



Managerial and Organizational Cognition Division

We'll help you think it through.

SCHEDULE AND JOINING INSTRUCTIONS

We are delighted that you will be able to join us in the historic city of Roskilde, for the 2015 *Frontiers in Managerial and Organizational Cognition Conference*, hosted by Roskilde University. We look forward to welcoming you in person and in the meantime we have attached the provisional schedule for the conference and some practical information.

The Conference kicks off with the “Frontiers in the Rough” workshop. The idea is to emulate the popular Cognition in the Rough format known from the annual Academy of Management Conference. In roundtables, groups of 4 authors will be joined by one or two senior scholars, and each person will review and comment on each other’s work. Conference participants without a work-in-progress paper are most welcome to join a table of their choice as spectator.

The main conference is designed to give everyone the opportunity to gain an overview of the frontiers of MOC research. In order to achieve this, we have tried to minimize parallel sessions, so most sessions are plenary. We would like presenters to invite conversation in all presentations and participants are asked to be considerate of the fact that work presented will be at various stages of development.

The conference, lunches, and coffee breaks all take place on the Roskilde University campus, in building 25, whilst lunch is in the canteen (building 00). On the Saturday we will be in the centre of town, at “Håndværkeren”.

During the entire conference, your emergency points of contact are: Marius Münier, student helper, mleom@ruc.dk, +45 28 40 36 10 or Kristian J. Sund, sund@ruc.dk, +45 51 46 33 96

We wish you a very inspiring (and thoughtful) conference!

Any last-minute changes to the program will be communicated directly at the conference

SCHEDULE

June 25th **Conference Day 1**

Frontiers in the Rough

0800 - 0830 Buses leave Hotel Prindsen for campus every 10 minutes

0800 onwards Registration / Tea & Coffee (*Building 25 – see map below*)

0900 Welcome, Introductions and Kick-Off (*Room 25.1.035*)

0930 Round-table in groups (other participants are welcome to join)

(See detailed program in the back)

1130 Wrap-up and next steps (*Room 25.1.035*)

1200 Lunch (*Building 00*)

Main Conference Start

1300 Welcome Addresses (*Room 25.2.035*)

Hanne Leth, Professor and Rector of the University, Roskilde University

Kevin Rockmann, Associate Professor, George Mason University & Division Chair,
MOC Division

1330 Plenary Session (On the Microfoundations of Strategy)

THE INFLUENCE OF ORGANIZATIONAL PERFORMANCE FEEDBACK ON THE FOCUS OF ATTENTION: A MICROFOUNDATIONS PERSPECTIVE (1460)

Gerardus J.M. Lucas, Marius H.M. Zijlmans, Marius T.H. Meeus, Daniela P. Blettner

THE DESIGN OF STRATEGIES: A COGNITIVE PERSPECTIVE ON STRATEGIC OPTION GENERATION (1459)

Andy Dong, Massimo Garbuio, Dan Lovallo, Joseph Porac

THE CURSE OF KNOWLEDGE - WHEN POSITIVE KNOWLEDGE TURNS NEGATIVE (1451)

Dirk Martignoni

1445 Tea & Coffee

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1500 – 16:15 Parallel Session (Revisiting Perceived Environmental Uncertainty) (*Room 25.2.035*)

HOW DOES COGNITIVE STYLE INFLUENCE MANAGERIAL ENVIRONMENTAL SCANNING FROM PERSPECTIVE OF INFORMATION PROCESSING? (1493)

Yiqing He, Yingjun Wang

THREE PAPERS ON ENTREPRENEURS, REAL OPTIONS, AND PERCEIVED UNCERTAINTY (1467, 1465, 1452)

Stephen Xu Zhang, Roberto Vassolo, Nicolas Odeh, Michael Leatherbee, Asghar Afshar Jahanshahi

1500 – 16:15 Parallel Session (Cognition and Leadership) (*Room 25.1.035*)

WHEN SHOULD MANAGERS SET SUBORDINATE GOALS? INVESTIGATING MANAGERIAL GOAL SETTING DISCRETION (1477)

Jenny Gibb, Stephan Billinger

INTRAFIRM CO-OPETITION AND DECISION MAKING IN HYBRID ORGANIZATIONS (1469)

