly. (2005). ROI on a shoe-string: Strategies for resource-constrained environments. *Industrial & Commercial Training*, 37, 97-105.
- Burnthorne, Tará; Carr, Jon; Gregory, Brian T.; & Dwyer, Sean. (2005). The influence of psychological climate on the salesperson customer orientation-salesperson performance relationship. *Journal of Marketing Theory & Practice*, 13, 59-71.
- Bushe, Gervase R. & Kassam, Aniq F. (2005). When is appreciative inquiry transformational? *Journal of Applied Behavioral Science*, 41, 161-181.
- Butt, Arif Nazir & Choi, Jin Nam. (2006). The effects of cognitive appraisal and emotion on social motive and negotiation behavior: The critical role of agency of negotiator emotion. *Human Performance*, 19, 305-325.
- Buyens, Dirk & Wouters, Karen. (2005). Continuing vocational training in Belgian Companies: An upward tendency. *Journal of European Industrial Training*, 29, 312-335.

- Cabrera, Ángel & Bowen, David. (2005). Professionalizing global management for the twenty-first century. *Journal of Management Development*, 24, 791-806.
- Caiden, Naomi & Svara, James H. (2006). Mayoral leadership in one universe of American urban politics: Are there lessons for (and from) the other? *Public Administration Review*, 66, 767-774.
- Caldwell, Steven D.; Herold, David M.; & Fedor, Donald B. (2004). Toward an understanding of the relationships among organizational change, individual differences, and changes in person-environment fit: A cross-level study. *Journal of Applied Psychology*, 89, 868-882.
- Callahan, Kathe; Dubnick, Melvin J.; & Olshfski, Dorothy, (2006). War narratives: Framing our understanding of the war on terror. *Public Administration Review*, 66, 554-568.
- Cameron, Kim. (2006). Good or not bad: Standards and ethics in managing change. *Academy of Management Learning & Education*, 5, 317-323.
- Cameron, Kim S. & Caza, Arran. (2004). Contributions to the discipline of positive organizational scholarship. *American Behavioral Scientist*, 47, 731-739.
- Cameron, Kim S.; Bright, David; & Caza, Arran. (2004). Exploring the relationships between organizational virtuousness and performance. *American Behavioral Scientist*, 47, 766-790.
- Cano, Cynthia Rodriguez; Boles, James S.; & Bean, Cynthia J. (2005). Communication media preferences in business-to-business transactions: An examination of the purchase process. *Journal of Personal Selling & Sales Management*, 25, 283-294.
- Carrell, Michael R.; Mann, Everett E.; & Sigler, Tracey Honeycutt. (2006). Defining workforce diversity programs and practices in organizations: A longitudinal study. *Labor Law Journal*, 57, 5-12.
- Cartwright, Susan & Holmes, Nicola. (2006). The meaning of work: The challenge of regaining employee engagement and reducing cynicism. *Human Resource Management Review*, 16, 199-208.
- Casile, Maureen & Wheeler, Jane V. (2005). The magnetic sentences industry game: A competitive in-class experience of business-level strategy. *Journal of Management Education*, 29, 696-713.
- Cassell, Catherine & Johnson, Phil. (2006). Action research: Explaining the diversity. *Human Relations*, 59, 783-814.
- Cassell, Catherine; Symon, Gillian; Buehring, Anna; & Johnson, Phil. (2006). The role and status of qualitative methods in management research: An empirical account. *Management Decision*, 44, 290-303.
- Caverley, Natasha. (2005). Civil Service resiliency and coping. *International Journal of Public Sector Management*, 18, 401-413.
- Caza, Arran; Barker, Brianna A.; & Cameron, Kim S. (2004). Ethics and ethos: The buffering and amplifying effects of ethical behavior and virtuousness. *Journal of Business Ethics*, 52, 169-178.
- Cha, Sandra E. & Edmondson, Amy C. (2006). When values backfire: Leadership, attribution, and disenchantment in a values-driven organization. *Leadership Quarterly*, 17, 57-78.
- Chabaud, Didier & Codron, Jean-Marie. (2005). How to integrate the specificities of some food departments into a retail store organization?: Lessons and limits of the Aokian theory of the firm. *International Journal of Retail & Distribution Management*, 33, 597-617.
- Chacko, Harsha; Davidson, Michael; & Green, Yvette. (2005). The 'big easy or the hard ask': A case study of service quality in New Orleans hotels. *Journal of Hospitality & Leisure Marketing*, 13, 183-205.
- Chandra, Ashish & Paul, David P. (2004). Hospitals' movements toward the electronic medical record: Implications for nurses. *Hospital Topics*, 82, 33-36.
- Cannon, Mark D. & Edmondson, Amy C. (2005). Failing to learn and learning to fail(intelligently): How great organizations put failure to work to innovate and improve. *Long Range Planning*, 38, 299-319.
- Chapman, Judith. (2006). Anxiety and defective decision making: An elaboration of the groupthink model. *Management Decision*, 44, 1391-1404.
- Chapman, Judith Ann & Lovell, Genevieve. (2006). The competency model of hospitality service: Why it doesn't deliver. *International Journal of Contemporary Hospitality Management*, 18, 78-88.
- Chatterjee, Anindya & Hunt, James M. (2005). The relationship of character structure to persuasive communication in advertising. *Psychological Reports*, 96, 215-221.

- Chen, Gilad; Donahue, Lisa M.; & Klimoski, Richard J. (2004). Training undergraduates to work in organizational teams. *Academy of Management Learning & Education*, 3, 27-40.
- Cherniss, Cary & Fishman, Daniel B. (2004). The Mesquite 'MicroSociety' school: Identifying organizational factors that facilitate successful adoption of an innovative program. *Evaluation & Program Planning*, 27, 79-88.
- Cho, Theresa S. (2006). The effects of executive turnover on top management team's environmental scanning behavior after an environmental change. *Journal of Business Research*, 59, 1142-1150.
- Choi, Jin Nam. (2004). Individual and contextual dynamics of innovation-use behavior in organizations. *Human Performance*, 17, 397-414.
- Chreim, Samia. (2006). Managerial frames and institutional discourses of change: Employee appropriation and resistance. *Organization Studies*, 27, 1261-1287.
- Chreim, Samia. (2006). Postscript to change: Survivors' retrospective views of organizational changes. *Personnel Review*, 35, 315-335.
- Chreim, Samia. (2005). The continuity-change duality in narrative texts of organizational identity. *Journal of Management Studies*, 42, 567-593.
- Ciavarella, Mark A.; Buchholtz, Ann K.; Riordan, Christine M.; Gatewood, Robert D.; & Stokes, Garnett S. (2004). The Big Five and venture survival: Is there a linkage? *Journal of Business Venturing*, 19, 465-483.
- Cicmil, Svetlana; Williams, Terry; Thomas, Janice; & Hodgson, Damian. (2006). Rethinking project management: Researching the actuality of projects. *International Journal of Project Management*, 24, 675-686.
- Clapham, Stephen E.; Schwenk, Charles R.; & Caldwell, Cam. (2005). CEO perceptions and corporate turnaround. *Journal of Change Management*, 5, 407-428.
- Clapham, Stephen E. & Cooper, Robert W. (2005). Factors of employees' effective voice in corporate governance. *Journal of Management & Governance*, 9, 287-313.
- Clarke, Jean; Thorpe, Richard; Anderson, Lisa; & Gold, Jeff. (2006). It's all action, it's all learning: Action learning in SMEs. *Journal of European Industrial Training*, 30, 441-455.
- Cliff, Jennifer E.; Jennings, P. Devereaux; & Greenwood, Royston. (2006). New to the game and questioning the rules: The experiences and beliefs of founders who start imitative versus innovative firms. *Journal of Business Venturing*, 21, 633-663.
- Coghlan, David. (2004). Action research in the academy: Why and whither? Reflections on the changing nature of research. *Irish Journal of Management*, 25, 1-10.
- Coghlan, David & Pedler, Mike. (2006). Action learning dissertations: Structure, supervision and examination. *Action Learning: Research & Practice*, 3, 127-139.
- Coghlan, David & Jacobs, Claus. (2005). Kurt Lewin on reeducation. *Journal of Applied Behavioral Science*, 41, 444-457.
- Cohen, Allan R. & Bradford, David L. (2005). The influence model: Using reciprocity and exchange to get what you need. *Journal of Organizational Excellence*, 25, 57-80.
- Cohen, Allan R.; Feters, Michael; & Fleischmann, Fritz. (2005). Major change at Babson College: Curricular and administrative, planned and otherwise. *Advances in Developing Human Resources*, 7, 324-337.
- Colbert, Amy E.; Mount, Michael K.; Harter, James K.; Witt, L. A.; & Barrick, Murray R. (2004). Interactive effects of personality and perceptions of the work situation on workplace deviance. *Journal of Applied Psychology*, 89, 599-609.
- Cole, Michael S.; Bruch, Heike; & Vogel, Bernd. (2006). Emotion as mediators of the relations between perceived supervisor support and psychological hardiness on employee cynicism. *Journal of Organizational Behavior*, 27, 463-484.
- Cole, Michael S. & Bruch, Heike. (2006). Organizational identity strength, identification, and commitment and their relationships to turnover intention: Does organizational hierarchy matter? *Journal of Organizational Behavior*, 27, 585-605.
- Collins, Paul & Kakabadse, Nada K. (2006). Perils of religion: Need for spirituality in the public sphere. *Public Administration & Development*, 26, 109-121.
- Cong Liu; Borg, Ingwer; & Spector, Paul E. (2004). Measurement equivalence of the German job satisfaction survey used in a multinational organization: Implications of Schwartz's culture model. *Journal of Applied Psychology*, 89, 1070-1082.
- Conti, Robert; Angelis, Jannis; Cooper, Cary; Faragher, Brian; & Gill, Colin. (2006). The effects of lean

- production on worker job stress. *International Journal of Operations & Production Management*, 26, 1013-1039.
- Cooke, Bill. (2006). The Cold War origin of action research as managerialist cooptation. *Human Relations*, 59, 665-693.
- Cooke, Bill; Mills, Albert J.; & Kelley, Elizabeth S. (2005). Situating Maslow in Cold War America: A recontextualization of management theory. *Group & Organization Management*, 30, 129-152.
- Cooke, Bill. (2004). The managing of the (third) world. *Organization*, 11, 603-629.
- Corrado, Raffaele & Zollo, Maurizio. (2006). Small worlds evolving: Governance reforms, privatizations, and ownership networks in Italy. *Industrial & Corporate Change*, 15, 319-352.
- Costigan, Robert; Insinga, Richard; Berman, J.; Ilter, Selim; Kranas, Grazyna; & Kureshov, Vladimir. (2006). The effect of employee trust of the supervisor on enterprising behavior: A cross-cultural comparison. *Journal of Business & Psychology*, 21, 273-291.
- Costigan, Robert D.; Insinga, Richard C.; Berman, J. Jason; Ilter, Selim S.; Kranas, Grazyna; & Kureshov, Vladimir A. (2006). A cross-cultural study of supervisory trust. *International Journal of Manpower*, 27, 764-787.
- Costigan, Robert D.; Ilter, Selim S.; Insinga, Richard C.; Kranas, Grazyna; Berman, J. Jason; & Kureshov, Vladimir A. (2005). An examination of the relationship of a western performance-management process to key workplace behaviors in transition economies. *Canadian Journal of Administrative Sciences*, 22, 255-267.
- Costigan, Robert D.; Insinga, Richard C.; Kranas, Grazyna; Ilter, Selim S.; Berman, J. Jason; & Kureshov, Vladimir A. (2005). Self-ratings of workplace behaviour: Contrasting Russia and Poland with the United States. *International Journal of Management*, 22, 341-350.
- Costigan, Robert D.; Insinga, Richard C.; Kranas, Grazyna; Ilter, Selim S.; Kureshov, Vladimir A.; & Berman, J. Jason. (2005). A study of Russian, Polish, and U.S. self and peer raters: Moderators of rating agreement. *International Journal of Commerce & Management*, 15, 205-220.
- Costigan, Robert D.; Insinga, Richard C.; Kranas, Grazyna; Kureshov, Vladimir A.; & Ilter, Selim S. (2004). Predictors of employee trust of their CEO: A three-country study. *Journal of Managerial Issues*, 16, 197-216.
- Coughlan, Paul & Coughlan, David. (2004). Action learning: Towards a framework in inter-organisational settings. *Action Learning: Research & Practice*, 1, 43-61.
- Cox, C. Keith. (2005). The power of the question: Is OD dead? *Organization Development Journal*, 23, 73-80.
- Coye, Molly Joel & Kell, Jason. (2006). How hospitals confront new technology. *Health Affairs*, 25, 163-173.
- Coyle-Shapiro, Jacqueline A-M; Morrow, Paula C.; & Kessler, Ian. (2006). Serving two organizations: Exploring the employment relationship of contracted employees. *Human Resource Management*, 45, 561-583.
- Coyle-Shapiro, Jacqueline A-M. & Conway, Neil. (2005). Exchange relationships: Examining psychological contracts and perceived organizational support. *Journal of Applied Psychology*, 90, 774-781.
- Coyle-Shapiro, Jacqueline A-M.; Kessler, Ian; & Purcell, John. (2004). Exploring organizationally directed citizenship behaviour: Reciprocity or 'It's my job'? *Journal of Management Studies*, 41, 85-106.
- Crawford, Lynn; Morris, Peter; Thomas, Janice; & Winter, Mark. (2006). Practitioner development: From trained technicians to reflective practitioners. *International Journal of Project Management*, 24, 722-733.
- Crossan, Mary; Cunha, Miguel Pina E; Vera, Dusya; & Cunha, Joao. (2005). Time and organizational improvisation. *Academy of Management Review*, 30, 129-145.
- Cseh, Maria & Short, Darren. (2006). The challenges of training with interpreters and translators. *Journal of European Industrial Training*, 30, 687-700.
- Cuellar, Michael J. & Gallivan, Michael J. (2006). A framework for ex ante project risk assessment based on absorptive capacity. *European Journal of Operational Research*, 31, 1123-1138.
- Culig, Kathryn M.; Dickinson, Alyce M.; McGee, Heather M.; & Austin, John. (2005). An objective comparison of applied behavior analysis and organizational behavior management research. *Journal of Organizational Behavior Management*, 25, 35-72.
- Cunliffe, Ann L.; Luhman, John T. & Boje, David M. (2004). Narrative temporality: Implications for organizational research. *Organization Studies*, 25, 261-286.

- Cunningham, J. Barton; Lischeron, Joe; Koh, Hian Chye; & Farrier, Mike. (2004). A cybernetic framework linking personality and other variables in understanding general health. *Personnel Review*, 33, 55-80.
- Curhan, Jared R.; Xu, Heng; & Elfenbein, Hillary Anger. (2006). What do people value when they negotiate? Mapping the domain of subjective value in negotiation. *Journal of Personality & Social Psychology*, 91, 493-512.
- D'Aveni, Richard A.; Ravenscraft, David J.; & Anderson, Philip. (2004). From corporate strategy to business-level advantage: Relatedness as resource congruence. *Managerial & Decision Economics*, 25, 365-381.
- D'Souza, Rennie M.; Strazdins, Lyndall; Broom, Dorothy H.; Rodgers, Bryan; & Berry, Helen L. (2006). Work demands, job insecurity and sickness absence from work. How productive is the new, flexible labour force? *Australian & New Zealand Journal of Public Health*, 30, 205-212.
- D'Souza, Rennie M.; Strazdins, Lyndall; Clements, Mark S.; Broom, Dorothy H.; Parslow, Ruth; & Rodgers, Bryan. (2005). The health effects of jobs: Status, working conditions, or both? *Australian & New Zealand Journal of Public Health*, 29, 222-228.
- Daft, Richard L. (2004). Theory Z: Opening the corporate door for participative management. *Academy of Management Executive*, 18, 117-121.
- Damanpour, Fariborz & Daniel Wischnevsky, J. (2006). Research on innovation in organizations: Distinguishing innovation-generating from innovation-adopting organizations. *Journal of Engineering & Technology Management*, 23, 269-291.
- Damanpour, Fariborz & Schneider, Marguerite. (2006). Phases of the adoption of innovation in organizations: Effects of environment, organization and top managers. *British Journal of Management*, 17, 215-236.
- Daneshgar, Farhad; Royal, Carol; & O'Donnell, Loretta. (2005). Representation of human capital knowledge in investment processes. *Investment Management & Financial Innovations*, 2, 158-163.
- Danisman, Ali; Hinings, C. R.; & Slack, Trevor. (2006). Integration and differentiation in institutional values: An empirical investigation in the field of Canadian national sport organizations. *Canadian Journal of Administrative Sciences*, 23, 301-317.
- David, Susan L. (2004). Assessing the impact of the National Youth Anti-Drug Media Campaign. *Social Marketing Quarterly*, 10, 43-54.
- Davis, Donald D. (2004). The Tao of leadership in virtual teams. *Organizational Dynamics*, 33, 47-62.
- Day, Brennan; McKay, Ruth Burnice; Ishman, Michael; & Chung, Ed. (2004). "It will happen again": What SARS taught businesses about crisis management. *Management Decision*, 42, 822-836.
- Day, Brennan; McKay, Ruth Burnice; Ishman, Michael; & Chung, Ed. (2004). The new normal: Lessons learned from SARS for corporations operating in emerging markets. *Management Decision*, 42, 794-806.
- De Caluwé, Léon & Vermaak, Hans. (2004). Change paradigms: An overview. *Organization Development Journal*, 22, 9-18.
- De Cramer, David; van Knippenberg, Barbara; van Knippenberg, Daan; Mullenders, Danny; & Stingihamber, Florence. (2005). Rewarding leadership and fair procedures as determinants of self-esteem. *Journal of Applied Psychology*, 90, 3-12.
- De Swarte, Thibault & Trepo, Georges. (2005). L'appréciation du personnel et la qualité de la relation managériale à la lumière de la psychanalyse./The assessment of the personnel and the quality of the managerial relationship in the light of psychoanalysis. *Gestion 2000*, 22, 55-75.
- Deborah Blackman & Steven Henderson. (2005). Why learning organisations do not transform. *Learning Organization*, 12, 42-56.
- Deborah Blackman; James Connelly; & Steven Henderson. (2004). Does double loop learning create reliable knowledge? *Learning Organization*, 11, 11-27.
- DeChurch, Leslie A. & Marks, Michelle A. (2006). Leadership in multiteam systems. *Journal of Applied Psychology*, 91, 311-329.
- Den Hartog, Deanne N.; Boselie, Paul; & Paauwe, Jaap. (2004). Performance management: A model and research agenda. *Applied Psychology: An International Review*, 53, 556-569.
- Dent, Eric B.; Higgins, M. Eileen; & Wharff, Deborah M. (2005). Spirituality and leadership: An empirical review of definitions, distinctions, and embedded assumptions. *Leadership Quarterly*, 16, 625-653.

- Dery, Kristine; Hall, Richard; & Wailes, Nick. (2006). ERPs as 'technologies-in-practice': Social construction, materiality and the role of organisational factors. *New Technology, Work & Employment, 21*, 229-241.
- Desplaces, David. (2005). A multilevel approach to individual readiness to change. *Journal of Behavioral & Applied Management, 7*, 25-39.
- Dery, Kristine; Grant, David; Harley, Bill; & Wright, Christopher. (2006). Work, organisation and enterprise resource planning systems: An alternative research agenda. *New Technology, Work & Employment, 21*, 199-214.
- Di Virgilio, Marie. (2004). Transforming work groups through action research: A case study. *Organization Development Journal, 22*, 82-95.
- Diefendorff, James M.; Silverman, Stanley B.; & Greguras, Gary J. (2005). Measurement equivalence and multisource ratings for non-managerial positions: Recommendations for research and practice. *Journal of Business & Psychology, 19*, 399-425.
- Dietz, Graham; Van Der Wiele, Ton; Van Iwaarden, Jos; & Brosseau, Julie. (2006). HRM inside UK e-commerce firms. *International Small Business Journal, 24*, 443-470.
- Dietz, Joerg; Pugh, S. Douglas; & Wiley, Jack W. (2004). Service climate effects on customer attitudes: An examination of boundary conditions. *Academy of Management Journal, 47*, 81-92.
- DiLiello, Trudy C. & Houghton, Jeffery D. (2006). Maximizing organizational leadership capacity for the future. *Journal of Managerial Psychology, 21*, 319-337.
- Dirani, Khalil. (2006). Exploring socio-cultural factors that influence HRD practices in Lebanon. *Human Resource Development International, 9*, 85-98.
- Dirkx, John M.; Gilley, Jerry W.; & Gilley, Ann Maycunich. (2004). Change theory in CPE and HRD: Toward a holistic view of learning and change in work. *Advances in Developing Human Resources, 6*, 35-51.
- Drach-Zahavy, Anat & Somech, Anit. (2006). Professionalism and helping: Harmonious or discordant concepts? An attribution theory perspective. *Journal of Applied Social Psychology, 36*, 1892-1923.
- Drach-Zahavy, Anat; Somech, Anit; Granot, Michal; & Spitzer, Ada. (2004). Can we win them all? Benefits and costs of structured and flexible innovation implementations. *Journal of Organizational Behavior, 25*, 217-234.
- Dudley, Nicole M.; McFarland, Lynn A.; Goodman, Scott A.; Hunt, Steven T.; & Sydell, Eric J. (2005). Racial differences in socially desirable responding in selection contexts: Magnitude and consequences. *Journal of Personality Assessment, 85*, 50-64.
- Dugal, Sanjiv S. & Eriksen, Matthew. (2004). Understanding and transcending team member differences: A felt-experience exercise. *Journal of Management Education, 28*, 492-508.
- Dunn, Jim. (2006). Strategic human resources and strategic organization development: An alliance for the future? *Organization Development Journal, 24*, 69-76.
- Durant, Rita; Gardner, Carolyn; & Taylor, Karen. (2006). Indexical antenarratives as invitational rhetoric. *Tamara: Journal of Critical Postmodern Organization Science, 5*, 174-182.
- Durant, Robert F.; Kramer, Robert; Perry, James L.; Mesch, Debra; & Paarlberg, Laurie. (2006). Motivating employees in a new governance era: The performance paradigm revisited. *Public Administration Review, 66*, 505-514.
- Dutta, Dev K. & Crossan, Mary M. (2005). The nature of entrepreneurial opportunities: Understanding the process using the 4I organizational learning framework. *Entrepreneurship: Theory & Practice, 29*, 425-449.
- Dutton, Jane E.; Worline, Monica C; Frost, Peter J.; & Lilius, Jacoba. (2006). Explaining compassion organizing. *Administrative Science Quarterly, 51*, 59-96.
- Dyer, W. Gibb & Whetten, David A. (2006). Family firms and social responsibility: Preliminary evidence from the S&P 500. *Entrepreneurship: Theory & Practice, 30*, 785-802.
- Dyer, Lee & Eriksen, Jeff. (2005). In pursuit of marketplace agility: Applying precepts of self-organizing systems to optimize human resource scalability. *Human Resource Management, 44*, 183-188.
- Earley, P. Christopher; Mosakowski, Elaine; Sidle, Stuart D.; & Gove, Steve. (2004). Research briefs. *Academy of Management Executive, 18*, 151-161.
- Earley, Peter & Evans, Jennifer. (2004). Making a difference? *Educational Management Administration & Leadership, 32*, 325-338.

