

# IABS 96 Program

**Thursday, March 21**

9:00 am - 5:30 pm

## **Pre-conference Field Trip to Indian Pueblos in Northern New Mexico**

Organizer: Judith K. Thompson, University of New Mexico

4:00pm - 7:00pm

## **Registration Open**

*Mezzanine*

5:00pm - 6:00pm

## **New Scholar Network (Open to Doctoral Students)**

Introductions and Invited Speaker: John F. Mahon, Boston University

*Boardroom*

Co-Organizers: Mark Cordano, University of Pittsburgh  
Jennifer Griffin, Boston University

The New Scholar Network (NSN) will coordinate activities to introduce doctoral students to IABS.

6:00pm - 8:00pm

## **Opening Reception**

Welcome and Introductions by IABS President, Steve Wartick, University of Missouri-St. Louis

*Club*

**Friday, March 22**

7:00am - 9:00am

## **Breakfast Buffet**

(Doctoral students are invited to sit at the New Scholar Network table.)

*Kachina B*

7:30am - 10:00am

## **Registration Open**

*Mezzanine*

8:00am - 9:30am

## **Session I: Interactive Roundtables**

*Boardroom*

### **A. Topic: Linkages Between Corporate Social and Financial Performance**

Chair: D. Jeff Lenn, George Washington University

👉 **Corporate Social and Financial Performance: A Meta Analysis**, Frank L. Winfrey, Lyon College, Atul Mitra, Lyon College, and John E. Logan, University of South Carolina

👉 **Linking CSP and CFP**, Jeff Frooman, University of Pittsburgh

**SESSION CONTINUED ON NEXT PAGE**

Friday, March 22

🎵 **Corporate Social Performance as a Moderator of the Relationship Between Competitive Advantage and Firm Profitability: A Structural Equation Model,** Sara A. Morris, Old Dominion University, and W. Otto Carroll, Old Dominion University

🎵 **An Empirical Investigation of the Relationship Between Corporate Social Performance and Financial Performance,** Bernadette M. Ruf, Florida International University, Krishnamurty Muralidhar, Florida International University, Robert M. Brown, Virginia Polytechnic Institute and State University, and Karen Paul, Florida International University

🎵 **Level of Multinationality and Social Performance: The Case of U.S. MNC's,** James J. Kennelly, New York University

Kachina A

**B. Topic: Research Methods and Levels of Analysis**

Chair: Duane Windsor, Rice University

🎵 **Reconciling the Irreconcilable Difference: The Importance of Levels of Analysis in Corporate Social Performance,** Craig Caldwell, University of Pittsburgh, and Ray Jones, University of Pittsburgh

🎵 **Social Network Analysis: A Tool for Business and Society Research,** Timothy J. Rowley, University of Pittsburgh

🎵 **Measuring Individual Corporate Social Responsibility: The Development of a Metric to Assess Managerial Discretion,** Susan Key, University of Alabama at Birmingham

🎵 **Measuring Corporate Performance on an Evolving Social Issue,** Valerie E. Mock, Fort Valley State College, and Frank Loy, University of Texas-EI Paso

🎵 **An Empirical Approach to Stakeholder Theory Development Using Data Envelopment Analysis,** Sandra A. Waddock, Boston College, Catherine Lerme Bendheim, Boston College, and Samuel B. Graves, Boston College

Club A

**C. Topic: Employee Stakeholders: Perspectives and Issues**

Chair: Bradley Agle, University of Pittsburgh

🎵 **Employee Assessment of Corporate Image and Organizational Commitment,** Richard Barnes, Barnes & Associates

🎵 **Corporate Social Performance and Organizational Attractiveness to Prospective Employees,** Daniel W. Greening, University of Missouri, and Daniel B. Turban, University of Missouri

🎵 **How Organizations Deal with "Dissidents": An Empirically-Based Model of the Wrongful Firing in Violation of Public Policy Process,** Melissa S. Baucus, Utah State University, and Terry Morehead Dworkin, Indiana University

🎵 **Whistleblowing and the False Claims Act,** Mary Ellen Verdu, Virginia Polytechnic Institute & State University, and Richard E. Wokutch, Virginia Polytechnic Institute & State University

🎵 **From 'Curse' to Shove: Exploring the Linkage Between Incivility and Violence in the Workplace Using a Multidisciplinary Perspective,** Christine M. Pearson, University of North Carolina, Lynn Anderson, St. Joseph's University, Judith Wegner, University of North Carolina, and Danielle Carmen, University of North Carolina

Nambe

**D. Topic: Challenging Obstacles to Ethical Behavior**  
Chair: Dawn Elm, University of St. Thomas

👉 ***Marketing and the Vulnerable***, George G. Brenkert, University of Tennessee

👉 ***The Micro-Politics of Organization Ethics: Overcoming Archetypal Individual Obstacles to Ethical Organization Behavior***, Richard P. Nielsen, Boston College

👉 ***Ethical Sensitivity and Managerial Decision Making***, Dennis Wittmer, University of Denver

👉 ***Managing Legitimacy - The Marriage of Ethics and Economics***, Pratima Bansal, Georgia State University

Tewa

**E. Topic: Complex Governance and Strategy**

Chair: Frances Amatucci, Salem State University

👉 ***Economic and Sociological Explanations in High Technology Environments - Issues for Science and Technology Policy***, Riitta Katila, University of Texas at Austin