Peter Gianiodis, Jill Brown

PUBLIC SECTOR LEADERS AS EARLY DETECTORS OF CRISES: THE ROLE OF INSTITUTIONS, INDIVIDUALS, AND DEVELOPMENT (1513)

Richard Thomas Marcy, Ottilia Berze

1630 Bus to Hotel Prindsen / Cathedral

1700 Visit to Roskilde Cathedral (optional)

1800 Informal Welcome Drink (for all conference participants)
(*Old Town Hall, next to Cathedral*)

June 26th

Conference Day 2

0800 - 0830 Buses leave Hotel Prindsen for campus every 10 minutes (Coffee on campus)

0900 Plenary Session (Traits, Biases, and Entrepreneurship) (*Room 25.2.035*)

“BORN, NOT MADE” AND OTHER BELIEFS ABOUT ENTREPRENEURIAL ABILITY: A LAY THEORY PERSPECTIVE (1521)

Daniel P. Forbes

LOOKING BACKWARD AND FORWARD? UNDERSTANDING THE ROLE OF TEMPORAL FOCUS AND STARTUP PERFORMANCE (1474)

Amulya Tata, Daniella Laurerio Martinez, Stefano Brusoni

HOW EFFECTUAL AND CAUSAL ENTREPRENEURIAL APPROACHES LEAD TO BIASES DIFFERENTLY (1466)

Stephen Xu Zhang, Javier Cueto, Roberto Vassolo

KNOW THYSELF, KNOW THY RIVAL — HIGH PERFORMERS COMBINE COGNITIVE SKILLS WITH STRATEGIC IQ (1449)

Sheen S. Levine, Mark Bernard and Rosemarie Nagel

1100 Tea & Coffee

1130 - 1230 Parallel Session (Identity and Entrepreneurship) (*Room 25.2.035*)

COLLECTIVE ENTREPRENEURSHIP AND THE CHALLENGE OF COMMITMENT TO COLLECTIVE ACTION: THE ROLE OF IDENTITY DYNAMICS (1522)

Peter Foreman, Randall Westgren, Peter Hofherr

ORGANIZING NETWORK GOAL SETTING USING IDENTITY: DEVELOPING A CO-ASPIRATION FRAMEWORK (1496)

Jenny Gibb, Sascha Albers, Paresha Sinha

1130 - 1230 Parallel Session (Understanding Creativity) (*Room 25.1.035*)

THE IMPACT OF SIMULTANEOUS ACTIVATION OF COGNITIVE STYLES ON INDIVIDUAL CREATIVITY: EXTENDING THE DUAL-PROCESS PERSPECTIVE OF THE HEART AND HEAD (1499)

Georgiana Balau, Dries Faems, Hans van der Bij

THE CREATIVE BENEFITS OF VALUING OUR DIFFERENCES (1489)

Sunny Kim

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- 1230 Lunch (*Building 00*)
- 1330 Plenary Session (Knowledge Sharing and Learning) (*Room 25.2.035*)
- KNOWLEDGE LEADERSHIP, KNOWLEDGE SHARING, AND INNOVATION:
ORGANIZATIONAL COMMITMENT AS A MODERATOR (1480)**
C Lakshman, Sumita Rai
- LEVERAGING TMS FOR PERFORMANCE IN VIRTUAL TEAMS: TMS AND
COORDINATION ROUTINES (1481)**
Dominique Kost, Thorvald Hærem, Brian Pentland
- EMERGING TRANSACTIVE MEMORY STRUCTURE IN VIRTUAL TEAMS A
QUALITATIVE ANALYSIS (1462)**
Dominique Kost, Thorvald Hærem, Jan Ketil Arnulf, Svein S. Andersen, Sigmund Valaker
- 1445 Tea & Coffee
- 1515 Plenary Discussion Session: (*Room 25.1.035*)
**WHERE ARE THE GAPS? THE RESEARCH QUESTIONS WE SHOULD BE ASKING IN THE
MOC COMMUNITY TODAY**
Panelists: Anne Huff, Joseph Porac, Kevin Rockmann, and David Sluss
- 1630 Bus to Viking Ship Museum (optional) or Hotel Prindsen
- 1700 - 1800 Private Tour of the Viking Ship Museum (optional)
- 1900 Conference Dinner at Hotel Prindsen, in the "Golden Age Hall"