- Easterby-Smith, Mark; Antonacopoulou, Elena; Simm, David; & Lyles, Marjorie. (2004). Construction contributions to organizational learning. *Management Learning, 35*, 371-380.
- Ebrahimi, Bahman P.; Petrick, Joseph A.; & Young, Sandra A. (2005). Managerial role motivation and role-related ethical orientation in Hong Kong. *Journal of Business Ethics, 60*, 29-45.
- Edmondson, Amy C. & Smith, Diana McLain. (2006). Too hot to handle?: How to manage relationship conflict. *California Management Review, 49*, 6-31.
- Edmondson, Amy C. (2004). Learning from mistakes is easier said than done. *Journal of Applied Behavioral Science, 40*, 66-90.
- Edwards, Paul; Bélanger, Jacques; & Wright, Martyn. (2006). The bases of compromise in the workplace: A theoretical framework. *British Journal of Industrial Relations, 44*, 125-145.
- Egan, Toby Marshall. (2005). The impact of learning goal orientation similarity on formal mentoring relationship outcomes. *Advances in Developing Human Resources, 7*, 489-504.
- Egan, Toby Marshall. (2005). Factors influencing individual creativity in the workplace: An examination of quantitative empirical research. *Advances in Developing Human Resources, 7*, 160-181.
- Egan, Toby Marshall. (2005). Creativity in the context of team diversity: Team leader perspectives. *Advances in Developing Human Resources, 7*, 207-225.
- Egan, Toby Marshall; Yang, Baiyin; & Barlett, Kenneth R. (2004). The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly, 15*, 279-301.
- Eikenhout, Nelson & Austin, John. (2004). Using goals, feedback, reinforcement, and a performance matrix to improve customer service in a large department store. *Journal of Organizational Behavior Management, 24*, 27-62.
- Elaydi, Raed. (2006). Construct development and measurement of indecisiveness. *Management Decision, 44*, 1363-1376.
- Elbanna, Said. (2006). Strategic decision-making: Process perspectives. *International Journal of Management Reviews, 8*, 1-20.
- Ellinger, Alexander E.; Ellinger, Andrea D.; & Keller, Scott B. (2005). Supervisory coaching in a logistics context. *International Journal of Physical Distribution & Logistics Management, 35*, 620-636.
- Ellinger, Andrea D. (2005). Contextual factors influencing informal learning in a workplace setting: The case of "reinventing itself company". *Human Resource Development Quarterly, 16*, 389-415.
- Ellinger, Andrea D. (2004). The concept of self-directed learning and its implications for human resource development. *Advances in Developing Human Resources, 6*, 158-177.
- Elmuti, Dean; Minnis, William; & Abebe, Michael. (2005). Does education have a role in developing leadership skills? *Management Decision, 43*, 1018-1031.
- Emmett, Dennis; Paul, David P.; Chandra, Ashish; & Barrett, Hilton. (2006). Pharmacy layout: What are consumers' perceptions? *Journal of Hospital Marketing & Public Relations, 17*, 67-77.
- Engwall, Mats; Kling, Ragnar; & Werr, Andreas. (2005). Models in action: How management models are interpreted in new product development. *R&D Management, 35*, 427-439.
- Ericksen, Jeff & Dyer, Lee. (2005). Toward a strategic human resource management model of high reliability organization performance. *International Journal of Human Resource Management, 1*, 907-928.
- Ericksen, Jeff & Dyer, Lee. (2004). Right from the start: Exploring the effects of early team events on subsequent project team development and performance. *Administrative Science Quarterly, 49*, 438-471.
- Eriksen, Matthew. (2006). Antenarratives about leadership and gender in the U.S. Coast Guard. *Tamara: Journal of Critical Postmodern Organization Science, 5*, 163-173.
- Eriksen, Matthew; Van Echo, Kyra; Harmel, Amy; Kane, Jessica; Curran, Kristen; Gustafson, Ginny; & Shults, Rebecca. (2005). Conceptualizing and engaging in organizational change as an embodied experience within a practical reflexivity community of practice: Gender performance at the U.S. Coast Guard Academy. *Tamara: Journal of Critical Postmodern Organization Science, 4*, 75-80.
- Eriksen, Matthew. (2004). Resistance and identity within the US Coast Guard Academy. *Intervention Research, 1*, 61-80.
- Espedal, Bjarne. (2006). Do organizational routines change as experience changes? *Journal of Applied Behavioral Science, 42*, 468-490.

- Espedal, Bjarne. (2004). Management and leadership development in Norway: Discrepancies between talk and action. *Advances in Developing Human Resources*, 6, 470-485.
- Eunsang Cho & McLean, Gary N. (2004). What we discovered about NHRD and what it means for HRD. *Advances in Developing Human Resources*, 6, 382-393.
- Faems, Dries; Janssens, Maddy; Bouwen, René; & van Looy, Bart. (2006). Governing explorative R&D alliances: Searching for effective strategies. *Management Revue*, 17, 9-29.
- Fagenson-Eland, Ellen; Ensher, Ellen A.; Burke, W. Warner. (2004). Organization development and change interventions. *Journal of Applied Behavioral Science*, 40, 432-464.
- Fairfield, Kent D. & Wagner, Robert F. (2004). Whose side are you on? Interdependence and its consequences in management of healthcare delivery. *Journal of Healthcare Management*, 49, 17-29.
- Fante, Rhiannon; Shier, Leslie; & Austin, John. (2006). Utilizing task clarification and self-monitoring to increase food temperature checks among restaurant staff. *Journal of Foodservice Business Research*, 9, 67-88.
- Fedor, Donald B.; Caldwell, Steven; & Herold, David M. (2006). The effects of organizational changes on employee commitment: A multilevel investigation. *Personnel Psychology*, 59, 1-29.
- Feinberg, Barbara J.; Ostroff, Cheri; & Burke, W. Warner. (2005). The role of within-group agreement in understanding transformational leadership. *Journal of Occupational & Organizational Psychology*, 78, 471-488.
- Fellenz, Martin R. (2006). Toward fairness in assessing student groupwork: A protocol for peer evaluation of individual contributions. *Journal of Management Education*, 30, 570-591.
- Fenwick, Tara & Hall, Richard. (2006). Skills in the knowledge economy: Changing meanings in changing conditions. *Journal of Industrial Relations*, 48, 571-574.
- Felton, Edward L. & Sims, Ronald R. (2005). Teaching business ethics: Targeted outputs. *Journal of Business Ethics*, 60, 377-391.
- Ferlie, Ewan; Freeman, George; McDonnell, Juliet; Petsoulas, Christina; & Rundle-Smith, Sara. (2006). Introducing choice in the public services: Some supply-side issues. *Public Money & Management*, 26, 63-72.
- Ferlie, Ewan; Fitzgerald, Louise; Wood, Martin; & Hawkins, Chris. (2005). The nonspread of innovations: The mediating role of professionals. *Academy of Management Journal*, 48, 117-134.
- Fine, Helene S. (2005). Remanufacturing manufacturing identities. *Tamara: Journal of Critical Postmodern Organization Science*, 4, 130-137.
- Fine, Helene S. (2005). Buttonwood Park, New Bedford: From conflict to partnering. *Journal of Organizational Change Management*, 18, 469-481.
- Fisher, Robert J. & Grégoire, Yany. (2006). Gender differences in decision satisfaction within established dyads: Effects of competitive and cooperative behaviors. *Psychology & Marketing*, 23, 313-333.
- Fisher, Robert J. & Dubé, Laurette. (2005). Gender differences in responses to emotional advertising: A social desirability perspective. *Journal of Consumer Research*, 31, 850-858.
- Fisher, Colin. (2005). HRD attitudes: Or the roles and ethical stances of human resource developers. *Human Resource Development International*, 8, 239-255.
- Fisher, Colin; Harris, Lynette; Kirk, Susan; Leopold, John; & Leverment, Yvonne. (2004). The dynamics of modernization and job satisfaction in the British National Health Service. *Review of Public Personnel Administration*, 24, 304-318.
- Fitzpatrick, Shaun; Taylor, Scott; Booth, Steven W.; & Newton, Michael J. (2006). The development of a stable, coated pellet formulation of a water-sensitive drug, a case study: Development of a stable core formulation. *Pharmaceutical Development & Technology*, 11, 521-528.
- Fleetwood, Steve & Hesketh, Anthony. (2006). HRM-performance research: Under-theorized and lacking explanatory power. *International Journal of Human Resource Management*, 17, 1977-1993.
- Ford, David L. & Ismail, Kiran M. (2006). Perceptions of effective leadership among Central Eurasian managers: A cultural convergence-divergence examination within a globalization context. *Journal of International Management*, 12, 158-180.
- Ford, Deborah Kilgore. (2004). Development of a performance appraisal training program for the Rehabilitation Institute of Chicago. *Journal of European Industrial Training*, 28, 550-563.

- Ford, Jeffrey D. & Pasmore, William A. (2006). Vision: Friend or foe during change? *Journal of Applied Behavioral Science*, 42, 172-176.
- Ford, Randal. (2006). Why we fail: How hubris, hamartia, and anagnosis shape organizational behavior. *Human Resource Development Quarterly*, 17, 481-489.
- Ford, Randal. (2006). Open-processional change: Three principles of reciprocal-relational power. *Journal of Change Management*, 6, 193-216.
- Ford, Randal; Boss, R. Wayne; Angermeier, Ingo; Townson, Charles D.; & Jennings, Thomas A. (2004). Adapting to change in healthcare: Aligning strategic intent and operational capacity. *Hospital Topics*, 82, 20-29.
- Forman, Howard & Hunt, James M. (2005). Managing the influence of internal and external determinants on international industrial pricing strategies. *Industrial Marketing Management*, 34, 133-146.
- Foster, Mary K. & Meinhard, Agnes G. (2005). Diversifying revenue sources in Canada: Are women's voluntary organizations different? *Nonprofit Management & Leadership*, 16, 43-60.
- Fotinos, Ritsa & Cooper, Cary. (2005). The role of gender and social class in work stress. *Journal of Managerial Psychology*, 20, 14-23.
- Fox, Shaul & Elraz-Shapira, Yael (2005). Perceived group variability and dispositional need for closure. *Current Psychology*, 24, 218-230.
- Fox, Shaul & Dayan, Kobi. (2004). Framing and risky choice as influenced by comparison of one's achievements with others: The case of investment in the stock exchange. *Journal of Business & Psychology*, 18, 301-321.
- Fox, Steve. (2004). The new imagined community: Identifying and exploring a bidirectional continuum integrating virtual and physical communities through the community embodiment model (CEM). *Journal of Communication Inquiry*, 28, 47-62.
- Frahm, Jennifer & Brown, Kerry. (2006). Developing communicative competencies for a learning organization. *Journal of Management Development*, 25, 201-212.
- Freedman, Arthur M. & Stinson, George H. (2004). Herding cats: Lessons learned from managing and coordinating organization development consultants. *Consulting Psychology Journal: Practice & Research*, 56, 44-57.
- Frey, Bruno S. & Osterloh, Margit. (2005). Yes, managers should be paid like bureaucrats. *Journal of Management Inquiry*, 14, 96-111.
- Friedman, Stewart D. (2006). Learning to lead in all domains of life. *American Behavioral Scientist*, 49, 1270-1297.
- Fritz, Charlotte & Sonnentag, Sabine. (2006). Recovery, well-being, and performance-related outcomes: The role of workload and vacation experiences. *Journal of Applied Psychology*, 91, 936-945.
- Fritz, Charlotte & Sonnentag, Sabine. (2005). Recovery, health, and job performance: Effects of weekend experiences. *Journal of Occupational Health Psychology*, 10, 187-199.
- Fry, Louis W.; Vitucci, Steve; & Cedillo, Marie. (2005). Spiritual leadership and army transformation: Theory, measurement, and establishing a baseline. *Leadership Quarterly*, 16, 835-862.
- Furst, Stacie A.; Reeves, Martha; Rosen, Benson; & Blackburn, Richard S. (2004). Managing the life cycle of virtual teams. *Academy of Management Executive*, 18, 6-20.
- Fubini, David G.; Price, Colin; & Zollo, Maurizio. (2006). The elusive art of postmerger leadership. *McKinsey Quarterly*, 28-37.
- Gandossy, Robert. (2005). Unmasking the organizational drivers of growth. *Journal of Organizational Excellence*, 24, 37-43.
- Gandossy, Robert & Efron, Marc. (2004). Pay attention to subtlety: The little things are the big things. *Journal of Organizational Excellence*, 24, 13-20.
- Gannon, Martin J.; Locke, Edwin A.; Gupta, Amit; Audia, Pino; & Kristof-Brown, Amy L. (2006). Cultural metaphors as frames of reference for nations: A six-country study. *International Studies of Management & Organization*, 35, 37-47.
- Garrick, John; Chan, Andrew; & Lai, John. (2004). University-industry partnerships: Implications for industrial training, opportunities for new knowledge. *Journal of European Industrial Training*, 28, 329-338.
- Gazley, Beth; Chang, Won Kyung; & Bingham, Lisa Blomgren. (2006). Collaboration and citizen participation in community mediation centers. *Review of Policy Research*, 23, 843-863.
- Gazley, Beth & Brudney, Jeffrey L. (2005). Volunteer involvement in local government after September 11: The continuing question of capacity. *Public Administration Review*, 65, 131-142.

- Gendron, Yves; Suddaby, Roy; & Lam, Helen. (2006). 'An examination of the ethical commitment of professional accountants to auditor independence'. *Journal of Business Ethics*, 64, 169-193.
- Gergen, Kenneth J. & Thatchenkery, Tojo Joseph. (2004). Organization science as social construction. *Journal of Applied Behavioral Science*, 40, 228-249.
- Gerrard, Philip; Cunningham, J. Barton; & Devlin, James F. (2006). Why consumers are not using internet banking: A qualitative study. *Journal of Services Marketing*, 20, 160-168.
- Gerrard, Philip & Cunningham, J. Barton. (2005). Moneychangers: An appraisal of their service. *International Journal of Retail & Distribution Management*, 33, 749-765.
- Gibb, Stephen & Waight, Consuelo L. (2005). Connecting HRD and creativity: From fragmentary insights to strategic significance. *Advances in Developing Human Resources*, 7, 271-286.
- Gibbons, Patrick T. & O'Connor, Tony. (2005). Influences on strategic planning processes among Irish SMEs. *Journal of Small Business Management*, 43, 170-186.
- Gibson, Sharon K. (2005). Whose best interests are served? The distinction between mentoring and support. *Advances in Developing Human Resources*, 7, 470-488.
- Gibson, Sharon K. (2004). Social learning (cognitive) theory and implications for human resource development. *Advances in Developing Human Resources*, 6, 193-210.
- Gibson, Sharon K. (2004). Being mentored: The experience of women faculty. *Journal of Career Development*, 30, 173-188.
- Glatter, Ron; Castle, Frances; Cooper, Deborah; Evans, Jennifer; & Woods, Philip A. (2005). What's new?: Identifying innovation arising from school collaboration initiatives. *Educational Management Administration & Leadership*, 33, 381-399.
- Goddard, Trevor. (2006). Humanising Australian business: Corporate citizenship and trust. *Journal of New Business Ideas & Trends*, 4, 1-13.
- Goddard, Trevor. (2005). Corporate citizenship and community relations: Contributing to the challenges of aid discourse. *Business & Society Review*, 110, 269-296.
- Godener, Armelle & Söderquist, Klas Eric. (2004). Use and impact of performance measurement results in R&D and NPD: An exploratory study. *R&D Management*, 34, 191-219.
- Goebel, Daniel J.; Marshall, Greg W.; & Locander, William B. (2006). Getting one's own way: An investigation of influence attempts by marketers on nonmarketing members of the firm. *Journal of Business Research*, 59, 829-837.
- Goebel, Daniel J.; Marshall, Greg W.; & Locander, William B. (2004). An organizational communication-based model of individual customer orientation of nonmarketing members of a firm. *Journal of Strategic Marketing*, 12, 29-56.
- Goldenberg, Irina; Matheson, Kimberly; & Mantler, Janet. (2006). The assessment of emotional intelligence: A comparison of performance-based and self-report methodologies. *Journal of Personality Assessment*, 86, 33-45.
- Gonzalez, Reyes; Gasco, Jose; & Llopis, Juan. (2006). Information systems offshore outsourcing. *Industrial Management & Data Systems*, 106, 1233-1248.
- Gonzalez, Reyes; Gasco, Jose; & Llopis, Juan. (2006). Information systems outsourcing: A literature analysis. *Information & Management*, 43, 821-834.
- Gonzalez, Reyes; Gasco, Jose; & Llopis, Juan. (2005). Information systems outsourcing reasons in the largest Spanish firms. *International Journal of Information Management*, 25, 117-136.
- Gonzalez, Reyes; Gasco, Jose; & Liopis, Juan. (2005). Information systems outsourcing risks: A study of large firms. *Industrial Management & Data Systems*, 105, 45-61.
- Goodman, Jodi S.; Wood, Robert E.; & Hendrickx, Margaretha. (2004). Feedback specificity, exploration, and learning. *Journal of Applied Psychology*, 89, 248-262.
- Gordon, Ray & Grant, David. (2005). Knowledge management or management of knowledge?: Why people interested in knowledge management need to consider Foucault and the construct of power. *Tamara: Journal of Critical Postmodern Organization Science*, 3, 27-38.
- Gorman, Phil; Nelson, Teresa; & Glassman, Alan. (2004). The millennial generation: A strategic opportunity. *Organizational Analysis*, 12, 255-270.
- Graetz, Fiona & Smith, Aaron. (2005). Organizing forms in change management: The role of structures, processes and boundaries in a longitudinal case analysis. *Journal of Change Management*, 5, 311-328.
- Graham, Mary E. & Tarbell, Lindsay M. (2006). The importance of the employee perspective in the competency development of human resource

- professionals. *Human Resource Management*, 45, 337-355.
- Grand, Simon; Von Krogh, Georg; Leonard, Dorothy; & Swap, Walter. (2004). Resource allocation beyond firm boundaries: a multi-level model for open source innovation. *Long Range Planning*, 37, 591-610.
- Grandey, Alicia A.; Fisk, Glenda M.; Mattila, Anna S.; Jansen, Karen J.; & Sideman, Lori A. (2005). Is "service with a smile" enough?: Authenticity of positive displays during service encounters. *Organizational Behavior & Human Decision Processes*, 96, 38-55.
- Grant, David; Hall, Richard; Wailes, Nick; & Wright, Christopher. (2006). The false promise of technological determinism: The case of enterprise resource planning systems. *New Technology, Work & Employment*, 21, 2-15.
- Graves, Laura M. & Elsass, Priscilla M. (2005). Sex and sex dissimilarity effects in ongoing teams: Some surprising findings. *Human Relations*, 58, 191-221.
- Grawitch, Matthew J.; Gottschalk, Melanie; & Munz, David C. (2006). The path to a healthy workplace a critical review linking healthy workplace practices, employee well-being, and organizational improvements. *Consulting Psychology Journal: Practice & Research*, 58, 129-147.
- Grawitch, Matthew J. & Munz, David C. (2004). Are your data nonindependent?: A practical guide to evaluating nonindependence and within-group agreement. *Understanding Statistics*, 3, 231-257.
- Greenhalgh, Trisha; Robert, Glenn; Macfarlane, Fraser; Bate, Paul; & Kyriakidou, Olivia. (2004). Diffusion of innovations in service organizations: Systematic review and recommendations. *Milbank Quarterly*, 82, 581-629.
- Greenberg, Danna N. & Rollag, Keith. (2005). Chris Pierce and the Yankee Donut Company: An e-mail-based management simulation. *Journal of Management Education*, 29, 564-582.
- Greenwood, Royston & Suddaby, Roy. (2006). Institutional entrepreneurship in mature fields: The big five accounting firms. *Academy of Management Journal*, 49, 27-48.
- Greenwood, Royston & Suddaby, Roy. (2006). The case of disappearing firms: Death or deliverance? *Journal of Organizational Behavior*, 27, 101-108.
- Greenwood, Royston; Li, Stan X.; Prakash, Rajshree; & Deephouse, David L. (2005). Reputation, diversification, and organizational explanations of performance in professional service firms. *Organization Science*, 16, 661-673.
- Greer, Bertie M.; Maltbia, Terrence E.; & Scott, Chaunda L. (2006). Supplier diversity: A missing link in human resource development. *Human Resource Development Quarterly*, 17, 325-341.
- Grégoire, Yany & Fisher, Robert. (2006). The effects of relationship quality on customer retaliation. *Marketing Letters*, 17, 31-46.
- Gregory, Brian T.; Rutherford, Matthew W.; Oswald, Sharon; & Gardiner, Lorraine. (2005). An empirical investigation of the growth cycle theory of small firm financing. *Journal of Small Business Management*, 43, 382-392.
- Greiner, Larry E. & Cummings, Thomas G. (2004). Wanted. *Journal of Applied Behavioral Science*, 40, 374-391.
- Griffin, Michelle M. (2006). Applicability of O.D. within a university setting. *Organization Development Journal*, 24, 77-83.
- Gross, Revital & Harrison, Michael I. (2006). Responses of Israeli HMOs to environmental change following the National Health Insurance Law: Opening the black box. *Health Policy*, 76, 213-232.
- Grover, Linda LeGarde & Keenan, Karen M. (2006). An Ojibwe American Indian view of adult learning in the workplace. *Advances in Developing Human Resources*, 8, 391-399.
- Groysberg, Boris; McLean, Andrew N.; & Nohria, Nitin. (2006). Are leaders portable? *Harvard Business Review*, 84, 92-100.
- Gupta, Vipin & Wang, Jifu. (2004). From corporate crisis to turnaround in East Asia: A study of China Huajing Electronics Group Corporation. *Asia Pacific Journal of Management*, 21, 213-233.
- Gupta, Vipin & Wang, Jifu. (2004). The transvergence proposition under globalization: Looking beyond convergence, divergence and crossvergence. *Multinational Business Review*, 12, 37-57.
- Ha Thanh Nguyen, Juan Antonio; & Meyer, Klaus E. (2004). Managing partnerships with state-owned joint venture companies: Experiences from Vietnam. *Business Strategy Review*, 15, 39-50.
- Hackman, Katarina. (2006). Using the service encounter to facilitate regulatory change. *Strategic Change*, 15, 145-152.
- Hackman, Katarina. (2005). Providing customers with the 'right help': Implementing financial services reform in Insurance Australia Group. *Journal of Change Management*, 5, 345-355.