👉 ***How Should We (De)Regulate Telecommunications? Lessons From the Cable Television and Telephone Industries***, Heather E. Campbell, Arizona State University, and Marianne Barrett, Arizona State University

👉 ***MegaLeaders in a Duel: Rauma-Repola and the United Paper Mills Merger in Finland***, Juha Neesi, University of Jyväskylä/Worcester Polytechnic Institute, Salme Neesi, University of Jyväskylä/Worcester Polytechnic Institute, and Grant T. Savage, Texas Tech University

👉 ***Social Auditing as a Competitive Tool***, Fabrizio M. Pini, Università Cattolica - Milano - Italy, and Carlo Savazzi, Università B. L. Bocconi

👉 ***To Be or Not To Be: Assessing the Strategic Management of Public Affairs***, Craig S. Fleisher, Wilfrid Laurier University, and Annette Regier-Stephan, Canadian Council for Public Affairs Advancement

Club B

**F. Topic: Environmental Management: Contributions to Theory**

Chair: Sandra L. Christensen, Eastern Washington University

👉 ***Mapping the Environmental Terrain: A Management Tool***, Kathleen A. Getz, American University, and Richard D. Cunningham, Alexandria, Virginia

👉 ***The Fourth Dimension of Corporate Social Performance: Corporate Ecology***, David H. Saha, University of Georgia

👉 ***Defining Corporate Commitment to the Natural Environment: An Extension of Organisational Commitment Literature***, Paul Douglas Keogh, University of Newcastle, and Michael Jay Polonsky, University of Newcastle

👉 ***Recycling the Applied Psychological Literature on Environmental Behavior: A Review of the Models and Variables Applicable to Management Research***, Mark Cordano, University of Pittsburgh

9:30am - 10:00am  
Mezzanine

**Break**

Friday, March 22

10:00am - 11:15am **Session II: Symposia and Workshop Sessions**

*Kachina A*

**A. Workshop: The Future of the Field of Business & Society: A Group Analysis and Debate**

Co-Organizers: Denis Collins, University of Wisconsin-Madison  
Steve Wartick, University of Missouri-St. Louis

The purpose of this workshop is to take a closer look at where our field is heading. In an article that we published last year in *Business & Society*, we suggested three possible general scenarios for the future: demise, absorption, and advancement. These three scenarios will serve as the beginning point for small-group discussions where each group will attempt to reach a consensus about which scenario (or some variation) is most likely and why. Small-group conclusions will be reported back to the group as a whole, and discussion of the conclusions will follow.

The workshop can accommodate as many participants as want to be involved. Doctoral students are welcome although we hope that a number of ABSers at various levels of their careers will join us. Before the workshop, it might be useful to think about the three scenarios in terms of recent forces for change, i.e., the new AACSB accreditation process/standards, resource allocation within Schools of Business, tenure trends, etc.

*Boardroom*

**B. Symposium: Research Ethics in the Field of Business and Society**

Chair: Morten Huse, Nordland Research Institute, Norway

Presenters:

Steve Payne, Georgia College, **Research Ethics: Epistemological/Ontological Assumptions**

Mark A. Seabright, Western Oregon State College **Ambiguity in Standards of Research Conduct**

Morten Huse, Nordland Research Institute, Norway, **Researching Unresearchable Issues? Ethical Dilemmas in Qualitative Research**

Linda Klebe Trevino, Pennsylvania State University, **Whistleblowing in the Academic Community: Personal Reflections of a Victim of Plagiarism**

Discussant: Steve Brenner, Portland State University

*Tewa*

**C. Symposium: Women in Business and Society: Questioning Assumptions and Conventional Wisdom**

Chair: Patsy GrangerLewellyn, University of South Carolina - Aiken

Presenters:

Kathryn Balstad Brewer, University of Minnesota, **Self-Identity and Women's Career Changes: An Interdisciplinary, Theoretical Perspective**

Jeannette M. Oppedisano, Skidmore College, **Having Wits and Taking Risks: Women Entrepreneurs 1775-1975**

Mary J. Mallott, George Washington University, **Women's Economic Development in Transitional Russia: Examining Patriarchy and Paternalism in Capitalism**

Discussant: Patsy GrangerLewellyn, University of South Carolina - Aiken

Friday, March 22

Nambe

**D. Program Chair's Symposium on Teaching Business Ethics**

Chair: Kirk Davidson, Mount St. Mary's College

‡ ***The Forest and the Trees: Teaching Students to Frame & Reframe Ethical Issues***, Paula L. Rechner, University of Houston, and Melissa S. Baucus, Utah State University

‡ ***A Typology of Ethical Theories for Business***, F. Neil Brady, Brigham Young University

‡ ***Cross-Cultural Ethical Conflict: Refining and Testing a Decision Tree***, John Kohls, Gonzaga University, Paul Buller, Gonzaga University, and Ken Anderson, Gonzaga University

11:30am - 12:30pm **Session III: Showcase and Symposia Sessions**

Tewa/Nambe

**A. Symposium: The American Corporation: An End-of-Century Appraisal**

Chair: Lee E. Preston, University of Maryland

Speaker: Carl Kaysen, Massachusetts Institute of Technology

Commentators: James E. Post, Boston University  
Michael Deck, University of Toronto

Boardroom

**B. Topic: Environmental Management**

Chair: Mark Starik, George Washington University

‡ ***A Model of Interfirm Cooperation in Life-Cycle Oriented Environmental Management***, Mark Sharfman, University of Oklahoma, Rex T. Ellington, University of Oklahoma, and Mark Meo, University of Oklahoma