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June 27th

Conference Day 3

0900 Tea & Coffee (*Håndværkeren, Hersegade 9, town center*)

0930 Plenary Session (Cognition, Conflict, and Organizational Change)

THE USE OF WORDS TO FRAME A TECHNOLOGICAL CHANGE (1519)

Alesia Slocum

BREAKING THE FRAME: COGNITIVE CONFLICTS DURING STRATEGY DEVELOPMENT PROCESSES (1524)

Peter Altmann

1030 Short Tea & Coffee break

HOW THE INTERACTION OF ATTENTIONAL RESOURCE CAPACITY AND NEGATIVE TRAIT EMOTIONS PREDICTS CONSTRUCTIVE AND DESTRUCTIVE LEADERSHIP (1476)

Michael Collins, Chris Jackson

NOT WHETHER BUT WHERE TO CONTRIBUTE: A PORTFOLIO PERSPECTIVE ON SOCIAL DILEMMAS (1487)

Kevin Rockmann, Gregory Northcraft

1145 Conclusions on the Frontiers of Managerial and Organizational Cognition
Frontiers in MOC Book Project Presentation

1230 End of Conference

PRACTICAL INFORMATION

Weather

Accurate short-term forecasts are available here www.dmi.dk/vejr

Late June should see daytime temperatures in the 18-25 C (64-77 F) range with evening temperatures about 15C (59F). There is always the possibility of light summer showers.

Getting to Roskilde

From Copenhagen Airport

Public Transport

The easiest way to get from the airport to Roskilde is by train. The airport railway station is connected to the terminal. For some trains you need to change at Copenhagen Main Station. The total duration of travel is approximately 45 minutes.

Train schedules: <http://www.rejseplanen.dk/>

To search, enter "Kastrup Lufthavn" to "Roskilde St."

The conference "Hotel Prindsen" is a very easy 6 minute walk from the station down the main pedestrian shopping street (500 meters).

Taxi

There are taxis at the airport, and you should expect to pay at least Dkr 600.- one way.

Transportation from Roskilde Center to University Campus

Conference Bus

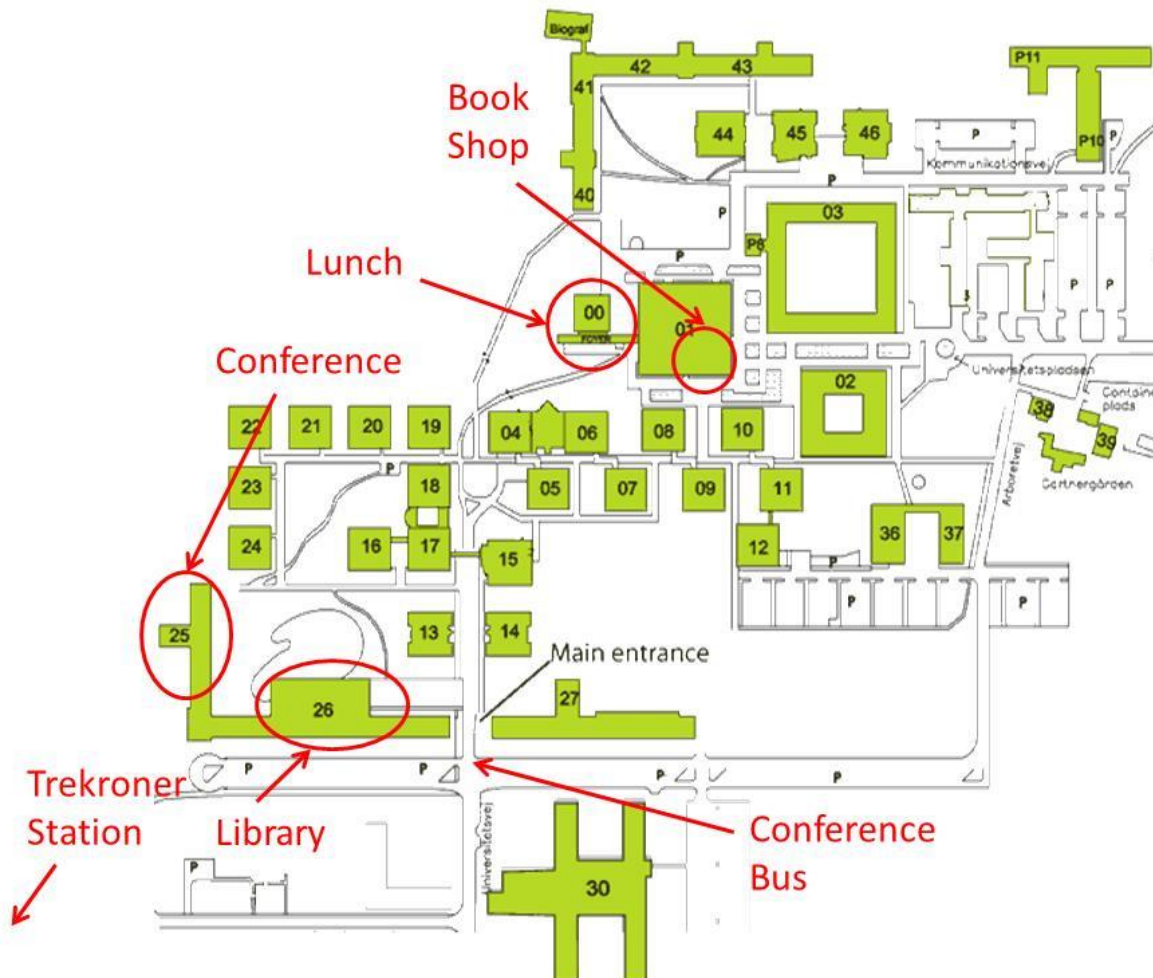
There will be a free bus service Thursday and Friday in the morning and evening to take participants the roughly 3 kilometres between campus and hotel (see program for details).