- Hafer, John C. & Martin, Thomas N. (2006). Job involvement or affective commitment: A sensitivity analysis study of apathetic employee mobility. *Journal of Behavioral & Applied Management*, 8, 2-19.
- Hagan, Christine M.; Konopaske, Robert; Bernardin, H. John; & Tyler, Catherine L. (2006). Predicting assessment center performance with 360-degree, top-down, and customer-based competency assessments. *Human Resource Management*, 45, 357-390.
- Halfhill, Terry; Sundstrom, Eric; Lahner, Jessica; Calderone, Wilma; & Nielsen, Tjai M. (2005). Group personality composition and group effectiveness: An integrative review of empirical research. *Small Group Research*, 36, 83-105.
- Halfhill, Terry; Sundstrom, Eric; Lahner, Jessica; Calderone, Wilma; & Nielsen, Tjai M. (2005). Group personality composition and group effectiveness: An integrative review of empirical research. *Small Group Research*, 36, 83-105.
- Hall, Richard. (2006). Temporary agency work and HRM in Australia. *Personnel Review*, 35, 158-174.
- Hall, Richard. (2006). Australian Industrial Relations in 2005: The WorkChoices revolution. *Journal of Industrial Relations*, 48, 291-303.
- Hall, Richard & Lansbury, Russell D. (2006). Skills in Australia: Towards workforce development and sustainable skill ecosystems. *Journal of Industrial Relations*, 48, 575-592.
- Hall, Richard. (2005). The integrating and disciplining tendencies of ERPs: Evidence from Australian organizations. *Strategic Change*, 14, 245-254.
- Halverson, Stefanie K.; Holladay, Courtney L.; Kazama, Stephanie M.; & Quiñones, Miguel A. (2004). Self-sacrificial behavior in crisis situations: The competing roles of behavioral and situational factors. *Leadership Quarterly*, 15, 263-275.
- Hambrick, Donald C.; Finkelstein, Sydney; Cho, Theresa S.; & Jackson, Eric M. (2005). Isomorphism in reverse: Institutional theory as an explanation for recent increases in intraindustry heterogeneity and managerial discretion. *Research in Organizational Behavior*, 26, 307-350.
- Hamilton, Frank & Bean, Cynthia J. (2005). The importance of context, beliefs, and values in leadership development. *Business Ethics: A European Review*, 14, 336-347.
- Hamlin, Robert G.; Ellinger, Andrea D.; & Beattie, Rona S. (2006). Coaching at the heart of managerial effectiveness: A cross-cultural study of managerial behaviours. *Human Resource Development International*, 9, 305-331.
- Han, Jian; Chou, Paul; Chao, Minston; & Wright, Patrick M. (2006). The HR competencies-HR effectiveness link: A study in Taiwanese high-tech companies. *Human Resource Management*, 45, 391-406.
- Han, Mary. (2006). Developing social capital to achieve superior internationalization: A conceptual model. *Journal of International Entrepreneurship*, 4, 99-112.
- Hanna, Nessim; Haug, Ralph; & Krabbenhoft, Alan. (2005). The self-fulfilling prophesy of the tenure/promotion policies at business colleges and schools. *Journal of American Academy of Business*, 7, 53-58.
- Harder, Joseph; Robertson, Peter J.; & Woodward, Hayden. (2004). The spirit of the new workplace: Breathing life into organizations. *Organization Development Journal*, 22, 79-103.
- Hardy, Cynthia; Lawrence, Thomas B.; & Grant, David. (2005). Discourse and collaboration: The role of conversations and collective identity. *Academy of Management Review*, 30, 58-77.
- Harley, Bill; Wright, Christopher; Hall, Richard; & Dery, Kristine. (2006). Management reactions to technological change. *Journal of Applied Behavioral Science*, 42, 58-75.
- Harris Mulvaney, Rebecca R.; Zwahr, Melissa; & Baranowski, Laura. (2006). The trend toward accountability: What does it mean for HR managers? *Human Resource Management Review*, 16, 431-442.
- Härtel, Charmine E. J. (2004). Towards a multicultural world: Identifying work systems, practices and employee attitudes that embrace diversity. *Australian Journal of Management*, 29, 189-200.
- Haug, Ralph; Krabbenhoft, Alan; & Tippins, Steven. (2004). The economic impact of a one-time sporting event: The Breeders' Cup thoroughbred racing championship day. *Journal of American Academy of Business*, 5, 242-245.
- Haug, Ralph. (2004). Industrial revolution to 1980: The history of industrial democracy in Denmark and Norway. *International Journal of Management*, 21, 135-143.
- Haug, Ralph. (2004). The history of industrial democracy in Sweden: Industrial revolution to 1980. *International Journal of Management*, 21, 7-15.

- Haugen, Leslie K. (2006). The case for complexity: A look at the relationship between individual and structure from the inside out. *Human Resource Development International*, 9, 49-67.
- Harvey, Michael; Novicevic, Milorad M.; Buckley, M. Ronald; & Fung, Helen. (2005). Reducing in-patriate managers' 'liability of foreignness' by addressing stigmatization and stereotype threats. *Journal of World Business*, 40, 267-280.
- Hay, George W. (2006). New partners for strategic change and organizational transformation: The combined effects of market research and organization development. *Organization Development Journal*, 24, 55-61.
- Hayton, James C.; Allen, David G.; & Scarpello, Vida. (2004). Factor retention decisions in exploratory factor analysis: A tutorial on parallel analysis. *Organizational Research Methods*, 7, 191-205.
- Hazen, Mary Ann. (2006). Silences, perinatal loss, and polyphony. *Journal of Organizational Change Management*, 19, 237-249.
- Hazen, Mary Ann; Cavanagh, Gerald F.; & Bossman, S. J. Larry. (2004). Teaching with mission: Personal development, team building, and social responsibility. *Journal of Business Ethics*, 51, 373-386.
- Hazlett, Shirley-Ann; McAdam, Rodney; & Gallagher, Séamus. (2005). Theory building in knowledge management: In search of paradigms. *Journal of Management Inquiry*, 14, 31-42.
- Head, Thomas C. (2006). Strategic organization development: A failure of true organization development. *Organization Development Journal*, 24, 21-28.
- Head, Thomas C. (2006). Appreciative inquiry in the graduate classroom: Making group dynamics a practical topic to address. *Organization Development Journal*, 24, 83-88.
- Head, Thomas C.; Gong, Clara; Chunhui Ma; Sorensen Jr., Peter F.; & Yaeger, Therese. (2006). Chinese executives' assessment of organization development interventions. *Organization Development Journal*, 24, 28-40.
- Head, Thomas C. (2005). Structural changes in turbulent environments: A study of small and mid-size Chinese organizations. *Journal of Leadership & Organizational Studies*, 12, 82-93.
- Head, Thomas C. & Sorensen Jr., Peter F. (2005). The evaluation of organization development interventions: An empirical study. *Organization Development Journal*, 23, 40-55.
- Heath, Robert L.; Pearce, W. Barnett; Shotter, John; Taylor, James R.; Kersten, Astrid; Zorn, Ted; et al. (2006). The processes of dialogue: Participation and legitimation. *Management Communication Quarterly*, 19, 341-375.
- Heinonen, Jarna & Poikkijoki, Sari-Anne. (2006). An entrepreneurial-directed approach to entrepreneurship education: Mission impossible? *Journal of Management Development*, 25, 80-94.
- Hemmington, Nigel; Bowen, David; Wickens, Evgenia; & Paraskevas, Alexandros. (2005). Satisfying the basics: Reflections from a consumer perspective of attractions management at the Millennium Dome, London. *International Journal of Tourism Research*, 7, 1-10.
- Henderson, Lenneal J. (2004). Emergency and disaster: Pervasive risk and public bureaucracy in developing nations. *Public Organization Review*, 4, 103-119.
- Heracleous, Loizos. (2006). A tale of three discourses: The dominant, the strategic and the marginalized. *Journal of Management Studies*, 43, 1059-1087.
- Heracleous, Loizos & Singh, Kulwant. (2005). SingTel: Venturing into the region. *Asian Case Research Journal*, 9, 37-60.
- Heracleous, Loizos & Marshak, Robert J. (2004). Conceptualizing organizational discourse as situated symbolic action. *Human Relations*, 57, 1285-1312.
- Herstein, Ram & Gamliel, Eyal. (2004). An investigation of private branding as a global phenomenon. *Journal of Euromarketing*, 13, 59-77.
- Hertenstein, Julie H.; Polutnik, Lidija; & McNair, C. J. (2006). Capacity cost measures and decisions: Two field studies. *Journal of Corporate Accounting & Finance*, 17, 63-78.
- Hesketh, Anthony & Fleetwood, Steve. (2006). Beyond measuring the human resources management—organizational performance link: Applying critical realist meta-theory. *Organization*, 13, 677-699.
- Heslop, Louise; Madill, Judith; Duxbury, Linda; & Dowdles, Melissa. (2006). How single and married women organize to get the food on the table every day: Strategies, orientations, outcomes and the role of convenience foods. *Advances in Consumer Research*, 33, 599-605.
- Hezlett, Sarah A. & Gibson, Sharon K. (2005). Mentoring and human resource development: Where we are and where we need to go. *Advances in Developing Human Resources*, 7, 446-469.

- Hill, Robert W.; Huelsman, Timothy J.; Furr, R. Michael; Kibler, Jason; Vicente, Barbara B.; & Kennedy, Christopher. (2004). A new measure of perfectionism: The perfectionism inventory. *Journal of Personality Assessment*, 82, 80-91.
- Hiller, Nathan J.; Day, David V.; & Vance, Robert J. (2006). Collective enactment of leadership roles and team effectiveness: A field study. *Leadership Quarterly*, 17, 387-397.
- Hillon, Mark E.; Smith, William L.; & Isaacs, Gabriel D. (2005). Heroic/anti-heroic narratives: The quests of Sherron Watkins. *Tamara: Journal of Critical Postmodern Organization Science*, 3, 16-26.
- Hilton, Thomas; Se-Hyung "David" Oh; & Al-Lawati, Husain. (2006). Information systems ethics in the triad. *Journal of Computer Information Systems*, 46, 78-102.
- Hirschfeld, Robert R.; Jordan, Mark H.; Feild, Hubert S.; Giles, William F.; & Armenakis, Achilles A. (2006). Becoming team players: Team members' mastery of teamwork knowledge as a predictor of team task proficiency and observed teamwork effectiveness. *Journal of Applied Psychology*, 91, 467-474.
- Hirschfeld, Robert R.; Jordan, Mark H.; Feild, Hubert S.; Giles, William F.; & Armenakis, Achilles A. (2005). Teams' female representation and perceived potency as inputs to team outcomes in a predominately male field setting. *Personnel Psychology*, 58, 893-924.
- Hite, Linda M. & McDonald, Kimberly S. (2006). Diversity training pitfalls and possibilities: An exploration of small and mid-size US organizations. *Human Resource Development International*, 9, 365-377.
- Hite, Linda M. (2004). Black and white women managers: Access to opportunity. *Human Resource Development Quarterly*, 15, 131-146.
- Hoegl, Martin; Weinkauff, Katharina; & Gemuenden, Hans Georg. (2004). Interteam coordination, project commitment, and teamwork in multiteam R&D projects: A longitudinal study. *Organization Science*, 15, 38-55.
- Hoffer Gittell, Jody; Cameron, Kim; Lim, Sandy; & Rivas, Victor. (2006). Relationships, layoffs, and organizational resilience. *Journal of Applied Behavioral Science*, 42, 300-329.
- Holt, Daniel T.; Bleckmann, Charles A.; & Zitzmann, Charles C. (2006). The graduate record examination and success in an engineering management program: A case study. *Engineering Management Journal*, 18, 10-16.
- Hong Chung, Lai; Gibbons, Patrick T.; & Schoch, Herbert P. (2006). The management of information and managers in subsidiaries of multinational corporations. *British Journal of Management*, 17, 153-165.
- Hoque, Kim; Davis, Simon; & Humphreys, Michael. (2004). Freedom to do what you are told: Senior management team autonomy in an NHS acute trust. *Public Administration*, 82, 355-375.
- Hornett, Andrea & Fredricks, Susan. (2005). An empirical and theoretical exploration of disconnections between leadership and ethics. *Journal of Business Ethics*, 59, 233-246.
- House, Robert J.; Javidan, Mansour; Dorfman, Peter W.; & De Luque, Mary Sully. (2006). A failure of scholarship: Response to George Graen's critique of GLOBE. *Academy of Management Perspectives*, 20, 102-114.
- Howard, Anita. (2006). Positive and negative emotional attractors and intentional change. *Journal of Management Development*, 25, 657-670.
- Howard, Anita & Coombe, Duncan. (2006). National level intentional change: A story of two countries. *Journal of Management Development*, 25, 732-742.
- Huber, George P. (2006). The competent organization: A psychological analysis of the strategic management process. *Administrative Science Quarterly*, 51, 502-504.
- Huffaker, Julie Sheldon & West, Ellen. (2005). Enhancing learning in the business classroom: An adventure with improv theater techniques. *Journal of Management Education*, 29, 852-869.
- Hughes, James. (2005). 'Exit' in deeply divided societies: Regimes of discrimination in Estonia and Latvia and the potential for Russophone migration. *Journal of Common Market Studies*, 43, 739-762.
- Hughes, James; Sasse, Gwendolyn; & Gordon, Claire. (2004). Conditionality and compliance in the EU's eastward enlargement: Regional policy and the reform of sub-national government. *Journal of Common Market Studies*, 42, 523-551.
- Hundsnes, Tore & Meyer, Christine B. (2006). Living with paradoxes of corporate strategy: A complexity perspective. *Journal of Organizational Change Management*, 19, 437-446.
- Hunsaker, Phillip L. (2004). Learning to manage intergroup dynamics in changing task

- environments: An experiential exercise. *Journal of Management Education*, 28, 790-805.
- Hunt, James M. & Forman, Howard. (2006). The role of perceived risk in pricing strategy for industrial products: A point-of-view perspective. *Journal of Product & Brand Management*, 15, 386-393.
- Hunt, James G. (Jerry); Stelluto, George Edward; & Hooijberg, Robert. (2004). Toward new-wave organization creativity: Beyond romance and analogy in the relationship between orchestra-conductor leadership and musician creativity. *Leadership Quarterly*, 15, 145-162.
- Hutchinson, Judy; Vidal, Avis C.; Putnam, Robert; Light, Ivan; de Souza Briggs, Xavier; Rohe, William M.; et al. (2004). Using social capital to help integrate planning theory, research, and practice. *Journal of the American Planning Association*, 70, 142-192.
- Huxham, Chris & Vangen, Siv. (2004). Doing things collaboratively: Realizing the advantage or succumbing to inertia? *Organizational Dynamics*, 33, 190-201.
- Huzzard, Tony & Docherty, Peter. (2005). Between global and local: Eight European works councils in retrospect and prospect. *Economic & Industrial Democracy*, 26, 541-568.
- Ickis, John C. (2006). Building a national competitiveness program. *Journal of Business Research*, 59, 341-348.
- Illies, Jody J. & Reiter-Palmon, Ronl. (2004). The effects of type and level of personal involvement on information search and problem solving. *Journal of Applied Social Psychology*, 34, 1709-1729.
- Ingram, Thomas N.; LaForge, Raymond W.; Locander, William B.; MacKenzie, Scott B.; & Podsakoff, Philip M. (2005). New directions in sales leadership research. *Journal of Personal Selling & Sales Management*, 25, 137-154.
- Islam, Gazi & Zyphur, Michael J. (2006). The sweetest dreams that labor knows: Robert Frost and the poetics of work. *Management Decision*, 44, 526-535.
- Ivers, Rowena G.; Castro, Anthony; Parfitt, David; Bailie, Ross S.; D'Abbs, Peter H.; & Richmond, Robyn L. (2006). Evaluation of a multi-component community tobacco intervention in three remote Australian Aboriginal communities. *Australian & New Zealand Journal of Public Health*, 30, 132-136.
- Jacobides, Michael G. & Billinger, Stephan. (2006). Designing the boundaries of the firm: From "make, buy, or ally" to the dynamic benefits of vertical architecture. *Organization Science*, 17, 249-261.
- Jacobs, Claus & Coghlan, David. (2005). Sound from silence: On listening in organizational learning. *Human Relations*, 58, 115-138.
- Jacobs, Claus D. & Heracleous, Loizos Th. (2006). Constructing shared understanding: The role of embodied metaphors in organization development. *Journal of Applied Behavioral Science*, 42, 207-226.
- Jacobs, Claus D. & Heracleous, Loizos Th. (2005). Answers for questions to come: Reflective dialogue as an enabler of strategic innovation. *Journal of Organizational Change Management*, 18, 338-352.
- Jacobs, Claus D. & Statler, Matt. (2006). Toward a technology of foolishness. *International Studies of Management & Organization*, 36, 77-92.
- Jacobs, Gabriele; Keegan, Anne; Christe-Zeyse, Jochen; Seeberg, Ilka; & Runde, Bernd. (2006). The fatal smirk. *Journal of Organizational Change Management*, 19, 173-191.
- Jacobsen, Dag Ingvar. (2006). The relationship between politics and administration: The importance of contingency factors, formal structure, demography, and time. *Governance*, 19, 303-323.
- Jacobsen, Dag Ingvar. (2006). Public sector growth: Comparing politicians' and administrators' spending preferences. *Public Administration*, 84, 185-204.
- Jahns, Christopher; Hartmann, Evi; & Bals, Lydia. (2006). Offshoring: Dimensions and diffusion of a new business concept. *Journal of Purchasing & Supply Management*, 12, 218-231.
- Jansen, Karen J. & Kristof-Brown, Amy. (2006). Toward a multidimensional theory of person-environment fit. *Journal of Managerial Issues*, 18, 193-212.
- Jansen, Karen J. & Kristof-Brown, Amy L. (2005). Marching to the beat of a different drummer: Examining the impact of pacing congruence. *Organizational Behavior & Human Decision Processes*, 97, 93-105.
- Jansen, Karen J. (2004). From persistence to pursuit: A longitudinal examination of momentum during the early stages of strategic change. *Organization Science*, 15, 276-294.
- Jaramillo, Fernando; Carrillat, François A.; & Locander, William B. (2005). A meta-analytic comparison of managerial ratings and self-evaluations. *Journal of Personal Selling & Sales Management*, 25, 315-328.