‡ ***External Influences on Corporate Environmental Performance: A Case Study of Packaging Modifications***, Sonia Labatt, University of Toronto

Club A

**C. Topic: Business Political Strategy**

Chair: Edwin M. Epstein, Saint Mary's College of California

‡ ***Industry Political Dynamics: What Michael Porter Missed in his Corporate Strategy Work***, John F. Mahon, Boston University, and Richard A. McGowan, Boston College

‡ ***Political Strategy Formulation for International Firms: The Role of Firm, Industry, and Institutional Variables***, Amy Hillman, Texas A&M University

Club B

**D. Topic: Ethics in Organizations**

Chair: Deborah Vidaver Cohen, Florida International University

***Organizational Ethical Culture: Fact or Fantasy?*** Susan Key, University of Alabama at Birmingham

***"Defining and Explaining the Character of Corporate Ethics Programs,"*** Gary R. Weaver, University of Delaware, Linda Klebe Trevino, Pennsylvania State University, and Philip L. Cochran, Pennsylvania State University

12:30pm - 2:00pm

**Lunch**

Kachina Ballroom

2:00pm - 3:00pm  
Mezzanine

## Registration Open

2:00pm - 3:30pm

## Session IV: Interactive Roundtables

Nambe

- A. Topic: **Stakeholder Theory**  
Chair: David Whetten, Brigham Young University

‡ ***Is Good Management the Same as Good Stakeholder Treatment: An Empirical Analysis,*** Sandra A. Waddock, Boston College, and Samuel B. Graves, Boston College

‡ ***Stakeholder Theory: Some Caveats and Extensions,*** Duane Windsor, Rice University

‡ ***An Empirical Perspective on Influence of Stakeholders: Ethics Governance in Managerial Decisionmaking,*** Philip L. Cochran, Pennsylvania State University, and John M Stevens, Pennsylvania State University

‡ ***Stakeholder Theory and Community Groups: A New View,*** Brian K. Burton, Western Washington University, and Craig PDunn, San Diego State University

‡ ***Managing Stakeholder Relations in the Emerging Chinese Enterprise,*** D. Jeffrey Lenn, George Washington University

Boardroom

- B. Topic: **Business and Politics**  
Chair: Julius Johnson, University of Missouri - St. Louis

‡ ***Understanding Business/Government Relations Variable Relationships,*** Steven N. Brenner, Portland State University

‡ ***Legitimacy and Proactiveness: Two Necessary and Sufficient Conditions for a Successful Involvement of Firms in the Political Arena?,*** Jabril Bensedrine, Programme doctoral de l'ESSEC, and Benoit Demil, Programme doctoral de l'ESSEC

‡ ***The Shift from Federal to State/Local Business Political Activity: Problems of Visibility and Legitimacy -- The Case of Takings',*** Sandra L. Christensen, Eastern Washington University

‡ ***Competitive Strategy Under Shelter,*** Douglas A. Schuler, Rice University, and Stefanie A. Lenway, University of Minnesota

‡ ***Exploring the NAFTA Negotiating Process and the Bargaining Tactics Used to Influence this Process,*** Kathleen Rehbein, Marquette University, Syed Akhter, Marquette University, Joseph Daniels, Marquette University, and Richard Friman, Marquette University

Club A

- C. Topic: **Environment Management: Empirical Research**  
Chair: Sara A. Morris, Old Dominion University

‡ ***Corporate Pollution Prevention: An Empirical Test of Five Corporate Social Performance Outcome Models,*** Iain Clelland, University of Tennessee, Gerald Fryxell, University of Tennessee, and Tong Wen, University of Tennessee

Friday, March 22

‡ **Directing Employees to Proactive Environmental Management: A Self Leadership Perspective,** John Milliman, University of Colorado, Christopher P. Neck, Virginia Polytechnic Institute and State University, Judith Clair, Boston College, and Charles C. Manz, Arizona State University

‡ **An Integrated Application of Strategic Posture Models of Corporate Greening: Evidences from a Multi Case Study of Selected Manufacturing Companies,** Devashish Pujari, University of Bradford Management Centre, United Kingdom, and Gillian Wright, University of Bradford Management Centre, United Kingdom

‡ **An Empirical Investigation of the Influence of Managerial Issue Interpretation and Organizational Context on Environmental Responsiveness Strategies,** Sanjay Sharma, St. Mary's University

Tewa

D. Topic: **Ethical Dilemmas and Solutions**  
Chair: Richard Nielsen, Boston College

‡ **Why Don't Moral Questions Get Asked?,** Jeff Frooman, University of Pittsburgh

‡ **Early Opportunities for New Leaders: An Organizational Integrity Assessment,** Mary F. Mobley, Augusta College, and Patsy G. Lewellyn, University of South Carolina - Aiken

‡ **A Responsibility Ethic for Business Applications of Expert Systems,** Kristi Yuthas, University of New Mexico, and Jesse F. Dillard, University of New Mexico

‡ **Executive Ethics and Tragic Choice: The Betaseron Decision,** Ann Buchholtz, University of Connecticut

Club B

E. Topic: **Collaboration for Economic Development**  
Chair: Ann Feyerherm, Pepperdine University

‡ **Rebuilding Regional Economies Through Networks and Ecosystems Thinking: The Evolution of Indiana Business and Modernization and Technology, Inc.,** Lawrence J. Lad, Butler University, and Camilla H. Spitz, Strategies for Tomorrow