Train

There are regular trains and buses between the University (Trekroner Station) and town center, as well as between the University and Copenhagen Main Station.

Campus Map

Further directions can be found here: <http://www.ruc.dk/en/about-the-university/directions-to-ruc/>



Car Parking

There is ample free parking across the entire campus. You can safely park in all areas with a "P" on the campus map.

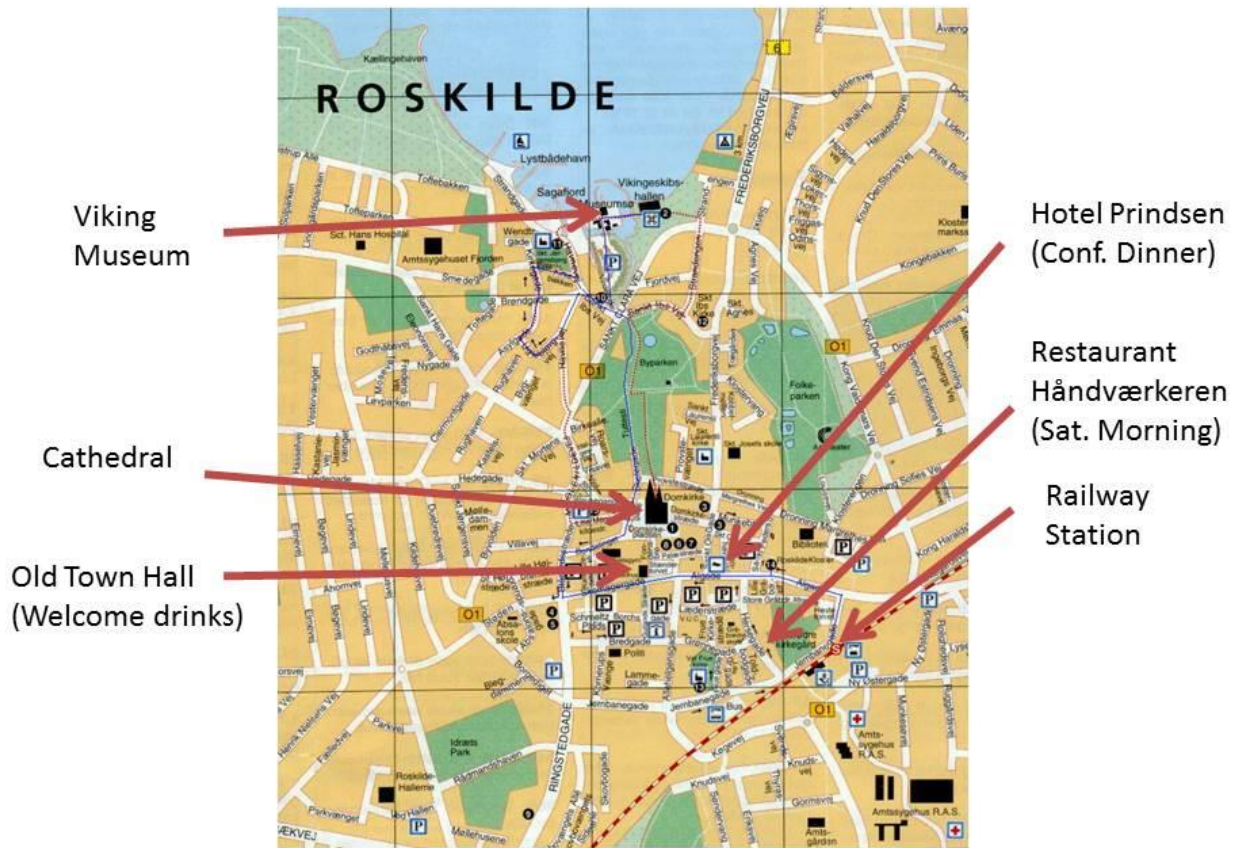
Wireless Internet access

The campus is set up for eduroam. You can check if your home institution supports eduroam here: <https://www.eduroam.org/>. We will be providing a guest username, password and instructions for connecting to the network at the conference registration desk.

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City Map

The city centre is compact and all conference event locations in the city are within short walking distance of each other. Maps can be found at the hotel and the tourist information office next to the cathedral.



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Viking Ship Museum Trip (optional)

Although the surroundings have been inhabited since at least the Stone Age, the modern city of Roskilde was founded by the vikings over 1'000 years ago and for centuries served as both the political and religious centre of Denmark. The viking King Harald Bluetooth converted his kingdom to Christianity and built the first Christian church on the site of the city's cathedral in the 9th Century. The vikings made Roskilde and its fjord an important trade post and political center, from where vikings could travel safely and benefit from important trade routes both on land and at sea. The city is today home to just under 50'000 people, many of them connected to the university and to the energy research center at Risø just outside the city.