- Jaramillo, Fernando; Mulki, Jay Prakash; & Locander, William B. (2006). The role of time wasted in sales force attitudes and intention to quit. *International Journal of Bank Marketing*, 24, 24-36.
- Jarrett, Michael. (2004). Tuning into the emotional drama of change: Extending the consultant's bandwidth. *Journal of Change Management*, 4, 247-258.
- Javidan, Mansour; House, Robert J.; Dorfman, Peter W.; Hanges, Paul J.; & De Luquet, Mary Sully. (2006). Conceptualizing and measuring cultures and their consequences: A comparative review of GLOBE's and Hofstede's approaches. *Journal of International Business Studies*, 37, 897-914.
- Javidan, Mansour; Stahl, Günter K.; Brodbeck, Felix; & Wilderom, Celeste P. M. (2005). Cross-border transfer of knowledge: Cultural lessons from project GLOBE. *Academy of Management Executive*, 19, 59-76.
- Javidan, Mansour & Carl, Dale E. (2005). Leadership across cultures: A study of Canadian and Taiwanese executives. *Management International Review*, 45, 23-44.
- Javidan, Mansour & Carl, Dale E. (2004). East meets west: A cross-cultural comparison of charismatic leadership among Canadian and Iranian executives. *Journal of Management Studies*, 41, 665-691.
- Jawahar, I. M. (2006). An investigation of potential consequences of satisfaction with appraisal feedback. *Journal of Leadership & Organizational Studies*, 13, 14-28.
- Jawahar, I. M. (2005). Do raters consider the influence of situational factors on observed performance when evaluating performance? Evidence from three experiments. *Group & Organization Management*, 30, 6-41.
- Jawahar, I. M. & Mattsson, Jonny. (2005). Sexism and beautyism effects in selection as a function of self-monitoring level of decision maker. *Journal of Applied Psychology*, 90, 563-573.
- Jennings, Peter L. (2004). Strategic adaptation: A uni or multi dimensional concept? *Strategic Change*, 13, 1-10.
- Jensen, Michael & Zajac, Edward J. (2004). Corporate elites and corporate strategy: How demographic preferences and structural position shape the scope of the firm. *Strategic Management Journal*, 25, 507-524.
- Jensen, Michael. (2004). Who gets Wall Street's attention? How alliance announcements and alliance density affect analyst coverage. *Strategic Organization*, 2, 293-312.
- Jensen, Michael C. (2004). The agency costs of overvalued equity and the current state of corporate finance. *European Financial Management*, 10, 549-565.
- Jensen, Michael C. (2005). Agency costs of overvalued equity. *Financial Management*, 34, 5-19.
- Jensen, Michael. (2006). Should we stay or should we go? Accountability, status anxiety, and client defections. *Administrative Science Quarterly*, 51, 97-128.
- Jimmieson, Nerina L.; Terry, Deborah J.; & Callan, Victor J. (2004). A longitudinal study of employee adaptation to organizational change: The role of change-related information and change-related self-efficacy. *Journal of Occupational Health Psychology*, 9, 11-27.
- Jisun Yu; Engleman, Rhonda M.; & Van de Ven, Andrew H. (2005). The integration journey: An attention-based view of the merger and acquisition integration process. *Organization Studies*, 26, 1501-1528.
- Johansen, Barry-Craig P. & McLean, Gary N. (2006). Worldviews of adult learning in the workplace: A core concept in human resource development. *Advances in Developing Human Resources*, 8, 321-328.
- Johnson, Phil; Buehring, Anna; Cassell, Catherine; & Symon, Gillian. (2006). Evaluating qualitative management research: Towards a contingent criteriology. *International Journal of Management Reviews*, 8, 131-156.
- Johnson, Michael D.; Morgeson, Frederick P.; Ilgen, Daniel R.; Meyer, Christopher J.; & Lloyd, James W. (2006). Multiple professional identities: Examining differences in identification across work-related targets. *Journal of Applied Psychology*, 91, 498-506.
- Johnson, Sheena; Cooper, Cary; Cartwright, Sue; Donald, Ian; Taylor, Paul; & Millet, Clare. (2005). The experience of work-related stress across occupations. *Journal of Managerial Psychology*, 20, 178-187.
- Jones, James R. & Harter, James K. (2005). Race effects on the employee engagement-turnover intention relationship. *Journal of Leadership & Organizational Studies*, 11, 78-88.
- Jones, Renae A.; Jimmieson, Nerina L.; & Griffiths, Andrew. (2005). The impact of organizational culture and reshaping capabilities on change implementation success: The mediating role of readiness for change. *Journal of Management Studies*, 42, 361-386.

- Jones, Robert & Kriflik, George. (2006). Subordinate expectations of leadership within a cleaned-up bureaucracy. *Journal of Organizational Change Management*, 19, 154-172.
- Jones, Robert & Kriflik, George. (2005). Strategies for managerial self-change in a cleaned-up bureaucracy: A qualitative study. *Journal of Managerial Psychology*, 20, 397-416.
- Jost, Gregor; Dawson, Mark; & Shaw, David. (2005). Private sector consortia working for a public sector client – factors that build successful relationships: Lessons from the UK. *European Management Journal*, 23, 336-350.
- Kahn, William A. (2004). Facilitating and undermining organizational change. *Journal of Applied Behavioral Science*, 40, 7-30.
- Kalleberg, Arne L.; Marsden, Peter V.; Reynolds, Jeremy; & Knoke, David. (2006). Beyond profit?: Sectoral differences in high-performance work practices. *Work & Occupations*, 33, 271-302.
- Karim, Samina. (2006). Modularity in organizational structure: The reconfiguration of internally developed and acquired business units. *Strategic Management Journal*, 27, 799-823.
- Karim, Samina & Mitchell, Will. (2004). Innovating through acquisition and internal development: A quarter-century of boundary evolution at Johnson & Johnson. *Long Range Planning*, 37, 525-547.
- Karson, Eric J. & Fisher, Robert J. (2005). Predicting intentions to return to the web site: Extending the dual mediation hypothesis. *Journal of Interactive Marketing*, 19, 2-14.
- Karson, Eric J. & Fisher, Robert J. (2005). Re-examining and extending the dual mediation hypothesis in an on-line advertising context. *Psychology & Marketing*, 22, 333-351.
- Kasper, Helmut & Mühlbacher, Jürgen. (2006). Managers on flexibility and innovation: Are Porter's assumptions on leadership right? An empirical exploration. *Strategic Change*, 15, 165-173.
- Kasper, Helmut; Meyer, Michael; & Schmidt, Angelika. (2005). Managers dealing with work-family-conflict: An explorative analysis. *Journal of Managerial Psychology*, 20, 440-461.
- Kelly, Anita E. & Rodriguez, Robert R. (2006). Publicly committing oneself to an identity. *Basic & Applied Social Psychology*, 28, 185-191.
- Kelley, Elizabeth S.; Mills, Albert J.; & Cooke, Bill. (2006). Management as a Cold War phenomenon? *Human Relations*, 59, 603-610.
- Kendra, Korin A. & Taplin, Laura J. (2004). Change agent competencies for information technology project managers. *Consulting Psychology Journal: Practice & Research*, 56, 20-34.
- Kendra, Korin; & Taplin, Laura J. (2004). Project success: A cultural framework. *Project Management Journal*, 35, 30-45.
- Kent, Thomas W. (2005). Leading and managing: It takes two to tango. *Management Decision*, 43, 1010-1017.
- Kenworthy-U'Ren, Amy L. & Peterson, Tim O. (2005). Service-learning and management education: Introducing the "we care" approach. *Academy of Management Learning & Education*, 4, 272-277.
- Kephart, Pamela & Schumacher, Lillian. (2005). Has the 'glass ceiling' cracked? An exploration of women entrepreneurship. *Journal of Leadership & Organizational Studies*, 12, 2-15.
- Kickul, Jill; Gundry, Lisa K.; & Posig, Margaret. (2005). Does trust matter? The relationship between equity sensitivity and perceived organizational justice. *Journal of Business Ethics*, 56, 205-218.
- Kidwell, Jr., Roland E. & Kochanowski, Susan M. (2005). The morality of employee theft: Teaching about ethics and deviant behavior in the workplace. *Journal of Management Education*, 29, 135-152.
- Kimsey, William D.; Trobaugh, Sallye S.; McKinney, Bruce C.; Hoole, Emily R.; Thelk, Amy D.; & Davis, Susan L. (2006). Seven-phase model of conflict: Practical applications for conflict mediators and leaders. *Conflict Resolution Quarterly*, 23, 487-499.
- Kinjerski, Val M. & Skrypnek, Berna J. (2004). Defining spirit at work: Finding common ground. *Journal of Organizational Change Management*, 17, 26-42.
- Kirchgeorg, Manfred & Winn, Monika I. (2006). Sustainability marketing for the poorest of the poor. *Business Strategy & the Environment*, 15, 171-184.
- Kitay, Jim & Wright, Christopher. (2004). Take the money and run? Organisational boundaries and consultants' roles. *Service Industries Journal*, 24, 1-18.
- Klein, Sabine B.; Astrachan, Joseph H.; & Smyrniotis, Kosmas X. (2005). The F-PEC scale of family influence: Construction, validation, and further implication for theory. *Entrepreneurship: Theory & Practice*, 29, 321-339.
- Kloppenber, Timothy J. & Petrick, Joseph A. (2004). Managing project quality. *Quality Progress*, 37, 63-72.

- Knight, Louise & Pye, Annie. (2004). Exploring the relationships between network change and network learning. *Management Learning*, 35, 473-490.
- Knight, Louise & Pye, Annie. (2005). Network learning: An empirically derived model of learning by groups of organizations. *Human Relations*, 58, 369-392.
- Koberg, Christine S.; Boss, R. Wayne; Goodman, Eric A.; Boss, Alan D.; & Monsen, Erik W. (2005). Empirical evidence of organizational citizenship behavior from the health care industry. *International Journal of Public Administration*, 28, 417-436.
- Koene, Bas; Paauwe, Jaap; & Groenewegen, John. (2004). Understanding the development of temporary agency work in Europe. *Human Resource Management Journal*, 14, 53-73.
- Kontoghiorghes, Constantine; Awbre, Susan M.; & Feurig, Pamela L. (2005). Examining the relationship between learning organization characteristics and change adaptation, innovation, and organizational performance. *Human Resource Development Quarterly*, 16, 183-211.
- Kontoghiorghes, Constantine. (2005). Key organizational and HR factors for rapid technology assimilation. *Organization Development Journal*, 23, 26-39.
- Kontoghiorghes, Constantine. (2004). Reconceptualizing the learning transfer conceptual framework: Empirical validation of a new systemic model. *International Journal of Training & Development*, 8, 210-221.
- Kontoghiorghes, Constantine & Bryant, Nancy. (2004). Exploring employee commitment in a service organization in the health care insurance industry. *Organization Development Journal*, 22, 59-73.
- Kontoghiorghes, Constantine & Hansen, Carol D. (2004). Identification of key predictors of rapid change adaptation. *Organization Development Journal*, 22, 21-39.
- Krauss, Stefanie I.; Frese, Michael; Friedrich, Christian; & Unger, Jens M. (2005). Entrepreneurial orientation: A psychological model of success among southern African small business owners. *European Journal of Work & Organizational Psychology*, 14, 315-344.
- Kraut, Allen I.; Pedigo, Patricia R.; McKenna, D. Douglas; & Dunnette, Marvin D. (2005). The role of the manager: What's really important in different management jobs. *Academy of Management Executive*, 19, 122-129.
- Kruger, Mark & Seng, Yvonne. (2005). Leadership with inner meaning: A contingency theory of leadership based on the worldviews of five religions. *Leadership Quarterly*, 16, 771-806.
- Krishnan, Hema A.; Park, Daewoo; & Kilbourne, Lynda. (2006). The development of a conceptual model to explain turnover among women in top management teams. *International Journal of Management*, 23, 470-477.
- Kruppa, Rose & Meda, Anne Kohnke. (2005). Group dynamics in the formation of a PhD cohort: A reflection in experiencing while learning organizational development theory. *Organization Development Journal*, 23, 56-67.
- Kuchinke, K. Peter & Hee-Young Han. (2005). Should caring be viewed as a competence? (Re-)opening the dialogue over the limitations of competency frameworks in HRD. *Human Resource Development International*, 8, 385-389.
- Kuchinke, K. Peter. (2004). Theorizing and practicing HRD: Extending the dialogue over the roles of scholarship and practice in the field. *Human Resource Development International*, 7, 535-539.
- Kuhn, Jeffre & Marsick, Victoria. (2005). Action learning for strategic innovation in mature organizations: Key cognitive, design, and contextual considerations. *Action Learning: Research & Practice*, 2, 27-48.
- Kwack, Sung Yeung & Lee, Young Sun. (2006). Analyzing the Korea's growth experience: The application of R&D and human capital based growth models with demography. *Journal of Asian Economics*, 17, 818-831.
- Kwack, Sung Yeung & Lee, Young Sun. (2005). What determines saving rates in Korea?: The role of demography. *Journal of Asian Economics*, 16, 861-873.
- Lalonde, Carole. (2004). In search of archetypes in crisis management. *Journal of Contingencies & Crisis Management*, 12, 76-88.
- Lam, Swee-Sum & Chng, Bey-Fen. (2006). Do executive stock option grants have value implications for firm performance? *Review of Quantitative Finance & Accounting*, 26, 249-274.
- Lam, Swee-Sum & Du, Jing. (2004). Information asymmetry and estimation risk: Preliminary evidence from Chinese equity markets. *Pacific-Basin Finance Journal*, 12, 311-331.
- Landrum, Nancy E. & Gardner, Carolyn L. (2005). Using integral theory to effect strategic change. *Journal of Organizational Change Management*, 18, 247-258.

- Lane, Suzanne; Astrachan, Joseph; Keyt, Andrew; & McMillan, Kristi. (2006). Guidelines for family business boards of directors. *Family Business Review, 19*, 147-167.
- Langhout, Regina Day; Bergman, Mindy E.; Cortina, Lilia M.; Fitzgerald, Louise F.; Drasgow, Fritz; & Williams, Jill Hunter. (2005). Sexual harassment severity: Assessing situational and personal determinants and outcomes. *Journal of Applied Social Psychology, 35*, 975-1007.
- Larsen, Henrik Holt. (2004). Experiential learning as management development: Theoretical perspectives and empirical illustrations. *Advances in Developing Human Resources, 6*, 486-503.
- Larsen, Henrik Holt. (2004). Global career as dual: Between the organization and the individual. *Journal of Management Development, 23*, 860-869.
- Latting, Jean Kantambu; Beck, Mary H.; Slack, Kelley J.; Tetrick, Lois E.; Jones, Allan P.; Etchegaray, Jason M.; & da Silva, Nancy. (2004). Promoting service quality and client adherence to the service plan: The role of top management's support for innovation and learning. *Administration in Social Work, 28*, 29-48.
- Lawler, Edward E. (2004). Leading a virtuous-spiral organization. *Leader to Leader, 32-40*.
- Le Fevre, Mark; Kolt, Gregory S.; & Matheny, Jonathan. (2006). Eustress, distress and their interpretation in primary and secondary occupational stress management interventions: Which way first? *Journal of Managerial Psychology, 21*, 547-565.
- Lebar, Ed; Buehler, Phil; Keller, Kevin L.; Sawicka, Monika; Aksehirl, Zeynep; & Richey, Keith. (2005). Brand equity implications of joint branding programs. *Journal of Advertising Research, 45*, 413-425.
- Lee, Fiona; Edmondson, Amy C.; Thomke, Stefan; & Worline, Monica. (2004). The mixed effects of inconsistency on experimentation in organizations. *Organization Science, 15*, 310-326.
- Lee, Jean. (2006). Impact of family relationships on attitudes of the second generation in family business. *Family Business Review, 19*, 175-191.
- Lee, Jean. (2005). Perception of women managers in Singapore: A media analysis. *Asia Pacific Business Review, 11*, 233-250.
- Lee, Yang-Im. (2004). Factors to consider when entering into a partnership arrangement in Japan. *Strategic Change, 13*, 151-158.
- Lemus, Daisy R.; Seibold, David R.; Flanagan, Andrew J.; & Metzger, Miriam J. (2004). Argument and decision making in computer-mediated. *Journal of Communication, 54*, 302-320.
- Leslie, Keith; Loch, Mark A.; & Schaninger, William. (2006). Managing your organization by the evidence. *McKinsey Quarterly, 64-75*.
- Lettl, Christopher; Herstatt, Cornelius; & Gemuenden, Hans Georg. (2006). Users' contributions to radical innovation: Evidence from four cases in the field of medical equipment technology. *R&D Management, 36*, 251-272.
- Leung, Aegean; Zhang, Jing; Wong, Poh Kam; & Foo, Maw Der. (2006). The use of networks in human resource acquisition for entrepreneurial firms: Multiple "fit" considerations. *Journal of Business Venturing, 21*, 664-686.
- Leviton, Laura C.; Herrera, Carla; Pepper, Sarah K.; Fishman, Nancy; & Racine, David P. (2006). Faith in action: Capacity and sustainability of volunteer organizations. *Evaluation & Program Planning, 29*, 201-207.
- Lewis, Darlene; Medland, Jacqueline; Malone, Sarah; Murphy, Michael; Reno, Kathy; & Vaccaro, Guy. (2006). Appreciative leadership: Defining effective leadership methods. *Organization Development Journal, 24*, 87-100.
- Lewis, Darlene; Medland, Jacqueline; Malone, Sarah; Murphy, Michael; Reno, Kathy; & Vaccaro, Guy. (2006). Appreciative leadership: Defining effective leadership methods. *Organization Development Journal, 24*, 87-100.
- Lewis, Darlene; Medland, Jacqueline; Malone, Sarah; Murphy, Michael; Reno, Kathy; & Vaccaro, Guy. (2006). Appreciative leadership: Defining effective leadership methods. *Organization Development Journal, 24*, 87-100.
- Lewis, Darlene; Medland, Jacqueline; Malone, Sarah; Murphy, Michael; Reno, Kathy; & Vaccaro, Guy. (2006). Appreciative leadership: Defining effective leadership methods. *Organization Development Journal, 24*, 87-100.
- Lewis, Laurie. (2005). The civil society sector. *Management Communication Quarterly, 19*, 238-267.
- Lewis, Laurie K.; Schmisser, Amy M.; Stephens, Keri K.; & Weir, Kathleen E. (2006). Advice on communicating during organizational change. *Journal of Business Communication, 43*, 113-137.
- Leybourne, Stephen A. (2006). Managing improvisation within change management: Lessons from UK financial services. *Service Industries Journal, 26*, 73-95.

- Leybourne, Stephen & Sadler-Smith, Eugene. (2006). The role of intuition and improvisation in project management. *International Journal of Project Management*, 24, 483-492.
- Li-Ping Tang, Thomas; Sutarso, Toto; Akande, Adebowale; Allen, Michael W.; Alzubaidi, Abdulgawi Salim; Ansari, Mahfooz A.; et al. (2006). The love of money and pay level satisfaction: Measurement and functional equivalence in 29 geopolitical entities around the world. *Management & Organization Review*, 2, 423-452.
- Lichtenstein, Benyamin B.; Dooley, Kevin J.; & Lumpkin, G. T. (2006). Measuring emergence in the dynamics of new venture creation. *Journal of Business Venturing*, 21, 153-175.
- Lichtenstein, Benyamin B.; Uhl-Bien, Mary; Marion, Russ; Seers, Anson; Orton, James Douglas; & Schreiber, Craig. (2006). Complexity leadership theory: An interactive perspective on leading in complex adaptive systems. *Emergence: Complexity & Organization*, 8, 2-12
- Lien, Bella Ya-Hui; Hung, Richard Yu-Yuan; Baiyin Yang; & Mingfei Li. (2006). Is the learning organization a valid concept in the Taiwanese context? *International Journal of Manpower*, 27, 189-203.
- Lines, Rune; Selart, Marcus; Espedal, Bjarne; & Johansen, Svein. (2005). The production of trust during organizational change. *Journal of Change Management*, 5, 221-245.
- Linstead, Stephen. (2006). Exploring culture with The Radio Ballads: Using aesthetics to facilitate change. *Management Decision*, 44, 474-485.
- Linstead, Stephen & Pullen, Alison. (2006). Gender as multiplicity: Desire, displacement, difference and dispersion. *Human Relations*, 59, 1287-1310.
- Liu, Lucy & McMurray, Adela J. (2004). Frontline leaders: The entry point for leadership development in the manufacturing industry. *Journal of European Industrial Training*, 28, 339-352.
- Liu, Sandra S.; Wang, Charlie C. L.; & Chan, Andrew. (2004). Integration of multiple sales channels with web-based technology: A case of the pharmaceutical industry. *Journal of Business-to-Business Marketing*, 11, 131-146.
- Llopis, Juan; Gasco, Jose; & Gonzalez, Reyes. (2006). Training customers: An organizational experience. *Industrial & Commercial Training*, 38, 78-85.
- Loewenstein, Jeffrey; Morris, Michael W.; Chakravarti, Agnish; Thompson, Leigh; & Kopelman, Shirli. (2005). At a loss for words: Dominating the conversation and the outcome in negotiation as a function of intricate arguments and communication media. *Organizational Behavior & Human Decision Processes*, 98, 28-38.
- Loft, Shayne; Humphreys, Michael; & Neal, Andrew. (2004). The influence of memory for prior instances on performance in a conflict detection task. *Journal of Experimental Psychology*, 10, 173-187.
- Logan, Mary S. & Ganster, Daniel C. (2005). An experimental evaluation of a control intervention to alleviate job-related stress. *Journal of Management*, 31, 90-107.
- Logan, Mary S.; Faught, Kent; Ganster, & Daniel C. (2004). Outsourcing a satisfied and committed workforce: A trucking industry case study. *International Journal of Human Resource Management*, 15, 147-162.
- Lok, Peter; Hung, Richard Y.; Walsh, Paul; Wang, Paul; & Crawford, John. (2005). An integrative framework for measuring the extent to which organizational variables influence the success of process improvement programmes. *Journal of Management Studies*, 42, 1357-1381.
- London, Manuel; Mone, Edward M.; & Scott, John C. (2004). Performance management and assessment: Methods for improved rater accuracy and employee goal setting. *Human Resource Management*, 43, 319-336.
- London, Manuel; Mone, Edward M.; & Scott, John C. (2004). Performance management and assessment: Methods for improved rater accuracy and employee goal setting. *Human Resource Management*, 43, 319-336.
- Long, Stephen F. (2004). Really... why do executives attend executive education programmes? *Journal of Management Development*, 23, 701-714.
- Longenecker, Clinton O. & Neubert, Mitchell J. (2005). The practices of effective managerial coaches. *Business Horizons*, 48, 493-500.
- Lounsbury, John W.; Gibson, Lucy W.; Sundstrom, Eric; Wilburn, Denise; & Loveland, James M. (2004). An empirical investigation of the proposition that 'school is work': A comparison of personality-performance correlations in school and work settings. *Journal of Education & Work*, 17, 119-131.
- Love, Peter E. D. & Josephson, Per-Erik. (2004). Role of error-recovery process in projects. *Journal of Management in Engineering*, 20, 70-79.