‡ **Corporate Philanthropy and Management Training: Partnering for Economic Rebirth in the Inner City,** Kelly C. Strong, Michigan Technological University, and David Rudd, Michigan Technological University

‡ **Good Faith Fund: A Study of an Operational Model of Social Responsiveness Focused on Rural Economic Development,** James C. Tatum, Henderson State University

3:30pm - 4:00pm  
Mezzanine

**Break**

4:00pm - 5:30pm

**Session V: Showcase/Symposia/Workshop Sessions**

Kachina A

A. Symposium: **Spirituality in Business: A New Vision for the Next Millennium**

Chair and Overview: Judith K. Thompson, University of New Mexico

**SESSION CONTINUED ON NEXT PAGE**

Friday, March 22

Presenters:

Maya Sutton, Sutton Seminars, ***Work as a Spiritual Practice***

Tom Thomas, University of Washington, ***Entrepreneurship and the Concept of Right Livelihood***

Jan Willem Bol, University of Wisconsin, ***On Humans, Humus, Humor, and Humility: Moving Towards a Spirituality of Business***

Martin Rutte, Livelihood, Inc., ***Spirituality in the Workplace: The Current Condition and Future Directions***

Boardroom

**B. Symposium: Greenwashing: How Responsible Are Socially Responsible Firms?**

Co-Chairs: William E. Martello, University of Calgary

Philip L. Cochran, Pennsylvania State University

Presenters:

Jon Entine, Ruff Run, ***The Question of Integrity***

Craig S. Fleisher, Wilfrid Laurier University, ***Current Initiatives by Major Corporations***

William E. Martello, University of Calgary, ***Cross-border Perspectives***

William A. Sodeman, University of Southern Indiana, ***Changing Perspectives in Social Investment***

Philip L. Cochran, Pennsylvania State University ***Impacts and Implications of Greenwashing***

Nambe

**C. Workshop: Painless Computer-Aided Research: Qualitative and Quantitative Analysis**

Co-Organizers: Michael Saxon, University of Illinois at Urbana-Champaign  
Stephanie Welcomer, Pennsylvania State University

No experience necessary! Come learn how you can expand your analytic toolbox with computer-aided data mining. Text analysis software takes the drudge work out of ethnographic research, and creates new possibilities for understanding, comparing, and contrasting the content of *qualitative data*. The programs demonstrated in this workshop will allow users to perform Boolean and non-Boolean searches, to construct indexes, and to structure text hierarchically and in user-constructed formations.

Parallel visual data analysis allows you to view your *quantitative data* as a visual spreadsheet. Users can display graphical representations of relationships between many different variables simultaneously, mapping coordinates as parallel axes rather than as the perpendicular axes used by traditional visualization tools. This simple idea allows users to discover and understand multivariable interactions with easy point-and-click mouse commands.

This will be a hands-on workshop. After a brief presentation, we will invite participants to explore our data themselves, to get a feel for the capabilities of the software packages, and to investigate how these tools might enhance their research.



Friday, March 22

Tewa

**D. Topic: Ethical Theories and Applications**  
Chair: R. Edward Freeman, University of Virginia

✂ ***Virtue - Ethics and Business: A Lesson from Architecture,*** John Dobson, California Polytechnic State University

✂ ***All Our Children: Dealing with Child Labor Practices of Suppliers Abroad,*** Kirk Davidson, Mount St. Mary's College, and Thomas Donaldson, Georgetown University

✂ ***Pragmatism, Solidarity and Business-Society Relations,*** Tamara Bartha-Johnson, York University

5:30pm -

**Dinner on your own**

(The New Scholar Network invites doctoral students to meet in the hotel bar at 6 pm to make dinner plans.)

**Saturday, March 23**

7:00am - 9:00am

*Kachina B*

**Breakfast Buffet**

7:00am - 8:00am

*Boardroom*

**Board of Directors Meeting**

7:30am - 8:30am

**Registration Open**

8:00am - 9:30am

**Session VI: Interactive Roundtables**

*Kachina A*

**A. Topic: Pedagogy and Field Development**  
Chair: Denis Collins, University of Wisconsin

✂ ***Reinventing the MBA Curriculum: Integrating Ethics, Law and Public Policy,*** Dennis Wittmer, University of Denver, John Holcomb, University of Denver, Bruce Hutton, University of Denver, and Donald R. Nelson, University of Denver

✂ ***Testing a Stepwise Empowerment Model in the Classroom: Focus on the Corporate Social Responsibility Audit,*** Max E. Douglas, Indiana State University

✂ ***Management Education Through Service Learning,*** Donna M. Trent, Eckerd College, Edward T. Grasso, Eckerd College, and Christopher J. Roby, Eckerd College

✂ ***Business and Society: Development as Seen in Journal Quality,*** Timothy W. Edlund, Morgan State University, and Richard H. Franke, Loyola College

