Abstracts – RÉSUMÉS

A Philosophical Hermeneutics Perspective on Organizational Change
Chetan Joshi (The University of Western Ontario)
Abhijit Gopal (The University of Western Ontario)

This paper examines the phenomenon of organizational change using philosophical hermeneutics. Adopting this approach allows us to look at change initiatives as “texts” and emphasize that the meaning of change initiatives is not an “objective given” but is “emergent” through a dialogical communication between the text and the reader-interpreter. Implications are discussed.

Linguistic Construction of Organizational Identity
Bing Ran (University of Waterloo)
P. Robert Duimering (University of Waterloo)

This research uses a cognitive linguistic methodology to investigate the categorization processes involved in organizational identity construction through language-based identity claims. The process involves using language to establish a classification scheme and to define the organization in terms of a location within this scheme. The findings contribute to a deeper understanding of the linguistic processes involved in organizational identity construction.

Status Based Similarity in Organizational Image Communications by Professional Sport Organizations
Kai Lamertz (Concordia University)
Francois Bastien (HEC Montréal)
Michael Carney (Concordia University)

In this paper, we investigate the organizational field of professional sports clubs and leagues and argue that these organizations are cultural producers. An empirical investigation of website based image communications by English football clubs is used to show how social stratification in the organizational field relates to these communications.

Understanding the Processes of De-Stabilization and Re-Stabilization of Institutional Logics within Organizational Fields
Laura Ierfino (McGill University)

This paper presents a conceptual model of de-stabilization (breakdown of old logics) and re-stabilization (sedimentation of new logics) within organizational fields. In particular, it considers how organizational action and institutional change combine to influence the emergence and diffusion of new logics within an organizational field.

Chasing Fads or Building Capabilities: A Test of Competing Models of Innovation Adoption
Kimberly Bates (Trent University)
Mikko Ketokivi (Helsinki University of Technology)
The resource-based view and theories of institutionalization address why firms adopt innovations, with varying predictions about the persistence of practices once subsequent innovations are adopted. This study evaluates the relationship between the adoption and the persistence of associated practices, and the role of practices common to succeeding innovations.

**Patterns of Professionalization: The Case of Child Custody Mediators**
Patrice M. Mareschal (Rutgers University at Camden)
Joel P. Rudin (Rowan University)

Hallmarks of professionalization include the establishment of minimum competency standards for a job and the regulatory enforcement of these standards. This study examines minimum competency standards for child custody mediators in twenty-eight states. Our results suggest that political and bureaucratic factors play the greatest roles in the professionalization process.

**A "Postmodern" Approach to Organizational Governance**
C. R. (Bob) Hinings (University of Alberta)
Alex Z. Kondra (Athabasca University)
Michael K. Mauws (Athabasca University)

In this paper we suggest that organizational governance is traditionally carried out in one of three ways – preventive, prescriptive, and paranoid – each of which increases the administrative complexity of the organization. Drawing heavily on the work of Bauman (1993), we propose a fourth approach, the "postmodern", which seeks to reduce administrative complexity and the likelihood of moral failure.

**Toward an Understanding of The Role of Stakeholder Salience in Organizational Responses to Identity Threat**
Magda Donia (Concordia University)
Martin L. Martens (Concordia University)
Kai Lamertz (Concordia University)

We consider how an organization reacts when a discrepancy exists between its identity and the image one or more stakeholders are perceived to hold of it. We theorize that stakeholder power, legitimacy, and network location affect how salient the stakeholder images are and whether an organization reacts substantively or symbolically.