- Lumpkin, G. T. & Lichtenstein, Benjamin Bergmann. (2005). The role of organizational learning in the opportunity-recognition process. *Entrepreneurship: Theory & Practice*, 29, 451-472.
- Luna-Reyes, Luis Felipe; Martinez-Moyano, Ignacio J.; Pardo, Theresa A.; Cresswell, Anthony M.; Andersen, David F.; & Richardson, George P. (2006). Anatomy of a group model-building intervention: Building dynamic theory from case study research. *System Dynamics Review*, 22, 291-320.
- Lund, John & Wright, Christopher. (2004). More pain, less gain: New compensation systems for grocery truck drivers. *Labor Studies Journal*, 29, 1-20.
- Lundberg, Craig C. (2004). Is there really nothing so practical as a good theory? *Business Horizons*, 47, 7-14.
- Lundberg, Craig C. & Winn, Joan. (2005). The great case-teaching-notes debate. *Journal of Management Education*, 29, 268-283.
- Luthans, Kyle W. & Sommer, Steven M. (2005). The impact of high performance work on industry-level outcomes. *Journal of Managerial Issues*, 17, 327-345.
- Lyons, Sean T.; Duxbury, Linda E.; & Higgins, Christopher A. (2006). A comparison of the values and commitment of private sector, public sector, and parapublic sector employees. *Public Administration Review*, 66, 605-618.
- Maak, Thomas; & Pless, Nicola M. (2006). Responsible leadership in a stakeholder society: A relational perspective. *Journal of Business Ethics*, 66, 99-115.
- Macy, Granger. (2006). Outcomes of values and participation in 'values-expressive' nonprofit agencies. *Journal of Behavioral & Applied Management*, 7, 165-181.
- Manderscheid, Steven & Kusy, Mitchell. (2005). How to design strategy with no dust –just results! *Organization Development Journal*, 23, 62-70.
- Mankin, Don; & Cohen, Susan G. (2006). Business without boundaries: Collaboration across organizations. *Journal of Organizational Excellence*, 25, 63-78.
- Manning, Tony & Robertson, Bob. (2004). Influencing negotiating skills and conflict-handling: Some additional research and reflections. *Industrial & Commercial Training*, 36, 104-109.
- Manning, Tony; Parker, Richard; & Pogson, Graham. (2006). A revised model of team roles and some research findings. *Industrial & Commercial Training*, 38, 287-296.
- Mantler, Janet; Matejcek, Amanda; Matheson, Kimberly; & Anisman, Hymie. (2005). Coping with employment uncertainty: A comparison of employed and unemployed workers. *Journal of Occupational Health Psychology*, 10, 200-209.
- Marks, Michelle A. & Panzer, Frederick J. (2004). The influence of team monitoring on team processes and performance. *Human Performance*, 17, 25-41.
- Marks, Michelle A.; Dechurch, Leslie A.; Mathieu, John E.; Panzer, Frederick J.; & Alonso, Alexander. (2005). Teamwork in multiteam systems. *Journal of Applied Psychology*, 90, 964-971.
- Marks, Mitchell Lee. (2005). The destructive force of acquisition denial. *Mergers & Acquisitions: The Dealermaker's Journal*, 40, 47-52.
- Marks, Mitchell Lee & De Meuse, Kenneth P. (2005). Resizing the organization: Maximizing the gain while minimizing the pain of layoffs, divestitures, and closings. *Organizational Dynamics*, 34, 19-35.
- Marquardt, Michael & Waddill, Deborah. (2004). The power of learning in action learning: a conceptual analysis of how the five schools of adult learning theories are incorporated within the practice of action learning. *Action Learning: Research & Practice*, 1, 185-202.
- Marshak, Robert J. (2004). Morphing: The leading edge of organizational change in the twenty-first century. *Organization Development Journal*, 22, 8-21.
- Marshall, Margaret & Brown, Jonathon. (2006). Emotional reactions to achievement outcomes: Is it really best to expect the worst? *Cognition & Emotion*, 20, 43-63.
- Mårtensson, Pär & Lee, Allen S. (2004). Dialogical action research at Omega corporation. *MIS Quarterly*, 28, 507-536.
- Martin, Angela J.; Jones, Elizabeth S.; & Callan, Victor J. (2005). The role of psychological climate in facilitating employee adjustment during organizational change. *European Journal of Work & Organizational Psychology*, 14, 263-289.
- Martin, Graeme; Beaumont, Phillip; Doig, Rosalind; & Pate, Judy (2005). Branding: A new performance discourse for HR? *European Management Journal*, 23, 76-88.
- Mathieu, John E. & Taylor, Scott R. (2006). Clarifying conditions and decision points for mediational type

- inferences in organizational behavior. *Journal of Organizational Behavior*, 27, 1031-1056.
- Matthews, Judy & Shulman, Arthur D. (2005). Competitive advantage in public-sector organizations: Explaining the public good/sustainable competitive advantage paradox. *Journal of Business Research*, 58, 232-240.
- Matzler, Kurt; Hinterhuber, Hans; Daxer, Christian; & Huber, Maximilian. (2005). The relationship between customer satisfaction and shareholder value. *Total Quality Management & Business Excellence*, 16, 671-680.
- Matzler, Kurt; Rier, Martin; Hinterhuber, Hans H.; Renzl, Birgit; & Stadler, Christian. (2005). Methods and concepts in management: Significance, satisfaction and suggestions for further research – perspectives from Germany, Austria and Switzerland. *Strategic Change*, 14, 1-13.
- Matzler, Kurt; Bailom, Franz; Hinterhuber, Hans H.; Renzl, Birgit; & Pichler, Johann. (2004). The asymmetric relationship between attribute-level performance and overall customer satisfaction: A reconsideration of the importance–performance analysis. *Industrial Marketing Management*, 33, 271-277.
- Mayerhofer, Helene; Hartmann, Linley C.; & Herbert, Anne. (2004). Career management issues for flexpatriate international staff. *Thunderbird International Business Review*, 46, 647-666.
- Mayhew, Claire; McCarthy, Paul; Chappell, Duncan; Quinlan, Michael; Barker, Michelle; & Sheehan, Michael. (2004). Measuring the extent of impact from occupational violence and bullying on traumatised workers. *Employee Responsibilities & Rights Journal*, 16, 117-134.
- McAdam, Rodney; Hazlett, Shirley-Ann; & Casey, Christine. (2005). Performance management in the UK public sector: Addressing multiple stakeholder complexity. *International Journal of Public Sector Management*, 18, 256-273.
- McCabe, Douglas M. (2005). Competitiveness and productivity in the federal and public sector: The role of alternative dispute resolution. *Competitiveness Review*, 15, 140-146.
- McCarthy, John F. (2004). Changing to gray: Decentralization and the emergence of volatile socio-legal configurations in central Kalimantan, Indonesia. *World Development*, 32, 1199-1223.
- McConkie, Mark L. & Boss, R. Wayne. (2005). “I teach them correct principles and they govern themselves”: The leadership genius of the Mormon prophet. *International Journal of Public Administration*, 28, 437-463.
- McConkie, Mark L. & Boss, R. Wayne. (2006). OD values and Mormonism: Creating adaptive systems. *Public Administration Quarterly*, 30, 109-152.
- McDonagh, Joe & Coghlan, David. (2006). Information technology and the lure of integrated change: A neglected role for organization development? *Public Administration Quarterly*, 30, 22-55.
- McDonald, Kimberly S. & Hite, Linda M. (2005). Ethical issues in mentoring: The role of HRD. *Advances in Developing Human Resources*, 7, 569-582.
- McGivern, Gerry & Adams, Rachel. (2006). Clinically owned reflective practice and tick box exercises: Comparative analysis of GP and consultant appraisal in practice. *Clinician in Management*, 14, 129-141.
- McInnes, Peter; Beech, Nic; de Caestecker, Linda; MacIntosh, Robert; & Ross, Michael. (2006). Identity dynamics as a barrier to organizational change. *International Journal of Public Administration*, 29, 1109-1124.
- McKenna, Robert B. & Yost, Paul R. (2004). The differentiated leader: Specific strategies for handling today’s adverse situations. *Organizational Dynamics*, 33, 292-306.
- McKercher, Bob & Chan, Andrew. (2005). How special is special interest tourism? *Journal of Travel Research*, 44, 21-31.
- McLean, Gary N. (2004). National human resource development: What in the world is it? *Advances in Developing Human Resources*, 6, 269-275.
- McLean, Gary N. (2005). Doing organization development in complex systems: The case at a large U.S. research, land-grant university. *Advances in Developing Human Resources*, 7, 311-323.
- McLean, Gary N. (2006). National human resource development: A focused study in transitioning societies in the developing world. *Advances in Developing Human Resources*, 8, 3-11.
- McLean, Gary N. (2006). Rethinking adult learning in the workplace. *Advances in Developing Human Resources*, 8, 416-423.
- McLean, Gary N.; Baiyin Yang; Min-Hsun Christine Kuo; Tolbert, Amy S.; & Larkin, Carolyn. (2005). Development and initial validation of an instrument measuring managerial coaching skill. *Human Resource Development Quarterly*, 16, 157-178.

- McLean, Laird D. (2005). Organizational culture's influence on creativity and innovation: A review of the literature and implications for human resource development. *Advances in Developing Human Resources*, 7, 226-246.
- McLennann, Jim; Holgate, Alina M.; Omodei, Mary M.; & Wearing, Alexander J. (2006). Decision making effectiveness in wildfire incident management teams. *Journal of Contingencies & Crisis Management*, 14, 27-37.
- McLeod, Poppy Lauretta & Kettner-Polley, Richard B. (2004). Contributions of psychodynamic theories to understanding small groups. *Small Group Research*, 35, 333-361.
- McMurray, Adela J.; Scott, D. R.; & Pace, R. Wayne. (2004). The relationship between organizational commitment and organizational climate in manufacturing. *Human Resource Development Quarterly*, 15, 473-488.
- McNabb, David E.; Gibson, Linda K.; & Finnie, Bruce W. (2006). The case of the vanishing workforce. *Public Performance & Management Review*, 29, 358-368.
- McNamara, Kevin & Watson, John G. (2005). The development of a team-oriented structure in a small business enterprise. *Journal of American Academy of Business*, 6, 184-190.
- McNulty, Terry & Ferlie, Ewan. (2004). Process transformation: Limitations to radical organizational change within public service organizations. *Organization Studies*, 25, 1389-1412.
- Mehta, Anju; Armenakis, Achilles; Mehta, Nikhil; & Irani, Feruzan. (2006). Challenges and opportunities of business process outsourcing in India. *Journal of Labor Research*, 27, 324-338.
- Meisel, Steven I. & Fearon, David S. (2006). "Choose the future wisely": Supporting better ethics through critical thinking. *Journal of Management Education*, 30, 149-176.
- Meisiek, Stefan. (2004). Which catharsis do they mean? Aristotle, Moreno, Boal and organization theatre. *Organization Studies*, 25, 797-816.
- Melamed, Samuel; Shirom, Arie; Toker, Sharon; Berliner, Shlomo; & Shapira, Itzhak. (2006). Burnout and risk of cardiovascular disease: Evidence, possible causal paths, and promising research directions. *Psychological Bulletin*, 132, 327-353.
- Melkonian, Tessa. (2005). Top executives' reactions to change. *International Studies of Management & Organization*, 34, 7-28.
- Meyer, Christine B. (2006). Destructive dynamics of middle management intervention in postmerger processes. *Journal of Applied Behavioral Science*, 42, 397-419.
- Meyer, Christine B. & Stensaker, Inger G. (2006). Developing capacity for change. *Journal of Change Management*, 6, 217-231.
- Meyer, Klaus. (2005). Corruption and governance in Asia. *Asia Pacific Journal of Management*, 22, 201-203.
- Meyer, Klaus E. (2006). Asian management research needs more self-confidence. *Asia Pacific Journal of Management*, 23, 119-137.
- Meyer, Klaus E. (2006). Globalfocusing: From domestic conglomerates to global specialists. *Journal of Management Studies*, 43, 1109-1144.
- Meyer, John P.; Becker, Thomas E.; & van Dick, Rolf. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior*, 27, 665-683.
- Meyer, John P.; Becker, Thomas E.; & Vandenberghe, Christian. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology*, 89, 991-1007.
- Meyer-Emerick, Nancy. (2004). Biopolitics, dominance, and critical theory. *Administrative Theory & Praxis*, 26, 1-15.
- Meyer-Emerick, Nancy; Mothusi, Bashi; & Molaodi, Daniel K. (2004). Decentralisation of service delivery as adopted by the central district council in Botswana. *Public Administration & Development*, 24, 225-233.
- Micheli, Pietro & Kennerley, Mike. (2005). Performance measurement frameworks in public and non-profit sectors. *Production Planning & Control*, 16, 125-134.
- Michels, Nicolette & Bowen, David. (2005). The relevance of retail loyalty strategy and practice for leisure/tourism. *Journal of Vacation Marketing*, 11, 5-19.
- Miller, Monty G.; Fitzgerald, Stephen P.; Murrell, Kenneth L.; Preston, Joanne; & Ambekar, Rajendra. (2005). Appreciative inquiry in building a transcultural strategic alliance. *Journal of Applied Behavioral Science*, 41, 91-110.
- Minahan, Stella & Härtel, Charmine. (2005). Creativity, celebration and play at the Bauhaus, Berlin, 1920: Lessons from history for contemporary marketers and arts organizations. *International Journal of Nonprofit & Voluntary Sector Marketing*, 10, 249-261.

- Moideenkutty, Unnikammu. (2005). Organizational citizenship behavior and developmental experiences: Do role definitions moderate the relationship? *Journal of Behavioral & Applied Management*, 6, 91-108.
- Moideenkutty, Unnikammu; Blau, Gary; Kumar, Ravi; & Nalakath, Ahamedali (2006). Comparing correlates of organizational citizenship versus in-role behavior of sales representatives in India. *International Journal of Commerce & Management*, 16, 15-28.
- Moideenkutty, Unnikammu; Blau, Gary; Kumar, Ravi; & Nalakath, Ahamedali (2005). Relationship of organizational citizenship behavior and objective productivity to managerial evaluations of performance in India. *International Journal of Commerce & Management*, 15, 221-229.
- Monks, Kathy & Loughnane, Michael. (2006). Unwrapping the HRM bundle: HR system design in an Irish power utility. *International Journal of Human Resource Management*, 17, 1926-1941.
- Morand, David A. (2005). Black holes in social space: The occurrence and effects of name-avoidance in organizations. *Journal of Applied Social Psychology*, 35, 320-334.
- Morgan, Neil A.; Anderson, Eugene W.; & Mittal, Vikas. (2005). Understanding firms' customer satisfaction information usage. *Journal of Marketing*, 69, 131-151.
- Morgan, Neil A.; Vorhies, Douglas W.; & Schlegelmilch, Bodo B. (2006). Resource-performance relationships in industrial export ventures: The role of resource inimitability and substitutability. *Industrial Marketing Management*, 35, 621-633.
- Morrison, Elizabeth Wolfe; Ya-Ru Chen; & Salgado, Susan Reilly. (2004). Cultural differences in newcomer feedback seeking: A comparison of the United States and Hong Kong. *Applied Psychology: An International Review*, 53, 1-22.
- Morsing, Mette & Schultz, Majken. (2006). Corporate social responsibility communication: Stakeholder information, response and involvement strategies. *Business Ethics: A European Review*, 15, 323-338.
- Mouzas, Stefanos & Ford, David. (2006). Managing relationships in showery weather: The role of umbrella agreements. *Journal of Business Research*, 59, 1248-1256.
- Mulki, Jay Prakash; Jaramillo, Fernando; & Locander, William B. (2006). Emotional exhaustion and organizational deviance: Can the right job and a leader's style make a difference? *Journal of Business Research*, 59, 1222-1230.
- Mulki, Jay Prakash; Jaramillo, Fernando; & Locander, William B. (2006). Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management*, 26, 19-26.
- Murphy, Claire; Ramamoorthy, Nagarajan; Flood, Patrick C.; & MacCurtain, Sarah (2006). Organizational justice perceptions and employee attitudes among Irish blue collar employees: An empirical test of the main and moderating roles of individualism/collectivism. *Management Review*, 17, 328-343.
- Murray, Peter & Moses, Maree. (2005). The centrality of teams in the organisational learning process. *Management Decision*, 43, 1186-1202.
- Murrell, Kenneth L. (2004). Hope: Our intended OD legacy for 2050. *Organization Development Journal*, 22, 21-28.
- Muryn Kaminski, Jennifer A. & Reilly, Anne H. (2004). Career development of women in information technology. *SAM Advanced Management Journal*, 69, 20-30.
- Muse, Lori A.; Rutherford, Matthew W.; Oswald, Sharon L.; & Raymond, Jennie E. Small. (2005). Commitment to employees: Does it help or hinder small business performance? *Business Economics*, 24, 97-111.
- Muthusamy, Senthil K.; Wheeler, Jane V.; & Simmons, Bret L. (2005). Self-managing work teams: Enhancing organizational innovativeness. *Organization Development Journal*, 23, 53-66.
- Nadler, David A. (2004). What's the board's role in strategy development?: Engaging the board in corporate strategy. *Strategy & Leadership*, 32, 25-33.
- Nadler, Gerald; & Chandon, William J. (2004). Making changes: The FIST approach. *Journal of Management Inquiry*, 13, 239-246.
- Neilsen, Eric H.; Winter, Mary; & Saatcioglu, Argun. (2005). Building a learning community by aligning cognition and affect within and across members. *Journal of Management Education*, 29, 301-318.
- Nembhard, Ingrid M. & Edmondson, Amy C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, 27, 941-966.
- Neubert, Mitchell J. & Taggar, Simon. (2004). Pathways to informal leadership: The moderating role of gender on the relationship of individual

- differences and team member network centrality to informal leadership emergence. *Leadership Quarterly*, 15, 175-195.
- Neubert, Mitchell J. & Wu, Ju-Chien Cindy. (2006). An investigation of the generalizability of the Houghton and Neck Revised Self-Leadership Questionnaire to a Chinese context. *Journal of Managerial Psychology*, 21, 360-373.
- Newman, Jody L.; Fuqua, Dale R.; Gray, Elizabeth A.; & Simpson, David B. (2006). Gender differences in the relationship of anger and depression in a clinical sample. *Journal of Counseling & Development*, 84, 157-162.
- Neves, Pedro & Caetano, António. (2006). Social exchange processes in organizational change: The roles of trust and control. *Journal of Change Management*, 6, 351-364.
- Nguyen, Nhung T.; Allen, Charles L.; & Godkin, R. Lynn. (2006). Recruiters' assessment and use of social capital in resume screening. *Journal of Applied Social Psychology*, 36, 1813-1832.
- Nielsen, Richard P. (2004). Systematic corruption in financial services, types of capitalism, and ethics intervention methods. *Business & Professional Ethics Journal*, 23, 135-165.
- Nielsen, Richard P. & Dufresne, Ron. (2005). Can ethical be stimulated "upbuilding" management organizational character and enabled?: Dialog as crisis method. *Journal of Business Ethics*, 57, 311-326.
- Nissley, Nick; Taylor, Steven S.; & Houden, Linda. (2004). The politics of performance in organizational theatre-based training and interviews. *Organization Studies*, 25, 817-839.
- Noble, Gary & Jones, Robert. (2006). The role of boundary-spanning managers in the establishment of public-private partnerships. *Public Administration*, 84, 891-917.
- Noblet, Andrew J.; McWilliams, John H.; & Rodwell, John J. (2006). Abating the consequences of managerialism on the forgotten employees: The issues of support, control, coping, and pay. *International Journal of Public Administration*, 29, 911-930.
- Nonaka, Ikujiro; von Krogh, Georg; & Voelpel, Sven. (2006). Organizational knowledge creation theory: Evolutionary paths and future advances. *Organization Studies*, 27, 1179-1208.
- Noordhoek, Peter & Saner, Raymond. (2005). Beyond new public management: Answering the claims of both politics and society. *Public Organization Review*, 5, 35-53.
- Norman, Steve; Luthans, Brett; & Luthans, Kyle. (2005). The proposed contagion effect of hopeful leaders on the resiliency of employees and organizations. *Journal of Leadership & Organizational Studies*, 12, 56-64.
- Nutt, Paul C. (2004). Expanding the search for alternatives during strategic decision-making. *Academy of Management Executive*, 18, 13-28.
- Nutt, Paul C. (2004). Organizational de-development. *Journal of Management Studies*, 41, 1083-1103.
- Nutt, Paul C. (2004). Prompting the transformation of public organizations. *Public Performance & Management Review*, 27, 9-33.
- Nutt, Paul C. (2004). Prospects and problems in the transformation of public organizations. *Public Performance & Management Review*, 27, 51-66.
- Nutt, Paul C. (2005). Search during decision making. *European Journal of Operational Research*, 160, 851-876.
- Nutt, Paul C. (2006). Comparing public and private sector decision-making practices. *Journal of Public Administration Research & Theory*, 16, 289-318.
- O'Connell, David J.; McCarthy, John F.; & Hall, Douglas T. (2004). Print, video, or the CEO: The impact of media in teaching leadership with the case method. *Journal of Management Education*, 28, 294-318.
- Offermann, Lynn R.; Bailey, James R.; Vasilopoulos, Nicholas L.; Seal, Craig; & Sass, Mary. (2004). The relative contributions of emotional competence and cognitive ability to individual and team performance. *Human Performance*, 17, 219-243.
- Offstein, Evan H.; Gnyawali, Devi R.; & Cobb, Anthony T. (2005). A strategic human resource perspective of firm competitive behavior. *Human Resource Management Review*, 15, 305-318.
- Ojha, Abhoy K. (2004). Organizational forms in the electronic age. *Vikalpa: The Journal for Decision Makers*, 29, 83-95.
- Ojha, Abhoy K. (2005). Creating innovating organisations: The experience of the IT industry in India. *IIMB Management Review*, 17, 17-31.
- Ojha, Abhoy K. (2005). High performance organisations: Discussion. *IIMB Management Review*, 17, 73-91.
- Ojha, Abhoy K. (2005). Management education in India: Protecting it from the rankings onslaught. *Decision*, 32, 19-33.