Boardroom

**B. Topic: Inclusion or Exclusion?**

Chair: Craig P. Dunn, San Diego State University

- ✂ ***The Continuation of Racism: A Critique of D'Souza's Principles,*** Jesse Taylor, Appalachian State University, and Robbin Derry, The Wharton School
- ✂ ***How Do You Say "Burrito" in English? or The Role of English in the U.S. Workplace,*** Ramona L. Paetzold, Texas A&M University, and Rafael Gely, Illinois Institute of Technology
- ✂ ***The Impact of Culture and culture on Organizational Learning: A Framework for Mexican-American Lessons,*** Carolina Gomez, University of North Carolina at Chapel Hill, and Christine Pearson, University of North Carolina at Chapel Hill
- ✂ ***The Net: A Facilitator or Barrier to Increasing Democratic Participation?*** Nancy B. Kurland, University of Southern California, and Terri D. Egan, University of Southern California

Tewa

**C. Topic: Environmental Management: Measuring Outcomes**

Chair: Kathleen Getz, American University

- ✂ ***When Environmental Performance Helps/Hurts the Bottom Line: An Empirical Test of the Instrumentality of Corporate Social Performance for Firm Profitability,*** Sara A. Morris, Old Dominion University, David C. Loney, Old Dominion University, and Howard M. Kinlaw, Jr., Old Dominion University
- ✂ ***The Influence of Stakeholders on the Environmental Performance of a Finnish Company - Findings from a Case Study,*** Hanne Raatikainen, University of Jyväskylä, Finland
- ✂ ***A Comparative Study of Italian and Canadian Eco-Funds: How Can a Portfolio Have a Green Soul?,*** Bouchra M'Zali, Université du Québec à Montréal, Pierre Di Toro, Tuscia University of Viterbo, Marie-France Turcotte, Université du Québec à Montréal, and Roberto Di Pietra, University of Siena
- ✂ ***The Toxics Release Inventory (TRI) Database: Limitations and Implications,*** Jennifer Griffin, Boston University

Nambe

**D. Topic: Leadership**

Chair: Paul Miesing, State University of New York - Albany

- ✂ ***Struggling with the Paradox of Leadership,*** Andrea Giampetro-Meyer, Loyola College, Rev. Timothy Brown, Loyola College, M. NeBrowne, Bowling Green State University, and Nancy Kubasek, Bowling Green State University
- ✂ ***Ethical Leadership at the Top: A Comprehensive Model and Illustrations of the Role of the Chief Executive Officer in Organizational Ethics,*** Bradley R. Agle, University of Pittsburgh
- ✂ ***Exploring Theoretical Relationships Between Charismatic Leadership Theory and Corporate Social Performance,*** Stefan W. Schuppisser, University of Zurich
- ✂ ***Initiating Controversial Social Change in Organizations,*** John R. Austin, Boston College

Club A

- E. Topic: **Business Ethics: Expanding Our Scope**  
Chair: John Dienhart, St. Cloud State University

📖 ***International Research in Business Ethics: Something Old and Something New***, Siobhán M. Alderson, University of Leeds, United Kingdom

📖 ***Business Ethics in China: An Overview of the Issues***, Paul Steidlmeier, State University of New York-Binghamton

📖 ***Business and Ethics in Austria: Theoretical Approaches - Empirical Results***, Franz Rupert Hrubí, Vienna University for Economy & Business Administration, and Matthias Karmasin, Vienna University for Economy & Business Administration

📖 ***Similarities and Differences in Ethical Reasoning: Learning from Native American Traditions***, Judith White, Loyola Marymount University, and Chris Manolis, Loyola Marymount University

📖 ***Social Influences on Managerial Values: A Comparative Study of U.S. and Russian Managers***, Detelin S. Elenkov, Adelphi University

Club B

- F. Topic: **Ethical Investing**  
Chair: Brian Shaffer, University of Maryland

📖 ***The Ethics of Institutional Shareholder Activism***, A. Scott Carson, Saint Mary's University

📖 ***An Insider View of Outsider Influence: Legitimacy and Shareholder Activism***, Harry J. Van Buren, III, University of Pittsburgh

📖 ***Potential Conflict of Interests Between Inside and Outside Shareholders: The Case of Shareholder Governance Proposals***, Chamu Sundaramurthy, University of Kentucky, and Douglas Lyon, University of Kentucky

📖 ***Do Ethical Screens Make a Difference? A Comparison of the Domini Social Index 400 and Standard and Poor's 500***, Karen Paul, Florida International University, and Steven D. Lydenberg, Kinder, Lydenberg, & Domini, Inc.

📖 ***Social Investing: Processes and Criteria in the United States, the United Kingdom, Germany and Austria***, William P. Smith, Towson State University, and William A. Sodeman, University of Southern Indiana

9:30am - 10:00am  
Mezzanine

## Break

10:00am - 11:15am

## Session VII: Symposia and Workshop Sessions

Kachina A

- A. Symposium: **Organizational Discourse as Ethical Praxis: Perspectives on the Institutionalization of Stakeholder Voice**

Chair and Overview: Jerry M. Calton, University of Hawaii at Hilo

Presenters:

Richard P. Nielsen, Boston College, ***Triple-Loop Stakeholder Voice as Postmodern Praxis: Evolution of an Idea from Aristotle to Postmodern Agency Theory***

Daniel R. Gilbert, Jr., Bucknell University, ***Making Differences at "Now What?" Crossroads***

Ann Feyerherm, Pepperdine University, ***From Temporary to Permanent: The Institutionalization of External Stakeholder Voice***  
Jerry M. Calton, University of Hawaii-Hilo, ***Modern and Postmodern Perspectives on Stakeholder Discourse: Will the Institutionalization of Voice Engender Ideal Speech, Marginalist Babble, or Community Conversations?***