The Viking Ship Museum is a unique combination of museum and research facility into ships, seafaring and boatbuilding culture in ancient and medieval times. The Viking Ship Hall, the oldest part of the museum, was opened in 1969. It was designed as a large showcase to display the five Viking ships excavated from the fjord at Skuldelev. The hall also houses special temporary exhibitions and a cinema, where a film about the excavation of the ships is shown. An extension to the museum, Museum Island, was opened in 1997. The museum boatyard, where visitors can watch shipwrights at work, is located on the island. The Activity Centre is also found here. A large collection of traditional Nordic wooden boats is berthed at the harbour on Museum Island. Here you will also find the five reconstructions of the Skuldelev ships. Many of the vessels were built at the museum boatyard, which also maintains them.

Together with other a number of other museums, the Viking Ship Museum carries out investigations before construction projects are commenced under water and along Denmark's coasts, or when the forces of nature uncover items of historical interest on the sea floor. Archaeological finds from throughout Denmark are documented at the Archaeological Workshop on Museum Island, and information on all Danish maritime archaeological finds are collected in the museum archives.

We will be hosted by the museum for an exclusive visit after closure (closing time is 17h00) , which will last approximately 60 minutes. After this there is time to relax or explore the harbour area or town before dinner.

We will collect details of those who wish to attend on Thursday and Friday at the registration desk.

Website: <http://www.vikingskibsmuseet.dk/index.php?id=1246&L=1>

Roskilde Cathedral Tour (optional)

Roskilde Cathedral is a UNESCO World Heritage Site, the first gothic cathedral in Northern Europe and the final resting place of 39 Danish kings and queens. The viking King Harald Bluetooth converted his kingdom to Christianity and built the first Christian church (in wood) on the site of the city's Cathedral in the year 980. The vikings made Roskilde and its fjord an important trade post and political center, from where vikings could travel safely and benefit from important trade routes both on land and at sea.