- Ojha, Abhoy K. & Kasturi, Anand. (2005). 'Successful' call centre employees: Understanding employee attributes and performance evaluation processes. *IIMB Management Review*, 17, 93-102.
- O'Neill, Michael & Duvall, Cheryl. (2005). A Six Sigma quality approach to workplace evaluation. *Journal of Facilities Management*, 3, 240-253.
- Orzano, A. John; Tallia, Alfred F.; Nutting, Paul A.; Scott-Cawiezell, Jill; & Crabtree, Benjamin F. (2006). Are attributes of organizational performance in large health care organizations relevant in primary care practices? *Health Care Management Review*, 31, 2-10.
- Osman-Gani, Aahad M. & Jacobs, Ronald L. (2005). Technological change and human resource development practices in Asia: A study of Singapore-based companies. *International Journal of Training & Development*, 9, 271-280.
- Osterloh, Margit & Frey, Bruno S. (2006). Shareholders should welcome knowledge workers as directors. *Journal of Management & Governance*, 10, 325-345.
- Oswald, Frederick L.; Friede, Alyssa J.; Schmitt, Neal; Kim, Brian H.; & Ramsay, Lauren J. (2005). Extending a practical method for developing alternate test forms using independent sets of items. *Organizational Research Methods*, 8, 149-164.
- Oswald, Frederick L.; Schmitt, Neal; Kim, Brian H.; Ramsay, Lauren J.; & Gillespie, Michael A. (2004). Developing a biodata measure and situational judgment inventory as predictors of college student performance. *Journal of Applied Psychology*, 89, 187-207.
- Oswick, Cliff; Grant, David; Michelson, Grant; & Wailes, Nick. (2005). Looking forwards: Discursive directions in organizational change. *Journal of Organizational Change Management*, 18, 383-390.
- Ottaviani, Marco & Sorensen, Peter Norman. (2006). Professional advice. *Journal of Economic Theory*, 126, 120-142.
- Ottaviani, Marco & Sorensen, Peter Norman. (2006). The strategy of professional forecasting. *Journal of Financial Economics*, 81, 441-466.
- Ottesen, Geir Grundvåg; Foss, Lene; & Grønhaug, Kjell. (2004). Exploring the accuracy of SME managers' network perceptions. *European Journal of Marketing*, 38, 593-607.
- Paauwe, Jaap & Boselie, Paul. (2005). 'Best practices... in spite of performance': Just a matter of imitation? *International Journal of Human Resource Management*, 16, 987-1003.
- Paauwe, Jaap & Boselie, Paul. (2005). HRM and performance: What next? *Human Resource Management Journal*, 15, 68-83.
- Palmer, Ian; King, Adelaide Wilcox; & Kelleher, Dianne. (2004). Listening to Jack: GE's change conversations with shareholders. *Journal of Organizational Change Management*, 17, 593-614.
- Papalexandris, Alexandros; Ioannou, George; Prastacos, Gregory; & Soderquist, Klas Eric. (2005). An integrated methodology for putting the balanced scorecard into action. *European Management Journal*, 23, 214-227.
- Papuni, Helen T. & Bartlett, Kenneth R. (2006). Maori and Pakeha perspectives of adult learning in Aotearoa/New Zealand workplaces. *Advances in Developing Human Resources*, 8, 400-407.
- Parker, Sharon K.; Williams, Helen M.; & Turner, Nick. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91, 636-652.
- Parslow, Ruth A.; Jorm, Anthony F.; Christensen, Helen; Rodgers, Bryan; Strazdins, Lyndall; & D'Souza, Rennie M. (2004). The associations between work stress and mental health: A comparison of organizationally employed and self-employed workers. *Work & Stress*, 18, 231-244.
- Passos, Ana Margarida & Caetano, António. (2005). Exploring the effects of intragroup conflict and past performance feedback on team effectiveness. *Journal of Managerial Psychology*, 20, 231-244.
- Paul, David L. (2006). Collaborative activities in virtual settings: A knowledge management perspective of telemedicine. *Journal of Management Information Systems*, 22, 143-176.
- Paul, David L. & McDaniel Jr., Reuben R. (2004). A field study of the effect of interpersonal trust on virtual collaborative relationship performance. *MIS Quarterly*, 28, 183-227.
- Paulsen, Neil; Callan, Victor J.; Grice, Tim A.; Rooney, David; Gallois, Cindy; Jones, Elizabeth; et al. (2005). Job uncertainty and personal control during downsizing: A comparison of survivors and victims. *Human Relations*, 58, 463-496.
- Pavlou, Paul A.; Housel, Thomas J.; Rodgers, Waymond; & Jansen, Erik. (2005). Measuring the return on information technology: A knowledge-based approach for revenue allocation at the process and firm level. *Journal of the Association for Information Systems*, 6, 199-226.

- Peach, Megan; Jimmieson, Nerina L.; & White, Katherine M. (2005). Beliefs underlying employee readiness to support a building relocation: A theory of planned behavior perspective. *Organization Development Journal*, 23, 9-22.
- Pedler, Mike. (2005). Critical action learning. *Action Learning: Research & Practice*, 2, 1-6.
- Pelletier, Kathie & Bligh, Michelle. (2006). Rebounding from corruption: Perceptions of ethics program effectiveness in a public sector organization. *Journal of Business Ethics*, 67, 359-374.
- Pellettiere, Vincent. (2006). Organization self-assessment to determine the readiness and risk for a planned change. *Organization Development Journal*, 24, 38-43.
- Perren, Lew & Jennings, Peter L. (2005). Government discourses on entrepreneurship: Issues of legitimization, subjugation, and power. *Entrepreneurship: Theory & Practice*, 29, 173-184.
- Peter T. Bürgi; Jacobs, Claus D.; & Roos, Johan. (2005). From metaphor to practice: In the crafting of strategy. *Journal of Management Inquiry*, 14, 78-94.
- Peterson, Suzanne J. & Spiker, Barry K. (2005). Establishing the positive contributory value of older workers: A positive psychology perspective. *Organizational Dynamics*, 34, 153-167.
- Peterson, Tim O. (2004). So you're thinking of trying problem based learning?: Three critical success factors for implementation. *Journal of Management Education*, 28, 630-647.
- Peterson, Tim O. & van Fleet, David D. (2004). The ongoing legacy of R.L. Katz. *Management Decision*, 42, 1297-1308.
- Peterson, Tim O. & Williams, Joann K. (2004). So what does dance have to do with it? Using dance to teach students about leadership. *Decision Sciences Journal of Innovative Education*, 2, 193-201.
- Petrick, Joseph & Scherer, Robert. (2005). Management educators' expectations for professional ethics development. *Journal of Business Ethics*, 61, 301-314.
- Philippe, Thomas W. & Koehler, Jerry W. (2005). A factor analytical study of perceived organizational hypocrisy. *SAM Advanced Management Journal*, 70, 13-20.
- Ping Ping Fu; Kennedy, Jeff; Tata, Jasmine; Yukl, Gary; Bond, Michael Harris; Tai-kuang Peng; et al. (2004). The impact of societal cultural values and individual social beliefs on the perceived effectiveness of managerial influence strategies: A meso approach. *Journal of International Business Studies*, 35, 284-305.
- Piotrowski, Chris & Armstrong, Terry R. (2006). Current recruitment and selection practices: A national survey of Fortune 1000 firms. *North American Journal of Psychology*, 8, 489-496.
- Piotrowski, Chris & Armstrong, Terry R. (2005). Major research areas in organization development: An analysis of ABI/INFORM. *Organization Development Journal*, 23, 86-91.
- Piotrowski, Chris & Armstrong, Terry R. (2004). The research literature in organization development: Recent trends and current directions. *Organization Development Journal*, 22, 48-54.
- Phelan, Michael W. (2005). Cultural revitalization movements in organization change management. *Journal of Change Management*, 5, 47-56.
- Philippidou, Sophia; Soderquist, Klas; & Prastacos, Gregory. (2004). Towards new public management in Greek public organizations: Leadership vs. management, and the path to implementation. *Public Organization Review*, 4, 317-337.
- Pless, Nicola M. & Maak, Thomas. (2004). Building an inclusive diversity culture: Principles, processes and practice. *Journal of Business Ethics*, 54, 129-147.
- Pondy, Louis R. & Boje, David. (2005). Beyond open system models of organization. *Emergence: Complexity & Organization*, 7, 119-137.
- Pope, Catherine; Robert, Glenn; Bate, Paul; Le May, Andrée; & Gabbay, John. (2006). Lost in translation: A multi-level case study of the metamorphosis of meanings and action in public sector organizational innovation. *Public Administration*, 84, 59-79.
- Porras, Jerry I. & Bradford, David L. (2004). A historical view of the future of OD. *Journal of Applied Behavioral Science*, 40, 392-402.
- Powley, Edward H.; Fry, Ronald E.; Barrett, Frank J.; & Bright, David S. (2004). Dialogic democracy meets command and control: Transformation through the Appreciative Inquiry Summit. *Academy of Management Executive*, 18, 67-80.
- Prabhu, Jaideep C.; Chandy, Rajesh K.; & Ellis, Mark E. (2005). The impact of acquisitions on innovation: Poison pill, placebo, or tonic? *Journal of Marketing*, 69, 114-130.
- Prasad, Ajit. (2005). Jesus was born a Jew!: Strategy, religion and the product life cycle. *Vision*, 9, 37-46.
- Probst, Gilbert & Raisch, Sebastian. (2005). Organizational crisis: The logic of failure. *Academy of Management Executive*, 19, 90-105.

- Puranam, Phanish; Singh, Harbir; & Zollo, Maurizio. (2006). Organizing for innovation: Managing the coordination-autonomy dilemma in technology acquisitions. *Academy of Management Journal*, 49, 263-280.
- Putnam, Linda L.; Grant, David; Michelson, Grant; & Cutcher, Leanne. (2005). Discourse and resistance: Targets, practices, and consequences. *Management Communication Quarterly*, 19, 5-18.
- Pye, Annie. (2004). The importance of context and time for understanding board behavior. *International Studies of Management & Organization*, 34, 63-89.
- Pye, Annie & Pettigrew, Andrew. (2005). Studying board context, process and dynamics: Some challenges for the future. *British Journal of Management*, 16, 27-38.
- Pye, Annie & Pettigrew, Andrew. (2006). Strategizing and organizing: Change as a political learning process, enabled by leadership. *Long Range Planning*, 39, 583-590.
- Quinn, James Brian; Anderson, Philip; & Finkelstein, Sydney. (2005). Leveraging intellect. *Academy of Management Executive*, 19, 78-94.
- Quinn, Ryan W. & Brockbank, Wayne. (2006). The development of strategic human resource professionals at bae systems. *Human Resource Management*, 45, 477-494.
- Raelin, Joseph A. (2005). We the leaders: In order to form a leaderful organization. *Journal of Leadership & Organizational Studies*, 12, 18-30.
- Raelin, Joseph A. & Raelin, Jonathan D. (2006). Developmental action learning: Toward collaborative change. *Action Learning: Research & Practice*, 3, 45-67.
- Raelin, Joseph A. & Raelin, Jonathan D. (2006). Developmental action learning: Toward collaborative change. *Action Learning: Research & Practice*, 3, 45-67.
- Ramlall, Sunil. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5, 52-63.
- Ramlall, Sunil J. (2006). A review and analysis of compensation practices in the Caribbean. *International Journal of Human Resource Development & Management*, 6, 48-67.
- Ramlall, Sunil J. (2006). HR competencies and their relationship to organizational practices. *Performance Improvement*, 45, 32-43.
- Ramlall, Sunil J. (2006). Strategic HR management creates value at Target. *Journal of Organizational Excellence*, 25, 57-62.
- Ramamoorthy, Nagarajan; Gupta, Amit; Sardesai, Ron M.; & Flood, Patrick C. (2005). Individualism/collectivism and attitudes towards human resource systems: A comparative study of American, Irish and Indian MBA students. *International Journal of Human Resource Management*, 16, 852-869.
- Ramnarayan, S. & Nilakant, V. (2006). Dynamics of reinvention. *Vikalpa: The Journal for Decision Makers*, 31, 31-47.
- Rau, Barbara L. & Feinauer, Dale. (2006). The role of internal agents in starting salary negotiations. *Human Resource Management Review*, 16, 47-66.
- Ravasi, Davide & Schultz, Majken. (2006). Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of Management Journal*, 49, 433-458.
- Reay, Trish; Golden-Biddle, Karen; & Germann, Kathy. (2006). Legitimizing a new role: Small wins and microprocesses of change. *Academy of Management Journal*, 49, 977-998.
- Reay, Trish & Hinings, C. R. (2005). The recomposition of an organizational field: Health care in Alberta. *Organization Studies*, 26, 351-384.
- Reed, Jacqueline & Vakola, Maria. (2006). What role can a training needs analysis play in organisational change? *Journal of Organizational Change Management*, 19, 393-407.
- Reilly, Nora P.; Bocketti, Shawn P.; Maser, Stephen A.; & Wennet, Craig L. (2006). Benchmarks affect perceptions of prior disability in a structured interview. *Journal of Business & Psychology*, 20, 489-500.
- Reiter-Palmon, Roni & Illies, Jody J. (2004). Leadership and creativity: Understanding leadership from a creative problem-solving perspective. *Leadership Quarterly*, 15, 55-77.
- Rekom, Johan Van; Jacobs, Gabriele; Verlegh, Peeter W J; & Podnar, Klement. (2006). Capturing the essence of a corporate brand personality: A Western brand in Eastern Europe. *Journal of Brand Management*, 14, 114-124.
- Rekom, Johan; Jacobs, Gabriele; & Verlegh, Peeter. (2006). Measuring and managing the essence of a brand personality. *Marketing Letters*, 17, 181-192.
- Rennecker, Julie & Godwin, Lindsey. (2005). Delays and interruptions: A self-perpetuating paradox of communication technology use. *Information & Organization*, 15, 247-266.

- Reveley, James; Down, Simon; & Taylor, Scott. (2004). Beyond the boundaries: An ethnographic analysis of spatially diffuse control in a small firm. *International Small Business Journal*, 22, 349-367.
- Richard, Orlando C.; Ford, David; & Ismail, Kiran. (2006). Exploring the performance effects of visible attribute diversity: The moderating role of span of control and organizational life cycle. *International Journal of Human Resource Management*, 17, 2091-2109.
- Richter, Ansgar. (2006). Intertemporal consistency of predictors of student performance: Evidence from a business administration program. *Journal of Education for Business*, 82, 88-93.
- Richter, Ansgar & Schmidt, Sascha L. Schmalenbach. (2005). How does strategy process influence strategy content? Antecedents of consistency between resource allocation decisions and corporate strategy. *Business Review*, 57, 332-350.
- Richter, Ansgar & Schmidt, Sascha L. Schmalenbach (2006). Antecedents of the performance of management consultants. *Business Review (SBR)*, 58, 365-391.
- Richter, Ansgar & Schröder, Katrin. (2006). The allocation of ownership rights in management consulting firms: An institutional economics approach. *Problems & Perspectives in Management*, 4, 123-135.
- Rickards, Tudor & Moger, Susan. (2006). Creative leaders: A decade of contributions from creativity and innovation management journal. *Creativity & Innovation Management*, 15, 4-18.
- Roan, Amanda & Rooney, David. (2006). Shadowing experiences and the extension of communities of practice: A case study of women education managers. *Management Learning*, 37, 433-454.
- Roberts, Laura Morgan; Dutton, Jane E.; Spreitzer, Gretchen M.; Heaphy, Emily D.; & Quinn, Robert E. (2005). Composing the reflected best-self portrait: Building pathways for becoming extraordinary in work organizations. *Academy of Management Review*, 30, 712-736.
- Roehling, Mark V.; Boswell, Wendy R.; Caligiuri, Paula; Feldman, Daniel; Graham, Mary E.; Guthrie, James P.; et al. (2005). The future of HR management: Research needs and directions. *Human Resource Management*, 44, 207-216.
- Rosen, Benson; Furst, Stacie; & Blackburn, Richard. (2006). Training for virtual teams: An investigation of current practices and future needs. *Human Resource Management*, 45, 229-247.
- Roth, Gene; Yap, Robin; & Short, Darren. (2006). Examining humour in HRD from theoretical and practical perspectives. *Human Resource Development International*, 9, 121-127.
- Roth, George. (2006). Distributing leadership practices for lean transformation. *Reflections*, 7, 15-29.
- Rouse, William B. & Garcia, Dominic. (2004). Moving up in the rankings: Creating and sustaining a world-class research university. *Information Knowledge Systems Management*, 4, 139-147.
- Rusaw, A. Carol. (2005). How downsizing affects organizational memory in government: Some implications for professional and organizational development. *Public Administration Quarterly*, 28, 482-500.
- Rutherford, Matthew W.; Muse, Lori A.; & Oswald, Sharon L. (2006). A new perspective on the developmental model for family business. *Family Business Review*, 19, 317-333.
- Ruvolo, Catherine M.; Petersen, Scott A.; & LeBoeuf, Joseph N. G. (2004). Leaders are made, not born: The critical role of a developmental framework to facilitate an organizational culture of development. *Consulting Psychology Journal: Practice & Research*, 56, 10-19.
- Sahdev, Kusum. (2004). Revisiting the survivor syndrome: The role of leadership in implementing downsizing. *European Journal of Work & Organizational Psychology*, 13, 165-196.
- Salimbene, Franklyn P.; Buono, Anthony F.; Lafarge, Vicki Van Steenberg; & Nurick, Aaron J. (2005). Service-learning and management education: The Bentley experience. *Academy of Management Learning & Education*, 4, 336-344.
- Sanzgiri, Jyotsna. (2006). Developing curricula across cultures. *Vikalpa: The Journal for Decision Makers*, 31, 67-78.
- Sarpy, Sue Ann; Warren, Christopher R.; Kaplan, Seth; Bradley, Jill; & Howe, Roger. (2005). Simulating public health response to a severe acute respiratory syndrome (SARS) event: A comprehensive and systematic approach to designing, implementing, and evaluating a tabletop exercise. *Journal of Public Health Management & Practice*, 11, 75-82.
- Sasson, Joseph R.; Alvero, Alicia M.; & Austin, John. (2006). Effects of process and human performance improvement strategies. *Journal of Organizational Behavior Management*, 26, 43-78.
- Sasson, Joseph R. & Austin, John. (2004). The effects of training, feedback, and participant involvement in behavioral safety observations on office

- ergonomic behavior. *Journal of Organizational Behavior Management*, 24, 1-30.
- Savall, Henri & Zardet, Véronique. (2005). Processus participatif de changement pour une performance socio-économique durable: Cas évalués d'entreprises et d'organisations. *Gestion 2000*, 22, 199-227.
- Sawyer, John E.; Houlette, Melissa A.; & Yeagley, Erin L. (2006). Decision performance and diversity structure: Comparing faultlines in convergent, crosscut, and racially homogeneous groups. *Organizational Behavior & Human Decision Processes*, 99, 1-15.
- Sawyer, Steven. (2004). The influence of Thorstein Veblen's theory of business enterprise on the economic theories of Edward Chamberlin. *Journal of Economic Issues*, 38, 553-561.
- Scalzo, Nicholas J. (2006). Memory loss? Corporate knowledge and radical change. *Journal of Business Strategy*, 27, 60-69.
- Schaap, James I. (2006). Toward strategy implementation success: An empirical study of the role of senior-level leaders in the Nevada gaming industry. *UNLV Gaming Research & Review Journal*, 10, 13-37.
- Schein, Edgar H. (2005). From brainwashing to organizational therapy: A conceptual and empirical journey in search of "systemic" health and a general model of change dynamics. *Reflections*, 6, 1-14.
- Schein, Edgar H. (2006). From brainwashing to organizational therapy: A conceptual and empirical journey in search of 'systemic' health and a general model of change dynamics: A drama in five acts. *Organization Studies*, 27, 287-301.
- Schmidt, Sascha L. & Richter, Ansgar. (2006). Course formats for teaching management consulting. *Journal of Education for Business*, 82, 56-62.
- Schraeder, Mike; Swamidass, Paul M.; & Morrison, Rodger. (2006). Employee involvement, attitudes and reactions to technology changes. *Journal of Leadership & Organizational Studies*, 12, 85-100.
- Schreiber, Craig & Carley, Kathleen M. (2006). Leadership style as an enabler of organizational complex functioning. *Emergence: Complexity & Organization*, 8, 61-76.
- Schreyögg, Georg & Höpfl, Heather. (2004). Theatre and organization: Editorial introduction. *Organization Studies*, 25, 691-704.
- Schultz, Majken & Hatch, Mary Jo. (2005). Building theory from practice. *Strategic Organization*, 3, 337-347.
- Schulz, Eric R. & Tanguay, Denise Marie. (2006). Merit pay in a public higher education institution: Questions of impact and attitudes. *Public Personnel Management*, 35, 71-88.
- Schulz-Hardt, Stefan; Brodbeck, Felix C.; Mojzisch, Andreas; Kerschreiter, Rudolf; & Frey, Dieter. (2006). Group decision making in hidden profile situations: Dissent as a facilitator for decision quality. *Journal of Personality & Social Psychology*, 91, 1080-1093.
- Schwandt, David R. (2005). When managers become philosophers: Integrating learning with sensemaking. *Academy of Management Learning & Education*, 4, 176-192.
- Schwarz, Gavin M. (2005). The social study of information and communication technology: Innovation, actors, and contexts. *Administrative Science Quarterly*, 50, 152-155.
- Schwarz, Gavin M. (2006). Positioning hierarchy in enterprise system change. *New Technology, Work & Employment*, 21, 252-265.
- Schwarz, Gavin M. & Watson, Bernadette M. (2005). The influence of perceptions of social identity on information technology-enabled change. *Group & Organization Management*, 30, 289-318.
- Schwarz, Gavin M.; Kerr, Steve; Mowday, Richard T.; Starbuck, William H.; Tung, Rosalie L.; & Von Glinow, Mary Ann. (2006). Astute foresight or wishful thinking? *Journal of Management Inquiry*, 15, 347-361.
- Schweitzer, Linda & Duxbury, Linda. (2006). Benchmarking the use of telework arrangements in Canada. *Canadian Journal of Administrative Sciences*, 23, 105-117.
- Scott-Cawiezell, Jill; Main, Deborah S.; Vojir, Carol P.; Jones, Katherine; Moore, Laurie; Nutting, Paul A.; et al. (2005). Linking nursing home working conditions to organizational performance. *Health Care Management Review*, 30, 372-380.
- Seibert, Scott E.; Silver, Seth R.; & Randolph, W. Alan. (2004). Taking empowerment to the next level: A multiple-level model of empowerment, performance, and satisfaction. *Academy of Management Journal*, 47, 332-349.
- Seiling, Jane & Hinrichs, Gina. (2005). Mindfulness and constructive accountability as critical elements of effective sensemaking: A new imperative for leaders as sensemanagers. *Organization Development Journal*, 23, 82-88.