Commentators: Peter Ring, Loyola Marymount University  
Denis Collins, University of Wisconsin-Madison

Tewa

**B. Experiential Exercise: Using Sun Tzu to Teach Business and Society Relationships: An Experiential Exercise Offering Cross-Disciplinary Learning Opportunities**

Organizer: Lance B. Kurke, Duquesne University

Lance Kurke teaches undergraduate policy courses with a mandate to involve students in business and society, and ethical issues, without the authors or the students having benefit of formal training in any of these disciplines. Accordingly, an exercise has been devised using Sun Tzu's *The Art of War* to introduce many such issues and to elicit significant interaction among students. This session will provide a complete set of materials to duplicate this exercise, including a very brief pedagogical overview, all handouts, appropriate references, teaching notes, etc. The majority of this session will model a typical class with the audience participating in a Manville Corporation case involving a Chapter 11 filing for relief from asbestos-related lawsuits. (This exercise works with many different kinds of cases. We will use Manville just because most of the audience will be familiar with it).

Nambe

**C. Workshop: A Practical Guide to Qualitative Field Methodologies and Practices: Preparation and "Tales from the Field"**

Co-Chairs and Presenters:

William E. Martello, University of Calgary ***Understanding Qualitative Methods: A Comparison of Field-Based Approaches***

Barbara W. Altman, Boston University, ***The Social Issues Researcher's Role: Fact-Finder or Therapist?***

This interactive workshop will address in a hands-on fashion concerns related to social issues field research. It will examine the theoretical and practical foundations of various field research methodologies, discuss practical experiences and problems encountered in field research, and attempt to assist workshop participants with past, present, and potential issues in their own field research projects. We encourage participants to bring their field research issues, troubles, and methodological concerns so that we can develop a wide-ranging session where many of us talk about our lessons from going out in the field, stumbling along, and finding out both what to do and what NOT to do.

Saturday, March 23

Boardroom

**D. Program Chair s Symposium on Downsizing and the Changing Employee Contract**

Organizers and Presenters:

Carolyn B. Mueller, Ball State University

Cheryl VanDeusen, Embry Riddle University

Nancy Burgas, Consultant

Carolyn will review downsizing and how it has affected the social contract between corporations and employees. Cheryl will explain how Boeing's approach has made downsizing easier on former and current employees as well as the community. Nancy, with the perspective of a former AT&T district manager in executive development, will discuss the topic in the context of values, especially trust, loyalty, commitment, and corporate responsibility.

11:30am - 12:30pm

**Session VIII: Showcase Sessions**

Kachina A

**A. Topic: Stakeholder Theory**

Chair: Max B. E. Clarkson, University of Toronto

👉 **Organizations as the Object of Stakeholder Activism,** Robert A. Phillips, University of Virginia, and Maureen P. Bezold, Virginia Polytechnic Institute and State University

👉 **Stakeholder Theory as a Constructivist Paradigm,** Jean Pasquero, University of Quebec at Montreal

Boardroom

**B. Topic: Structure and Culture: Impacts on Competitiveness**

Chair: Doug Nigh, University of South Carolina

👉 **Country Capabilities and the Sustainability of Innovation: International Competition in the Flat Panel Display Industry,** Thomas P. Murtha, University of Minnesota, Jennifer W. Spencer, University of Minnesota, and Stefanie A. Lenway, University of Minnesota

👉 **Kinship Ties, Economic Cooperation, and Organizational Governance: The Korean Case,** Christopher B. Meek, Brigham Young University, and Eun-Mie Lim, University of Washington

Club A

**C. Topic: Community Relations: Stewardship and Strategy**

Chair: Lee Burke, George Washington University

👉 **A Stewardship Model of Business-Community Relations: Implications for Theory and Research,** Deborah Vidaver Cohen, Florida International University

👉 **Strategic Corporate Community Relations: Old Wine in a New Bottle or a New Vintage?,** Barbara W. Altman, Boston University

Saturday, March 23

Club B

**D. Topic: Environmental Attitudes and Advertising**  
Chair: Gordon Rands, Pennsylvania State University

📖 ***Shades of Green in Black and White: An Empirical Analysis of Individual Differences in Environmental Concern Among Environmental Stakeholders***, Mark Cordano, University of Pittsburgh  
📖 ***Environmental Advertising Communications: An Exploratory Classification System with Normative Comments***, Kim A. Nelson, University of Washington, Tacoma

Tewa

**E. Topic: Agency Theory**  
Chair: Peter Ring, Loyola Marymount University

📖 ***Moral Hazards on the Road to the "Virtual Corporation"***, Thomas M. Jones, University of Washington, and Norm Minne, University of Minnesota  
📖 ***The Theory of Testaments***, Barry M. Mitnick, University of Pittsburgh

12:30pm -

**Lunch on your own**

***Special Saturday Afternoon Activities -- Sign Up Recommended***

1:00pm - 5:00pm      Work Group: **Habitat for Humanity Community Service Project**

Organizer: Valerie E. Mock, Fort Valley State College

IABS members are invited to participate in home-building projects sponsored by Santa Fe's Habitat for Humanity. If you haven't already contacted Valerie about participating, leave her a message on the message board so that she has an accurate count to arrange transportation.