The first Cathedral was replaced successively by two travertine structures, built in 1030 and 1080 respectively. In the mid-12th century brick-making was introduced into Denmark by craftsmen from Lombardy, and Bishop Absalom decided around 1170 to rebuild his cathedral in this new material; his work was continued after his death in 1191 by his successor, Bishop Peder Suneson. The original structure was Romanesque; however, when only the eastern half had been built the plan was changed, under the influence of Gothic buildings. The transept was located further back and the towers planned for the choir were removed to the west end. Work was virtually complete by around 1275, apart from the north tower, finished at the end of the 14th century. In the centuries that followed, chapels, porches, and other structures were built around the cathedral, first by bishops and nobles and later by the royal family, which partly hid the original structure.

We will have time to tour the inside of the Cathedral independently and visit the exhibition area. After the tour, we will meet at 1800 for an informal welcome drink at the Old Town Hall, Stændertorvet, next door to the Cathedral.

We will collect details of those who wish to attend on Thursday at the registration desk.

Video: <http://whc.unesco.org/en/list/695/video>



Frontiers in the Rough (Thursday Morning)

FiR is designed to help participants develop their ideas, sharpen the framing of their paper, puzzle through methodological challenges, and strengthen and broaden theoretical contributions. We hope that you will find it to be a generative and supportive environment.

To facilitate in-depth discussions, there will be a facilitator for each table with four participants. We have tried to group the papers around common themes, although this was not always possible. The papers at your table will be sent to you by email before the event. Please note that the facilitator at each table is tasked with preparing comments for each participant's proposal and guiding the discussion during the session. Additionally, each participant is expected to read and prepare feedback for the other proposals at their table. This advance preparation will ensure the discussions at your tables are lively and productive. You are not expected to prepare a presentation, but may wish to start the discussion of your paper by explaining your intention with the paper and what area(s) you are struggling with.

Table 1 (Facilitator: Anne Huff)

Alexander R. Bolinger (1505)

Maitane Elorriaga (1507)

John D. Cox & Christiana Mitcheva (1483)

John D. Cox & Matthew Cole (1472)

Table 2 (Facilitator: David Sluss)

Wenyao Zhao (1511)

Xiao Chen & Kevin Veenstra (1479)

Siri Boe-Lillegraven (1498)

Miguel Marafuschi (1488)

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Table 3 (Facilitator: Robert Galavan)

Nathan Betancourt, Balazs Kovacs & Sarah Otner (1471)
Margit Neisig (1491)
Asghar Afshar jahanshahi & Stephen Xu Zhang (1510)
Stephen Xu Zhang & Onion H. Gong (1464)

Table 4 (Facilitator: Søren Jagd)

Morten Juel Hansen (1516)
Israël Fortin (1473)
Richard Thomas Marcy (1515)
Russell McBride & Randall Westgren (1517)

Table 5 (Facilitator: Kevin W. Rockmann)

Yvonne Pfeiffer & John S. Carroll (1529)
David Kraichy & Krista L. Uggerslev (1482)
Elia Giovacchini, Nicole A. Rosenkranz & Robin Teigland (1497)
Daniel P. Forbes (1520)

Table 6 (Facilitator: Lars Fuglsang)

Peter Gianiodis & Tobin Turner (1468)
Brett Charles Richards (1501)
Jaana Woiceshyn (1475)
Pernille Ryden (1470)

CONFERENCE COMMITTEE



Viktor Dörfler
University of
Strathclyde



Robert Galavan
NUI Maynooth



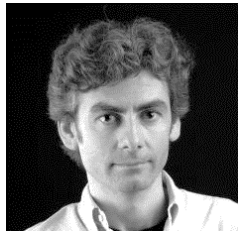
Anne S. Huff
NUI Maynooth



Laura Illia
IE Business School



Søren Jagd
Roskilde University



Davide Ravasi
Cass Business School



Rhonda K. Reger
University of
Tennessee



Kristian J. Sund
Roskilde University

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