- Self, Dennis R.; Holt, Daniel T.; & Schaninger Jr., William S. (2005). Work-group and organizational support: A test of distinct dimensions. *Journal of Occupational & Organizational Psychology*, 78, 133-140.
- Selmer, Jan & Chiu, Randy. (2004). Required human resources competencies in the future: A framework for developing HR executives in Hong Kong. *Journal of World Business*, 39, 324-336.
- Seo, Myeong-Gu; Barrett, Lisa Feldman; & Bartunek, Jean M. (2004). The role of affective experience in work motivation. *Academy of Management Review*, 29, 423-439.
- Sexton, Martin; Barrett, Peter; & Aouad, Ghassan. (2006). Motivating small construction companies to adopt new technology. *Building Research & Information*, 34, 11-22.
- Sheehan, Michael; Barker, Michelle; & McCarthy, Paul. (2004). Analysing metaphors used by victims of workplace bullying. *International Journal of Management & Decision Making*, 5, 21-34.
- Shen, Wei & Cho, Theresa S. (2005). Exploring involuntary executive turnover through a managerial discretion framework. *Academy of Management Review*, 30, 843-854.
- Sherman, W. Scott & Black, Janice A. (2006). Texas A&M University-Corpus Christi proactive reification: Shifting market structure and entrepreneurship. *SAM Advanced Management Journal*, 71, 29-38.
- Sheth-Voss, Pieter A.; Willemain, Thomas R.; & Haddock, Jorge. (2005). Estimating the steady-state mean from short transient simulations. *European Journal of Operational Research*, 162, 403-417.
- Shipley, Robert & Michela, John L. (2006). Can vision motivate planning action? *Planning Practice & Research*, 21, 223-244.
- Shirom, Arie. (2005). Reflections on the study of burnout. *Work & Stress*, 19, 263-270.
- Shirom, Arie & Rosenblatt, Zehava. (2006). A panel study of the effects of school positions and promotions on absenteeism in the teaching profession. *Journal of Occupational & Organizational Psychology*, 79, 623-644.
- Shirom, Arie; Nirel, Nurit; & Vinokur, Amiram D. (2006). Overload, autonomy, and burnout as predictors of physicians' quality of care. *Journal of Occupational Health Psychology*, 11, 328-342.
- Shook, Christopher L.; Payne, G. Tyge; & Voges, Kathleen E. (2005). The "what" in top management group conflict: The effects of organizational issue interpretation on conflict among hospital decision makers. *Journal of Managerial Issues*, 17, 162-177.
- Shore, Ted H.; Tashchian, Armen; & Jourdan, Louis. (2006). Effects of internal and external pay comparisons on work attitudes. *Journal of Applied Social Psychology*, 36, 2578-2598.
- Shperling, Zipi & Shirom, Arie. (2005). A field experiment assessing the impact of the focused diagnosis intervention on job autonomy. *Journal of Applied Behavioral Science*, 41, 222-240.
- Sigurdsson, Sigurdur Oli & Austin, John. (2006). Institutionalization and response maintenance in organizational behavior management. *Journal of Organizational Behavior Management*, 26, 41-75.
- Silver, Seth; Randolph, W. Alan; & Seibert, Scott. (2006). Implementing and sustaining empowerment: Lessons learned from comparison of a for-profit and a nonprofit organization. *Journal of Management Inquiry*, 15, 47-58.
- Silverman, Stanley B.; Pogson, Corrie E.; & Cober, Alana B. (2005). When employees at work don't get it: A model for enhancing individual employee change in response to performance feedback. *Academy of Management Executive*, 19, 135-147.
- Simon, Andrew F. (2006). Computer-mediated communication: Task performance and satisfaction. *Journal of Social Psychology*, 146, 349-379.
- Simon, Andrew F. (2006). Leadership and managing ambivalence. *Consulting Psychology Journal: Practice & Research*, 58, 91-105.
- Simon, Andrew F.; Fagley, N. S.; & Halleran, Jennifer G. (2004). Decision framing: Moderating effects of individual differences and cognitive processing. *Journal of Behavioral Decision Making*, 17, 77-93.
- Simpson, Patricia & Kaminski, Michelle. (2005). Rising income inequality in a time of plenty: The influence of micro-justice standards and group membership on macro-justice perceptions. *Employee Responsibilities & Rights Journal*, 17, 47-61.
- Sims, Carra S.; Drasgow, Fritz; & Fitzgerald, Louise F. (2005). The effects of sexual harassment on turnover in the military: Time-dependent modeling. *Journal of Applied Psychology*, 90, 1141-1152.

- Sims, Robert H. & Schraeder, Mike. (2004). An examination of salient factors affecting expatriate culture shock. *Journal of Business & Management*, 10, 73-87.
- Sims, Ronald R. (2004). Business ethics teaching: Using conversational learning to build an effective classroom learning environment. *Journal of Business Ethics*, 49, 201-211.
- Smalarz, Amy. (2006). Physician group cultural dimensions and quality performance indicators: Not all is equal. *Health Care Management Review*, 31, 179-187.
- Sminia, Harry & Van Nistelrooij, Antonie. (2006). Strategic management and organization development: Planned change in a public sector organization. *Journal of Change Management*, 6, 99-113.
- Smith, Aaron C. T. (2004). Complexity theory and change management in sport organizations. *Emergence: Complexity & Organization*, 6, 70-79.
- Smith, Aaron C. T. & Graetz, Fiona. (2006). Complexity theory and organizing form dualities. *Management Decision*, 44, 851-870.
- Smith, Aaron & Graetz, Fiona. (2006). Organizing dualities and strategizing for change. *Strategic Change*, 15, 231-239.
- Smith, Aaron C. T. & Humphries, Clare E. (2004). Complexity theory as a practical management tool: A critical evaluation. *Organization Management Journal*, 1, 91-106.
- Smith, Aaron C. T.; & Shilbury, David. (2004). Mapping cultural dimensions in Australian sporting organisations. *Sport Management Review*, 7, 133-165.
- Smith, Aaron C. T.; Graetz, Brian R.; & Westerbeek, Hans M. (2006). Brand personality in a membership-based organisation. *International Journal of Nonprofit & Voluntary Sector Marketing*, 11, 251-266.
- Smith, Anne; Houghton, Susan M.; Hood, Jacqueline N.; & Ryman, Joel A. (2006). Power relationships among top managers: Does top management team power distribution matter for organizational performance? *Journal of Business Research*, 59, 622-629.
- Smith, Kenneth J.; Davy, Jeanette A.; & Easterling, Debbie. (2004). An examination of cheating and its antecedents among marketing and management majors. *Journal of Business Ethics*, 50, 63-80.
- Smith, Melvin L. (2006). Social capital and intentional change: Exploring the role of social networks on individual change efforts. *Journal of Management Development*, 25, 718-731.
- Smith, William L. & Hillon, Mark E. (2005). Manufacturing corporate identities: An analysis of financial statement footnote disclosures. *Tamara: Journal of Critical Postmodern Organization Science*, 4, 120-129.
- Smither, James W.; London, Manuel; & Reilly, Richard R. (2005). Does performance improve following multisource feedback? A theoretical model, meta-analysis, and review of empirical findings. *Personnel Psychology*, 58, 33-66.
- Smither, James W.; London, Manuel; & Richmond, Kristin Roukema. (2005). The relationship between leaders' personality and their reactions to and use of multisource feedback. *Group & Organization Management*, 30, 181-210.
- Smither, James W.; London, Manuel; Reilly, Richard R.; Flautt, Raymond; Vargas, Yvette; & Kucine, Ivy. (2004). Discussing multisource feedback with raters and performance improvement. *Journal of Management Development*, 23, 456-468.
- Smollan, Roy Kark. (2006). Minds, hearts and deeds: Cognitive, affective and behavioural responses to change. *Journal of Change Management*, 6, 143-158.
- Snipes, Robin L.; Oswald, Sharon L.; LaTour, Michael; & Armenakis, Achilles A. (2005). The effects of specific job satisfaction facets on customer perceptions of service quality: An employee-level analysis. *Journal of Business Research*, 58, 1330-1339.
- Söderquist, Klas Eric. (2006). Organising knowledge management and dissemination in new product development: Lessons from 12 global corporations. *Long Range Planning*, 39, 497-523.
- Soens, Nele; De Vos, Ans; & Buyens, Dirk. (2006). Explaining company-level influences on individual career choices: Evidence from Belgium. *Management Review*, 17, 307-327.
- Somech, Anit. (2006). The effects of leadership style and team process on performance and innovation in functionally heterogeneous teams. *Journal of Management*, 32, 132-157.
- Somech, Anit & Drach-zahavy, Anat. (2004). Exploring organizational citizenship behaviour from an organizational perspective: The relationship between organizational learning and organizational citizenship behaviour. *Journal of Occupational & Organizational Psychology*, 77, 281-298.

- Sorensen, Glorian; Barbeau, Elizabeth; Hunt, Mary Kay; Kaphingst, Kimberly; Wallace, Lorraine; & Stoddard, Anne M. (2005). Promoting behavior change among working-class, multiethnic workers: Results of the healthy directions-small business study. *American Journal of Public Health, 95*, 1389-1395.
- Sorensen, Glorian; Barbeau, Elizabeth; Hunt, Mary Kay; & Emmons, Karen. (2004). Reducing social disparities in tobacco use: A social-contextual model for reducing tobacco use among blue-collar workers. *American Journal of Public Health, 94*, 230-239.
- Soulsby, Anna & Clark, Ed. (2006). Changing patterns of employment in post-socialist organizations in Central and Eastern Europe: Management action in a transitional context. *International Journal of Human Resource Management, 17*, 1396-1410.
- Spector, Michele D. & Jones, Gwen E. (2004). Trust in the workplace: Factors affecting trust formation between team members. *Journal of Social Psychology, 144*, 311-321.
- Spector, Paul E.; Cooper, Cary L.; Poelmans, Steven; Allen, Tammy D.; O'Driscoll, Michael; Sanchez, Juan I.; et al. (2004). A cross-national comparative study of work-family stressors, working hours, and well-being: China and Latin American versus the Anglo world. *Personnel Psychology, 57*, 119-142.
- Spicer, David P. & Ahmad, Rusli. (2006). Cognitive processing models in performance appraisal: Evidence from the Malaysian education system. *Human Resource Management Journal, 16*, 214-230.
- Spicer, David P. & Sadler-Smith, Eugene. (2005). An examination of the general decision making style questionnaire in two UK samples. *Journal of Managerial Psychology, 20*, 137-149.
- Spicer, David P. & Sadler-Smith, Eugene. (2006). Organizational learning in smaller manufacturing firms. *International Small Business Journal, 24*, 133-158.
- Spreitzer, Gretchen M.; Perttula, Kimberly Hopkins; & Xin, Katherine. (2005). Traditionality matters: An examination of the effectiveness of transformational leadership in the United States and Taiwan. *Journal of Organizational Behavior, 26*, 205-227.
- Sridhar, B.S.; Gudmundson, Don; & Feinauer, Dale. (2004). Cultural assessment: Differences in perceptions between boards of directors and other organizational members. *SAM Advanced Management Journal, 69*, 31-39.
- Strivastava, B. N. (2005). Why does matrix fail and the functional structure succeed: A study of two open-cast coal mines in India. *Decision, 32*, 170-190.
- Stackman, Richard W.; Connor, Patrick E.; & Becker, Boris W. (2006). Sectoral ethos: An investigation of the personal values systems of female and male managers in the public and private sectors. *Journal of Public Administration Research & Theory, 16*, 577-597.
- Stackman, Richard W.; Henderson, Linda S.; & Bloch, Deborah P. (2006). Emergence and community: The story of three complex adaptive entities. *Emergence: Complexity & Organization, 8*, 78-91.
- Stadler, Christian; Matzler, Kurt; Hinterhuber, Hans; & Renzl, Birgit. (2006). The CEO's attitude towards the shareholder value and the stakeholder model. A comparison between the continental European and the Anglo-Saxon perspectives. *Problems & Perspectives in Management, 4*, 41-48.
- Stadler, Christian & Hinterhuber, Hans H. (2005). Shell, Siemens and DaimlerChrysler: Leading change in companies with strong values. *Long Range Planning, 38*, 467-484.
- Stan, Xiao Li & Greenwood, Royston. (2004). The effect of within-industry diversification on firm performance: Synergy creation, multi-market contact and market structuration. *Strategic Management Journal, 25*, 1131-1153.
- Steyaert, Chris; Meisiek, Stefan; Höpfl, Heather; Hjorth, Daniel; Hansen, Hans; & Bille, Dorthe. (2006). In the wings: On the possibility of theatrical space. *TAMARA: Journal of Critical Postmodern Organization Science, 5*, 93-98.
- Storberg-Walker, Julia. (2006). From imagination to application: Making the case for the general method of theory-building research in applied disciplines. *Human Resource Development International, 9*, 227-259.
- Storberg-Walker, Julia. (2006). Invited reaction to postfeedback development perceptions: Applying the theory of planned behavior. *Human Resource Development Quarterly, 17*, 269-278.
- Storberg-Walker, Julia; Wiessner, Colleen Aalsburg; & Chapman, Diane. (2005). How the AHRD 2005 conference created new learning: Preliminary results of a case study. *Human Resource Development Quarterly, 16*, 547-555.
- Strazdins, Lyndall; Broom, Dorothy H.; Meyerkort, Shannon; & Warren, Belinda. (2006). Voting with

- their feet: Family friendliness and parent employment in Australian industries, 1981-2001. *Australian Bulletin of Labour*, 32, 381-400.
- Strazdins, Lyndall; D'Souza, Rennie M.; Lim, Lynette L.-Y.; Broom, Dorothy H.; & Rodgers, Bryan. (2004). Job strain, job insecurity, and health: Rethinking the relationship. *Journal of Occupational Health Psychology*, 9, 296-305.
- Styhre, Alexander; Josephson, Per-Erik; & Knauseder, Ingeborg. (2006). Organization learning in non-writing communities. *Management Learning*, 37, 83-100.
- Styhre, Alexander; Josephson, Per-Erik; & Knauseder, Ingeborg. (2004). Learning capabilities in organizational networks: Case studies of six construction projects. *Construction Management & Economics*, 22, 957-966.
- Styhre, Alexander & Josephson, Per-Erik. (2006). Revisiting site manager work: Stuck in the middle? *Construction Management & Economics*, 24, 521-528.
- Suazo, Mark M.; Turnley, William H.; & Mai-Dalton, Renate R. (2005). The role of perceived violation in determining employees' reactions to psychological contract breach. *Journal of Leadership & Organizational Studies*, 12, 24-36.
- Subramony, Mahesh. (2006). Why organizations adopt some human resource management practices and reject others: An exploration of rationales. *Human Resource Management*, 45, 195-210.
- Subramony, Mahesh; Beehr, Terry A.; & Johnson, C. Merle. (2004). Employee and customer perceptions of service quality in an Indian firm. *Applied Psychology: An International Review*, 53, 311-327.
- Suddaby, Roy & Greenwood, Royston. (2005). Rhetorical strategies of legitimacy. *Administrative Science Quarterly*, 50, 35-67.
- Sulkowski, Adam J. & Greenfield, Kent. (2005). A bridle, a prod, and a big stick: An evaluation of class actions, shareholder proposals, and the ultra vires doctrine as methods for controlling corporate behavior. *St. John's Law Review*, 79, 929-954.
- Svara, James H. (2006). Complexity in political-administrative relations and the limits of the dichotomy concept. *Administrative Theory & Praxis*, 28, 121-139.
- Svara, James H. (2006). The search for meaning in political-administrative relations in local government. *International Journal of Public Administration*, 29, 1065-1090.
- Svara, James H. & Moon, M. Jae. (2005). Exploring structures and institutions in city government. *Public Administration Review*, 65, 500-506.
- Svyantek, Daniel J. (2004). Psychopathology in the workplace: Recognition and adaptation. *Organizational Analysis*, 12, 337-338.
- Svyantek, Daniel J. & Bott, Jennifer. (2004). Received wisdom and the relationship between diversity and organizational performance. *Organizational Analysis*, 12, 295-317.
- Swanson, Richard A. & Dobbs, Rita L. (2006). The future of systemic and systematic training. *Advances in Developing Human Resources*, 8, 548-554.
- Symon, Gillian & Cassell, Catherine. (2006). Neglected perspectives in work and organizational psychology. *Journal of Occupational & Organizational Psychology*, 79, 307-314.
- Takeda, Margaret B. & Helms, Marilyn M. (2006). "Bureaucracy, meet catastrophe". Analysis of the tsunami disaster relief efforts and their implications for global emergency governance. *International Journal of Public Sector Management*, 19, 204-217.
- Tanure, Betania & Duarte, Roberto Gonzalez. (2005). Leveraging competitiveness upon national cultural traits: The management of people in Brazilian companies. *International Journal of Human Resource Management*, 16, 2201-2217.
- Tarabishy, Ayman; Solomon, George; Fernald Jr., Lloyd W.; & Sashkin, Marshall. (2005). The entrepreneurial leader's impact on the organization's performance in dynamic markets. *Journal of Private Equity*, 8, 20-29.
- Taylor, Patricia A. (2005). The organizational formation of atmospheric science. *Social Science Journal*, 42, 639-648.
- Taylor, Scott. (2006). Acquaintance, meritocracy and critical realism: Researching recruitment and selection processes in smaller and growth organizations. *Human Resource Management Review*, 16, 478-489.
- Taylor, Steven S. & Hansen, Hans. (2005). Finding form: Looking at the field of organizational aesthetics. *Journal of Management Studies*, 42, 1211-1231.
- Taylor-Bianco, Amy & Schermerhorn, Jr., John. (2006). Self-regulation, strategic leadership and paradox in organizational change. *Journal of Organizational Change Management*, 19, 457-470.