1:30pm - 5:30pm      Workshop: **Interactive Corporate Political Activity Research Workshop**  
Boardroom

Co-Organizers: Steven N. Brenner, Portland State University  
Kathleen Getz, American University  
Gerald Keim, Texas A&M University  
John F. Mahon, Boston University

This experimental workshop will provide a unique opportunity for those who have done, or who might like to do, research on Corporate Political Activity (CPA) to gather together, not for paper presentations or speeches, but for an integrated set of designed activities and dialogues. The workshop will consist of 5 parts:

1. An examination of the definitional problems confronting those who do research in CPA.
2. An understanding of the previous CPA work done both by workshop participants and by others.
3. A consideration of the topics and issues most worthy of research effort.

4. An analysis of the research methodologies currently used to do research in CPA and of both the benefits and pitfalls of using such techniques to do particular types of research.
5. An encompassing wrap-up of the workshop's conclusions.

While one can attend without having done the homework, doing some or all of it will make this workshop especially valuable to those who attend.

**1:30pm - 5:00pm Case Colloquium**  
Tewa

Organizer: Timothy W. Edlund, Morgan State University

Come and see how a panel of journal editors and experienced case writers guide others in improving their cases and teaching notes. You will see how to expedite your own efforts to get your work published. You will benefit most from this workshop if you prepared the cases in advance.

Cases to be presented:

Rosemary Hartigan, Antioch University, **Systems & Computer Technology Corporation**

John Jackson, Central Queensland University, **The Australian Fresh Pineapple Industry (B)**

Margaret J. Naumes and William Naumes, University of New Hampshire, **Compaq versus Packard Bell**

Janet Rovenpor, Manhattan College, **Alyeska Pipeline Service Company**

Panel of  
Timothy W.  
Anne Lawrence, San Jose State University  
Margaret J. Naumes, University of New Hampshire  
Jeannette Oppedisano, Skidmore College

experts:  
Edlund, Morgan State University

**6:00pm - 7:00pm No-Host Bar**  
Mezzanine

**7:00pm - 9:30pm Banquet**  
Kachina Ballroom

**Sunday, March 24**

**7:00am - 9:00am Breakfast Buffet**  
Kachina B

Sunday, March 24

8:00am - 9:30am

## Session IX: Interactive Roundtables

Boardroom

- A. Topic: **Religion and Spirituality**  
Chair: Bro. Leo V. Ryan, DePaul University

‡ **Workplace, Nature/Spirit, and Paradigm Polarization: A Process Perspective,**‡ John Quiring, Center for Process Studies, Claremont College  
‡ **Community, Relationality, and the Love of Neighbor: Religious Constructs that Might Inform the Study of Business and Society,**‡ Harry J. Van Buren, III, University of Pittsburgh  
‡ **Christian Businesses: An Examination of the Impact of Extreme Homogeneity,**‡ Irene T. Houle, University of Connecticut, and Ann Buchholtz, University of Connecticut  
‡ **Expressed Religiosity in the Workplace,**‡ Irene T. Houle, University of Connecticut

Tewa

- B. Topic: **Economic Development and Adjustment**  
Chair: Morten Huse, Nordland Research Institute

‡ **The Social Impact of Economic Dislocation: Evidence and Analysis of Social Exclusion in the Former British Coalfields,**‡ Royce Turner, Sheffield Hallam University  
‡ **Casino Gaming: An Assessment of Community Economic Impact in California,**‡ Donald Sciglimpaglia, San Diego State University, Howard R. Toole, San Diego State University, and Bill Kilbourne, Sam Houston State University  
‡ **Economic Conversion,**‡ Kathleen Robertson, Booz-Allen & Hamilton, and Igor Grazin, University of Notre Dame

Nambe

- C. Topic: **Business Ethics and Theories**  
Chair: Linda TreviZo, Pennsylvania State University

‡ **Business Ethics and Ethical Theory: A Debate and a Recommendation,**‡ John W. Dienhart, St. Cloud State University  
‡ **On the Search for the Normative Foundations of Stakeholder Theory: Another Quest for the Holy Grail?,**‡ John R. Danley, Southern Illinois University at Edwardsville  
‡ **Attachment Theory and Business Ethics,**‡ Ellen J. Kennedy, University of St. Thomas, and Leigh Lawton, University of St. Thomas  
‡ **Political Liberalism and Integrative Social Contract Theory,**‡ Helge Rynning, Xbo Academy University  
‡ **Business Ethics/Environmental Ethics: If Ever the Wain Shall Meet,**‡ Rogene A. Buchholz, Loyola University of New Orleans, and Sandra B. Rosenthal, Loyola University of New Orleans

Club A

- D. Topic: **Ecology and Industry: Cases**  
Chair: Jeffrey Gale, Loyola Marymount University

‡ **The Imprint of the Frontier Age: The Institutional Context of Logging,**‡ Stephanie Welcomer, Pennsylvania State University

**SESSION CONTINUED ON NEXT PAGE**



Sunday, March 24

‡ ***Environmental Issues Performance in Mining: An International Perspective,***‡ Vincent Di Norcia, University of Sudbury

‡ ***The Greening of Universities and Colleges: Selected Case Studies of Environmental Initiatives of Higher Education Institutions,***‡ Mark Starik, George Washington University

Club B

**E. Topic: Institutional Theory**

Chair: Jerry Calton, University of Hawaii-Hilo

‡ ***The Social Construction of Private Property: A History of the Idea and its Implications for Business Legitimacy,***‡ Sandra L. Christensen, Eastern Washington University

‡ ***Exploring the Institutional Foundations of Corporate Social Responsibility,***‡ Sharon Matusik, University of Washington, and Shawn Berman, University of Washington