**Les types de confiance dans un partenariat public privé (PPP): Manifestations et évolution**
Valéry Ramonjavelo (Université du Québec à Montréal)
Lise Préfontaine (Université du Québec à Montréal)
Dorra Skander (Université du Québec à Montréal)

Le succès d’un partenariat public privé ou PPP repose principalement sur l’efficience de la relation de collaboration entre partenaires qui, elle-même, est tributaire de la confiance qu’ils s’accordent mutuellement. L’objectif de cette recherche est de comprendre la dynamique de la formation et de l’évolution de la confiance dans le cadre particulier d’un PPP impliquant une entreprise privée et un ministère provincial. Trois principaux types de
confiance sont identifiés : la confiance institutionnelle, la confiance interorganisationnelle et la confiance interpersonnelle. L’analyse des événements et des éléments déclencheurs du passage d’un type à un autre permettent de constater que bien que les trois types de confiance se substituent l’un à l’autre et se complètent tout au long de la relation, la confiance de type institutionnel demeure la condition nécessaire pour envisager une relation partenariale performante et la maintenir.

Legitimacy Delays in the Diffusion of New Organizational Forms
Jean-Baptiste Litrico (McGill University)

Previous theories of organizational ecology have implicitly or explicitly assumed that the legitimacy of an organizational form increases monotonically with its diffusion. In this paper, I propose that the relationship between legitimacy and diffusion can depict various patterns. Specifically, I suggest that some delays can exist between the points in time when legitimacy and diffusion reach their maximum points. Furthermore, the process of diffusion can actually undermine the legitimacy of some organizational forms. I draw on ecological models of alternate stable states to describe the patterns that I hypothesize.

Geography, Organizational Identity and Competition in the Canadian Daily Newspaper Industry, 1972 – 1992
Dean A. Hennessy (University of Toronto)
Ranjita M. Singh (University of Toronto)

We build on recent work in strategy and organizational ecology to examine the effect of geography on competition and organizational performance. In particular, we examine performance in the Canadian daily newspaper industry between 1972 and 1992 by differentiating between two geographically differentiated market types: central and peripheral markets, and examine how organizations interact in and across those markets.

Why Change a Good Thing? The Liability of Inertia
Graham Brown (University of British Columbia)
Nancy Langton (University of British Columbia)
Michael Read (University of British Columbia)

Institutional and ecological theories of organizations are consistently being seen as complementary rather than opposing perspectives. Both theories support the viewpoint that change is often detrimental to organizations. However, within institutional theory a lack of change can also be seen as a liability. To the extent that organizations do not change when their stakeholders change, they may face a “liability of inertia.”

Assessing the Effect of Information Systems Practices in Purchasing on Internal Customer Satisfaction in Quality-Oriented Manufacturing Firms: A Structural Model
David Hemsworth (Nipissing University)
Cristóbal Sánchez-Rodríguez (York University)

The purpose of this article is to empirically examine the relationships existing among information systems practices in purchasing, quality management practices, and their direct impact on purchasing’s internal customer satisfaction. The results supports the model formulated, and indicates that information systems practices in purchasing and quality
management practices have a positive impact on purchasing’s internal customer satisfaction.

The Scope of Knowledge Transfer: Evidence from US-Japan Alliances
Joanne E. Oxley (University of Toronto)
Tetsuo Wada (Gakushuin University, Tokyo)

We examine knowledge flows resulting from patent in-licensing by Japanese firms. We find that cross-license agreements enhance the scope of knowledge flows to the Japanese licensee relative to unilateral licenses. Knowledge flow is further enhanced when the licensor and licensee are linked by a joint venture prior to initiation of the license. These findings suggest a complementarity between license agreements and joint ventures as knowledge transfer mechanisms.

Towards an Understanding of Elusive Organizational Phenomena: Organizations as Complex Adaptive Systems
Jad Bitar (HEC Montréal)

We identify essential characteristics of natural complex adaptive systems (interdependence, self-organization, heterarchy, co-evolution and emergence) and contrast them with organizational systems. For each characteristic, we examine its possible implications for organizational design. In particular we focus on how these characteristics can help us understand some elusive organizational phenomena such as organizational capabilities. Finally, we discuss these findings and identify implications for managers and researchers.