- Teigen, Karl Halvor & Karevold, Knut Ivar. (2005). Looking back versus looking ahead: Framing of time and work at different stages of a project. *Journal of Behavioral Decision Making*, 18, 229-246.
- Tekleab, Amanuel G.; Takeuchi, Riki; & Taylor, M. Susan. (2005). Extending the chain of relationships among organizational justice, social exchange, and employee reactions: The role of contract violations. *Academy of Management Journal*, 48, 146-157.
- Thiry, Michel. (2004). "For DAD": A programme management life-cycle process. *International Journal of Project Management*, 22, 245-252.
- Thompson, Lindsay J. (2004). Moral leadership in a postmodern world. *Journal of Leadership & Organizational Studies*, 11, 27-37.
- Thorpe, Richard; Holt, Robin; Clarke, Jean; & Gold, Jeff. (2006). Immaturity: The constraining of entrepreneurship. *International Small Business Journal*, 24, 232-252.
- Thorpe, Richard; Holt, Robin; Macpherson, Allan; & Pittaway, Luke. (2005). Using knowledge within small and medium-sized firms: A systematic review of the evidence. *International Journal of Management Reviews*, 7, 257-281.
- Timo, Nils & Davidson, Michael. (2005). A survey of employee relations practices and demographics of MNC chain and domestic luxury hotels in Australia. *Employee Relations*, 27, 175-192.
- Todeva, Emanuela & Knoke, David. (2005). Strategic alliances and models of collaboration. *Management Decision*, 43, 123-148.
- Toker, Sharon; Shirom, Arie; Shapira, Itzhak; Berliner, Shlomo; & Melamed, Samuel. (2005). The association between burnout, depression, anxiety, and inflammation biomarkers: C-reactive protein and fibrinogen in men and women. *Journal of Occupational Health Psychology*, 10, 344-362.
- Torraco, Richard J. (2004). Challenges and choices for theoretical research in human resource development. *Human Resource Development Quarterly*, 15, 171-188.
- Torraco, Richard J. (2005). Work design theory: A review and critique with implications for human resource development. *Human Resource Development Quarterly*, 16, 85-109.
- Torraco, Richard J. & Hoover, Richard E. (2005). Organization development and change in universities: Implications for research and practice. *Advances in Developing Human Resources*, 7, 422-437.
- Towers, Ian; Duxbury, Linda; Higgins, Chrioph; & Thomas, John. (2006). Time thieves and space invaders: Technology, work and the organization. *Journal of Organizational Change Management*, 19, 593-618.
- Treadway, Darren; Adams, Garry; & Goodman, Joseph. (2005). The formation of political subclimates: Predictions from social identity, structuration, and symbolic interaction. *Journal of Business & Psychology*, 20, 201-219.
- Trim, Peter R. J. & Lee, Yang-Im. (2004). A reflection on theory building and the development of management knowledge. *Management Decision*, 42, 473-480.
- Tsoukas, Haridimos. (2005). Afterword: Why language matters in the analysis of organizational change. *Journal of Organizational Change Management*, 18, 96-104.
- Tsoukas, Haridimos & Papoulias, Demetrios B. (2005). Managing third-order change: The case of the public power corporation in Greece. *Long Range Planning*, 38, 79-95.
- Tubbs, Stewart L. & Schulz, Eric. (2006). Exploring a taxonomy of global leadership competencies and meta-competencies. *Journal of American Academy of Business, Cambridge*, 8, 29-34.
- Tüselmann, Heinz-Josef; McDonald, Frank; & Thorpe, Richard. (2006). The emerging approach to employee relations in German overseas affiliates: A role model for international operation? *Journal of World Business*, 41, 66-80.
- Tzortzopoulos, Patricia; Sexton, Martin; & Cooper, Rachel. (2005). Process models implementation in the construction industry: A literature synthesis. *Engineering Construction & Architectural Management*, 12, 470-486.
- Vakola, Maria & Bouradas, Dimitris. (2005). Antecedents and consequences of organisational silence: An empirical investigation. *Employee Relations*, 27, 441-458.
- Vakola, Maria & Nikolaou, Ioannis. (2005). Attitudes towards organizational change: What is the role of employees' stress and commitment? *Employee Relations*, 27, 160-174.
- Vakola, Maria; Tsaousis, Ioannis; & Nikolaou, Ioannis. (2004). The role of emotional intelligence and personality variables on attitudes toward organisational change. *Journal of Managerial Psychology*, 19, 88-110.

- Valmra, Egert; Metsla, Ergo; Rannus, Rando; Rillo, Marko; Alver, Jaan; Listra, Enn; et al. (2006). Towards a practical model of strategy-as-practice. *Working Papers in Economics, 18*, 23-42.
- Van de Bunt, Gerhard G.; Wittek, Rafael P. M.; & de Klepper, Maurits C. (2005). The evolution of intra-organizational trust networks: The case of a german paper factory: an empirical test of six trust mechanisms. *International Sociology, 20*, 339-369.
- Van den Bosch, Annette L. M.; Elving, Wim J. L.; & de Jong, Menno D. T. (2006). The impact of organisational characteristics on corporate visual identity. *European Journal of Marketing, 40*, 870-885.
- Van de Ven, Andrew H. & Engleman, Rhonda M. (2004). Event and outcome-driven explanations of entrepreneurship. *Journal of Business Venturing, 19*, 343-358.
- Van den Bosch, Annette L. M.; De Jong, Menno D. T.; & Elving, Wim J. L. (2006). Managing corporate visual identity. *Journal of Business Communication, 43*, 138-157.
- Van den Bosch, Annette L. M.; De Jong, Menno D. T.; & Elving, Wim J. L. (2004). Managing corporate visual identity: Use and effects of organizational measures to support a consistent self-presentation. *Public Relations Review, 30*, 225-234.
- Van der Wiele, Ton; Hesselink, Martin; & van Iwaarden, Jos. (2005). Mystery shopping: A tool to develop insight into customer service provision. *Total Quality Management & Business Excellence, 16*, 529-541.
- Van Emmerik, Ij Hetty & Jawahar, I. M. (2006). The independent relationships of objective and subjective workload with couples' mood. *Human Relations, 59*, 1371-1392.
- Van Emmerik, Ij Hetty; Jawahar, I. M.; & Stone, Thomas. (2005). Associations among altruism, burnout dimensions, and organizational citizenship behaviour. *Work & Stress, 19*, 93-100.
- Van Emmerik, Ij. Hetty; Jawahar, I. M.; & Stone, Thomas H. (2004). The relationship between personality and discretionary helping behaviors. *Psychological Reports, 95*, 355-365.
- Van Fleet, David D. & Peterson, Tim O. (2005). Increasing the value of teaching in the academic marketplace: The creation of a peer-review infrastructure for teaching. *Academy of Management Learning & Education, 4*, 506-514.
- Van Fleet, David D.; Peterson, Tim O.; & Van Fleet, Ella W. (2005). Closing the performance feedback gap with expert systems. *Academy of Management Executive, 19*, 38-53.
- Van Houten, Ron; Malenfant, J. E. Louis; Austin, John; & Lebbon, Angie. (2005). The effects of a seatbelt-gearshift delay prompt on the seatbelt use of motorists who do not regularly wear seatbelts. *Journal of Applied Behavior Analysis, 38*, 195-203.
- Van Iwaarden, Jos; van der Wiele, Ton; Ball, Leslie; & Millen, Robert. (2004). Perceptions about the quality of web sites: A survey amongst students at Northeastern University and Erasmus University. *Information & Management, 41*, 947-959.
- Van Knippenberg, Barbara & van Knippenberg, Dan. (2005). Leader self-sacrifice and leadership effectiveness: The moderating role of leader prototypicality. *Journal of Applied Psychology, 90*, 25-37.
- Van Knippenberg, Barbara; Martin, Linda; & Tyler, Tom. (2006). Process-orientation versus outcome-orientation during organizational change: The role of organizational identification. *Journal of Organizational Behavior, 27*, 685-704.
- Van Mierlo, Heleen; Rutte, Chris Tel G.; Kompier, Michiel A. J.; & Doorewaard, Hans A. C. M. (2005). Self-managing team work and psychological well-being. *Group & Organization Management, 30*, 211-235.
- Vandenbosch, Betty; Saatcioglu, Argun; & Fay, Sharon. (2006). Idea management: A systemic view. *Journal of Management Studies, 43*, 259-288.
- Vas, Alain. (2005). Le changement stratégique dans tous ses états. *Gestion 2000, 22*, 19-26.
- Vas, Alain. (2005). Revisiter la résistance au changement aux différents niveaux hiérarchiques: Une étude exploratoire. *Gestion 2000, 22*, 131-154.
- Venkateswarlu, P. & Nilakant, V. (2005). Adoption and persistence of TQM programmes—case studies of five New Zealand organizations. *Total Quality Management & Business Excellence, 16*, 807-825.
- Vera, Dusya & Crossan, Mary. (2005). Improvisation and innovative performance in teams. *Organization Science, 16*, 203-224.

- Vera, Dusya & Crossan, Mary. (2004). Theatrical improvisation: Lessons for organizations. *Organization Studies*, 25, 727-749.
- Vera, Dusya & Crossan, Mary. (2004). Strategic leadership and organizational learning. *Academy of Management Review*, 29, 222-240.
- Voelpel, Sven; Leibold, Marius; Tekie, Eden; & Von Krogh, Georg. (2005). Escaping the red queen effect in competitive strategy: Sense-testing business models. *European Management Journal*, 23, 37-49.
- Vogel, Bernd. (2005). Linking for change: Network action as collective, focused and energetic behaviour. *Long Range Planning*, 38, 531-553.
- Volkema, Roger J. (2004). Demographic, cultural, and economic predictors of perceived ethicality of negotiation behavior: A nine-country analysis. *Journal of Business Research*, 57, 69-78.
- Volkema, Roger J.; Fleck, Denise; & Hofmeister-Toth, Agnes. (2004). Ethicality in negotiation: An analysis of attitudes, intentions, and outcomes. *International Negotiation*, 9, 315-339.
- Von Hippel, Eric & von Krogh, Georg. (2006). Free revealing and the private-collective model for innovation incentives. *R&D Management*, 36, 295-306.
- Vongchavalitkul, Busaya; Singh, Parbudyal; Neal, Judi A.; & Morris, Michael. (2005). An exploratory study on the effects of learning organization characteristics on internet usage. *Group & Organization Management*, 30, 398-420.
- Waidman, Deane; Smith, Howard L.; & Hood, Jacqueline N. (2006). Healthcare CEOs and physicians: Reaching common ground. *Journal of Healthcare Management*, 51, 171-183.
- Waight, Consuelo L. (2004). HRD involvement in the investigative phase of a merger & acquisition. *International Journal of Training & Development*, 8, 157-169.
- Waight, Consuelo L. (2005). Exploring connections between human resource development and creativity. *Advances in Developing Human Resources*, 7, 151-159.
- Waldman, David A.; Siegel, Donald S.; & Javidan, Mansour. (2006). Components of CEO transformational leadership and corporate social responsibility. *Journal of Management Studies*, 43, 1703-1725.
- Waldman, David A.; Javidan, Mansour; & Varella, Paul. (2004). Charismatic leadership at the strategic level: A new application of upper echelons theory. *Leadership Quarterly*, 15, 355-380.
- Walsh, Kenneth D.; Hershauer, James C.; Tommelein, Iris D.; & Walsh, Tobi A. (2004). Strategic positioning of inventory to match demand in a capital projects supply chain. *Journal of Construction Engineering & Management*, 130, 818-826.
- Wang, Jia & Wang, Greg G. (2006). Participation in management training in a transitioning context: A case of China. *Human Resource Development Quarterly*, 17, 443-473.
- Wang, Jifu & Oswald, Sharon L. (2005). Building capable organization via technological innovation: A study of a China's leading textile machinery company. *Journal of Nonprofit & Public Sector Marketing*, 13, 57-73.
- Warisse Turner, Jeanine; Grube, Jean A.; Tinsley, Catherine H.; Lee, Cynthia; & O'Pell, Cheryl (2006). Exploring the dominant media: How does media use reflect organizational norms and affect performance? *Journal of Business Communication*, 43, 220-250.
- Warzynski, Chester C. (2005). The evolution of organization development at Cornell University: Strategies for improving performance and building capacity. *Advances in Developing Human Resources*, 7, 338-350.
- Washington, Marvin. (2004). Field approaches to institutional change: The evolution of the National Collegiate Athletic Association 1906-1995. *Organization Studies*, 25, 393-414.
- Washington, Marvin. (2005). Declining legitimacy and social mobility. *International Studies of Management & Organization*, 34, 32-51.
- Washington, Marvin & Ventresca, Marc J. (2004). How organizations change: The role of institutional support mechanisms in the incorporation of higher education visibility strategies, 1874-1995. *Organization Science*, 15, 82-97.
- Washington, Marvin & Zajac, Edward J. (2005). Status evolution and competition: Theory and evidence. *Academy of Management Journal*, 48, 282-296.
- Watson, Carol & Hoffman, L. Richard. (2004). The role of task-related behavior in the emergence of leaders. *Group & Organization Management*, 29, 659-685.
- Watson, Warren E.; Minzenmayer, Tracey; & Bowler, Matt. (2006). Type a personality characteristics and the effect on individual and team academic

- performance. *Journal of Applied Social Psychology*, 36, 1110-1128.
- Webber, Sheila Simsarian & Klimoski, Richard J. (2004). Client-project manager engagement, trust, and loyalty. *Journal of Organizational Behavior*, 25, 997-1013.
- Webber, Sheila Simsarian & Klimoski, Richard J. (2004). Crews: A distinct type of work team. *Journal of Business & Psychology*, 18, 261-279.
- Weber, Paula Schmidt; Weber, James E.; Sleeper, Bradley J.; & Schneider, Ken C. (2004). Self-efficacy toward service, civic participation and the business student: Scale development and validation. *Journal of Business Ethics*, 49, 359-369.
- Wei, Yinghong (Susan) & Morgan, Neil A. (2004). Supportiveness of organizational climate, market orientation, and new product performance in Chinese firms. *Journal of Product Innovation Management*, 21, 375-388.
- Weick, Karl E. (2004). Mundane poetics: Searching for wisdom in organization studies. *Organization Studies*, 25, 653-668.
- Weick, Karl E. (2004). Normal accident theory as frame, link, and provocation. *Organization & Environment*, 17, 27-31.
- Weick, Karl E. (2005). Organizing and failures of imagination. *International Public Management Journal*, 8, 425-438.
- Weick, Karl E. (2005). Whole world on fire: Organizations, knowledge, and nuclear weapons devastation. *Administrative Science Quarterly*, 50, 136-140.
- Weick, Karl E. (2006). Faith, evidence, and action: Better guesses in an unknowable world. *Organization Studies*, 27, 1723-1736.
- Weick, Karl E. (2006). Shouldering risks: The culture of control in the nuclear power industry. *Academy of Management Review*, 31, 766-769.
- Weick, Karl E.; Sutcliffe, Kathleen M.; & Obstfeld, David. (2005). Organizing and the process of sensemaking. *Organization Science*, 16, 409-421.
- Weil, David; Fung, Archon; Graham, Mary; & Fagotto, Elena. (2006). The effectiveness of regulatory disclosure policies. *Journal of Policy Analysis & Management*, 25, 155-181.
- Weisingera, Judith Y. & Black, Janice A. (2005). Strategic resources and social capital. *Irish Journal of Management*, 26, 145-170.
- Welsh, Dianne H. B.; Alon, Ilan; & Falbe, Cecilia M. (2006). An examination of international retail franchising in emerging markets. *Journal of Small Business Management*, 44, 130-149.
- Wertheim, Paul & Robinson, Michael A. (2004). Market reactions to company layoffs: Evidence on the financial distress versus potential benefit hypothesis and the effect of predisclosure information. *Journal of Applied Business Research*, 20, 51-62.
- Westman, Mina & Etzion, Dalia. (2005). The crossover of work-family conflict from one spouse to the other. *Journal of Applied Social Psychology*, 35, 1936-1957.
- Westman, Mina; Etzion, Dalia; & Horovitz, Shoshi. (2004). The toll of unemployment does not stop with the unemployed. *Human Relations*, 57, 823-844.
- Westwood, Robert; Chan, Andrew; & Linstead, Stephen. (2004). Theorizing Chinese employment relations comparatively: Exchange, reciprocity and the moral economy. *Asia Pacific Journal of Management*, 21, 365-389.
- Widgery, Robin; Tubbs, Stewart L.; & Nicholson, David. (2004). Using the technological readiness audit for strategic competitive advantage. *Journal of American Academy of Business*, 4, 23-27.
- Williams, Brian N. & Kellough, J. Edward. (2006). Leadership with an enduring impact: The legacy of Chief Burtell Jefferson of the Metropolitan Police Department of Washington, D.C. *Public Administration Review*, 66, 813-822.
- Williams, Roger; van Der Wiele, Ton; Van Iwaarden, Jos; Bertsch, Boudewijn; & Dale, Barrie. (2006). Quality management: The new challenges. *Total Quality Management & Business Excellence*, 17, 1273-1280.
- Wirtenberg, Jeana; Abrams, Lilian; & Ott, Carolyn. (2004). Assessing the field of organization development. *Journal of Applied Behavioral Science*, 40, 465-479.
- Wischnevsky, J. Daniel. (2004). Change as the winds change: The impact of organizational transformation on firm survival in a shifting environment. *Organizational Analysis*, 12, 361-377.
- Wischnevsky, J. Daniel & Damanpour, Fariborz. (2006). Organizational transformation and performance: An examination of three perspectives. *Journal of Managerial Issues*, 18, 104-128.

- Wolfe, Richard A.; Weick, Karl E.; Usher, John M.; Terborg, James R.; Poppo, Laura; Murrell, Audrey J.; et al. (2005). Sport and organizational studies: Exploring synergy. *Journal of Management Inquiry*, 14, 182-210.
- Worrall, Les; Parkes, Carole; & Cooper, Cary L. (2004). The impact of organizational change on the perceptions of UK managers. *European Journal of Work & Organizational Psychology*, 13, 139-163.
- Worrall, Les & Cooper, Cary. (2004). Managers, hierarchies, and perceptions: A study of UK managers. *Journal of Managerial Psychology*, 19, 41-68.
- Wouters, Marc; Anderson, James C.; & Wynstra, Finn. (2005). The adoption of total cost of ownership for sourcing decisions: A structural equations analysis. *Accounting, Organizations & Society*, 30, 167-191.
- Wright, Charles R. & Manning, Michael R. (2004). Resourceful sensemaking in an administrative group. *Journal of Management Studies*, 41, 623-643.
- Wright, Christopher. (2005). Critical compendium on consultants and gurus. *Journal of Management Studies*, 42, 467-470.
- Wright, Christopher & Kitay, Jim. (2004). Spreading the word: Gurus, consultant and the diffusion of the employee relation paradigm in Australia. *Management Learning*, 35, 271-286.
- Wright, Christopher & Lund, John. (2006). Variations on a lean theme: Work restructuring in retail distribution. *New Technology, Work & Employment*, 21, 59-74.
- Wright, Christopher & Rwabizambuga, Alexis. (2006). Institutional pressures, corporate reputation, and voluntary codes of conduct: An examination of the equator principles. *Business & Society Review*, 111, 89-117.
- Wright, Christopher & Seung-Ho, Kwon. (2006). Business crisis and management fashion: Korean companies, restructuring and consulting advice. *Asia Pacific Business Review*, 12, 355-373.
- Yaeger, Therese; & Sorensen, Peter F. (2006). Strategic organization development: Past to present. *Organization Development Journal*, 24, 10-16.
- Yamhill, Siriporn & McLean, Gary N. (2005). Factors affecting transfer of training in Thailand. *Human Resource Development Quarterly*, 16, 323-344.
- Yin, Eden & Bao, Yongjian. (2006). The acquisition of tacit knowledge in China: An empirical analysis of the 'supplier-side individual level' and 'recipient-side' factors. *Management International Review*, 46, 327-348.
- Young, Gary J.; Charns, Martin P.; & Heeren, Timothy C. (2004). Product-line management in professional organizations: An empirical test of competing theoretical perspectives. *Academy of Management Journal*, 47, 723-734.
- Young-Sik Ahn & Mclean, Gary N. (2006). Regional human resource development: The case of Busan City, Korea. *Human Resource Development International*, 9, 261-270.
- Yuwen Liu; Pucel, David J.; & Bartlett, Kenneth R. (2006). Knowledge transfer practices in multinational corporations in China's information technology industry. *Human Resource Development International*, 9, 529-552.
- Zaccaro, Stephen J. & Banks, Deanna. (2004). Leader visioning and adaptability: Bridging the gap between research and practice on developing the ability to manage change. *Human Resource Management*, 43, 367-380.
- Zalan, Tatiana & Lewis, Geoffrey. (2005). The CEO-advisors nexus: Toward an explanation of 'Merger Preference' in mergers and acquisitions. *Problems & Perspectives in Management*, 49-91.
- Zalan, Tatiana & Lewis, Geoffrey. (2006). Administrative heritage: An exploratory study of large Australian firms. *Australian Journal of Management*, 31, 293-311.
- Zemba, Yuriko; Young, Maia J.; & Morris, Michael W. (2006). Blaming leaders for organizational accidents: Proxy logic in collective—versus individual—agency cultures. *Organizational Behavior & Human Decision Processes*, 101, 36-51.
- Zohar, Dov & Luria, Gil. (2004). Climate as a socio-cognitive construction of supervisory safety practices: Scripts as proxy of behavior patterns. *Journal of Applied Psychology*, 89, 322-333.
- Zohar, Dov & Luria, Gil. (2005). A multilevel model of safety climate: Cross-level relationships between organization and group-level climates. *Journal of Applied Psychology*, 90, 616-628.
- Zollo, Maurizio & Singh, Harbir. (2004). Deliberate learning in corporate acquisitions: Post-acquisition strategies and integration capability in U.S. bank mergers. *Strategic Management Journal*, 25, 1233-1256.

Please address all correspondence to:

R. Wayne Boss
Academy of Management ODC Newsletter
Leeds School of Business
Campus Box 419
University of Colorado
Boulder, Colorado 80309
(303) 492-8488
Email: *wayne.boss@colorado.edu*

FEEDBACK TO THE EDITOR

We welcome your feedback and would appreciate your comments below. Selected comments on articles in the OD Newsletter may be published in the next issue, so please indicate if you prefer your comments to be withheld. After completing your comments, please return them to the editor at *wayne.boss@colorado.edu*.

LETTERS TO THE EDITOR

1. Do you have any comments that you would like to share with the Editor (comments on articles from the last issue, comments on this issue, suggestions, etc.)?

NEWS ABOUT MEMBERS

2. Is there any important information about you or a colleague that you would like to have appear in the next issue?

PUBLICATIONS

3. Please list below any recent or forthcoming publications by you or a colleague. (Indicate full citation.)