‡ ***The Power of Trust: Why Managerial Discretion Can Exist Without Power,***‡ Timothy J. Rowley, University of Pittsburgh

‡ ***Trust, Social Networks, and Buying Behavior: An Empirical Study,***‡ Yaolung James Hsieh, National Chengchi University, Taiwan

Kachina A

**F. Topic: Managerial Values and Behaviors**

Chair: Melissa S. Baucus, Utah State University

‡ ***When Business Makes the World Worse Off: The Business/Society Interchange in Social Failures,***‡ Ray Jones, University of Pittsburgh

‡ ***Shortening the Leap of Faith in the Values - Performance Link: Shared Organizational Values and Strategy Implementation,***‡ Craig B. Caldwell, University of Pittsburgh

‡ ***Top Management Philosophy as a Predictor of Corporate Social Performance: An Empirical Examination,***‡ Martin B. Meznar, Arizona State University West

‡ ***Corporate Governance and Corporate Illegality,***‡ Marie A. McKendall, Grand Valley State University, Carol M. Sanchez, Grand Valley State University, and Paul Sicilian, Grand Valley State University

9:30am - 9:45am

**Break**

9:45am - 11:00am

**Session X: Symposia and Workshop Sessions**

Boardroom

**A. Workshop: Professional Duties and Personal Values: Conflicts and Reconciliations**

Organizers: Denis Collins, University of Wisconsin-Madison  
Terri Egan, University of Southern California  
Judy Clair, Boston College  
Sandra Waddock, Boston College

The facilitators of this session continue the IABS tradition of exploring our professional duties by offering a workshop where attendees develop a) a list of value conflicts they have experienced during their professional careers, and b)

**SESSION CONTINUED ON NEXT PAGE**

Sunday, March 24

action plans that should be taken by individual members, departments, schools and/or professional associations in response to these value conflicts. Those attending the session will work in small groups to perform an ethical analysis of life at their own university. What ethical or unethical behaviors are generated by existing reward systems, departmental structures, etc.? By the end of this innovative session we hope to develop commitments by some of the attendees to further pursue these action plans during the academic year.

*Club B*

**B. Workshop: Make Your Research Roar: Using the TIGER/Line Files**

Presenters:

Penny M. Simpson, Northwestern State University of Louisiana

Claude L. Simpson, Jr., Northwestern State University of Louisiana

Thomas A. Burns, Northwestern State University of Louisiana

This workshop is designed to inform session participants about the availability and use of the LandView and TIGER/Line files distributed by the U.S. Census Bureau. The CD-ROM allow users to draw a map of an area, such as a city, town, or county, and plots the waterways, historic sites, public buildings, and roads on the map. Census data can then be tied to the geographic area in units as small as a census bloc. This mapping-census data linkage capability facilitates business and societal research in areas such as cultural identification and composition, natural resource identification, and the link of natural resources with population characteristics.

Specific example of how the TIGER/Line files and the LandView mapping program have been used in previous research will be demonstrated during the workshop. The workshop is open to all conference attendees. No special computer knowledge or abilities are required for participation. Interested participants are invited to bring their 486 laptop computers with at least 15 megabytes of hard drive space so that a location map can be installed for hands-on use.

*Tewa*

**C. Workshop: Free Trade Is The Answer! What Was The Question Again?**

Organizer: Tanya Dawkins, National Fellow of the Kellogg Foundation and Senior Vice President of the United Way of Dade County, Miami

Save the world in 75 minutes or less! Join Tanya Dawkins and your colleagues for a roll-up-your-sleeves dynamic brainstorming session on life in the global economy, addressing the following questions:

1. How will the free market address issues of growing global poverty and unemployment in the age of technological innovation?
2. Are international trade agreements such as NAFTA, GATT and others consistent with the principles of democracy?
3. Should international trade/economic agreements reflect a set of social and political values? If so, what should those values be?
4. What is the role of the citizen activist in promoting aggregate prosperity in an increasingly global environment?

Each participant will receive a summary of deliberations and will become part of the Communities in the Global Economies Dialogue Initiative.

Sunday, March 24

*Nambe*

**D. Program Chair s Symposium on Philanthropy**

Chair: Lori Verstegen Ryan, University of Georgia

✂ ***Managerial Judgment, Corporate Giving, and Moral Ideas: Some Relations Between Normative and Descriptive Dimensions,*** Alan Strudler, University of Pennsylvania

✂ ***Giving Back: An Examination of the Philanthropic Motivations, Orientations and Activities of the Nation's Largest Black-Owned Businesses,*** Vickie Cox Edmondson, University of Georgia, and Archie B. Carroll, University of Georgia

✂ ***Motives of Corporate Philanthropy: A Case Study of Taiwan,*** Yaolung James Hsieh, National Chengchi University, Taiwan, and Bing-Wuey Young, National Chengchi University, Taiwan

11:00am - Noon  
*Kachina Ballroom*

**IABS Business Meeting**

Presiding: Steve Wartick, University of Missouri-St. Louis  
1995-96 President of IABS

Noon

**Adjournment**

***See you at IABS 97***

***Sandestin Beach Golf and Tennis Resort  
Destin, Florida***

***March 6 - 9, 1997***

***Contact: Program Chair Jim Weber at  
Duquesne University for conference information  
e-mail: [weberj@duq2.cc.duq.edu](mailto:weberj@duq2.cc.duq.edu)***