Final program—Capability Conference June 12-13, 2009
“Towards the micro-level origins of organizational routines and capabilities”
Rotterdam School of Management
Conference Venue: Novotel Rotterdam, Brainpark

Friday June 12th
Room: Rotterdam

08:30-8:45  Registration
8:45-09:00  Welcome by Henk Volberda (Rotterdam School of Management)
09:00-9:15  Opening by Koen Heimeriks (Rotterdam School of Management)
09:15-10:00 Key note speech I by Sid Winter (Wharton)
10:00-10:15 Break
Discussants: Teppo Felin, Jan Willem Stoelhorst

Becker: From entrepreneur to organization (University of Southern Denmark)
Vromen: Routines as multilevel mechanisms (Erasmus University)
Lazaric: Routines, incentives and motivation: unpacking the organizational black box (Université de Nice Sophia Antipolis)

11:50-13:00 Lunch
13:00-13:45 Key note speech II by Nicolai Foss: Micro-foundations for routines? May not be a good question (Copenhagen Business School)
13:45-14:15 Break
14:15-15:45 Paper session 2: Micro-origins of routines: emerging empirical approaches
Discussants: Markus Becker, Scott Turner

Felin & Knudsen: A theory of nascent organizing: on the emergence of collective beliefs and strategy (Marriott School)
Cacciatore: Between problem-solving and conflict: developing boundary objects to sustain knowledge integration (Bocconi)
Bapuji, Saeed & Hora: Changing towels, changing routines: how people, artifacts, and associations trace routines (University of Manitoba)

15:45-16:05 Break
16:05-17:35 **Paper session 3:** Routines and capabilities: multiple levels and meso-approaches  
*Discussants: JC Spender, Tammy Madsen*

Bridoux, Coeurderoy & Durand: Where do firms’ idiosyncratic collective resources come from? A psychological interpretation (Rotterdam School of Management)  
Staats: Hierarch, team familiarity, and capability development: evidence from Indian Software services (Harvard Business School)  
Canato & Brusoni: Do organizations dream of eclectic sheep? A model of routines change through identity adaption (Imperial College Business School)

18:00 Toast and welcome by **George Yip** (Dean Rotterdam School of Management), Wine reception (Restaurant ‘In den Rustwat’)

18:15-21:30 Conference dinner, **Poster session** (Restaurant ‘In den Rustwat’)

Cinici & Dagnino: Managerial cognition and the evolution of firm capabilities: evidence from Pirelland Telecom Italia (University of Catania)  
Jain: The locus of innovative capability: learning and forgetting in biotechnology research (INSEAD)  
Matta & Beamish: Transient institutional ownership and organizational performance feedback structures: evidence from firm engagement in cross-border acquisitions (HEC Paris)  
Wilden, Gudergan & Lings: The impact of organizational culture on dynamic capability deployment speed, timing and frequency (University of Technology, Sydney)  
Bryant: The micro-level origins of organizational routines (Macquarie University)  
Wolf: Variations in mindfulness as antecedents of learning in organizational routines (University of St. Gallen)  
El Haji & Stoelhorst: Human resources, fairness, and value creation: microfoundations for the resource-based view (Universiteit van Amsterdam)  
Wollersheim: An empirical investigation of the role of dynamic capabilities in mergers & acquisitions (Frankfurt School of Finance & Management)  
Hallberg: The strategic relevance of organizational capabilities: an assessment and proposal for integration (Lund University)
Saturday June 13th
Room: Rotterdam

8:00-8:30 Coffee

8:30-9:15 Key note speech III by Maurizio Zollo (Bocconi)

9:15-10:15 Paper session 4: Routines and capabilities: the role of (internal and external) context
Discussants: Eugenia Cacciatori, Amit Jain

Turner & Fern: Examining variability in routine performance: the roles of context dependence and experience (University of South Carolina)
Branzei & Fredette: Out of the blue: social microprocesses of endogenous capability dynamization (Richard Ivey Business School)

10:15-10:30 Break

10:30-12:00 Paper session 5: The role of individuals: constraining or facilitative in capability development?
Discussants: Hari Bapuji, Oana Branzei

Yu: Deep dives: the role of top management in linking activities to capabilities (Harvard Business School)
Mom, Van den Bosch & Volberda: How to influence managers’ ambidexterity: the effect of the formal organization structure and informal relationships and the moderating role of hierarchical levels (Rotterdam School of Management)
Ganco: The influence of technological interdependence on employee entrepreneurship and mobility: evidence from the semiconductor industry (University of Illinois at Urbana-Champaign)

12:00-13:15 Lunch

13:15-14:00 Invited panel session: three approaches to micro-origins (Linda Argote (Carnegie), JC Spender (Lund and ESADE) and Jack Vromen (Erasmus University))

14:00-14:15 Break

14:15-15:30 Conversing the core informally: from here to where in routines and capability research (Becker (TBC), Felin, Winter, Zollo)

15:30-16:00 Break
16:00-17:30  **Paper session 6:** Micro-origins of capabilities: emerging empirical approaches  
*Discussants: Howard Yu, Martin Ganco*

*Kang, Burton & Mitchell:* How firms’ budgeting methods differ as Knightian uncertainty and controversy vary: Bower and Brealey & Myers and both right, sometimes (Ewha Womans University)  
*Muethel, Gehrlein & Hoegl:* Team identification, team self-efficacy and shared leadership in new product development teams (Otto Beisheim School of Management)  
*Mayer & Weber:* Unpacking contract capabilities: shaping behavior by implementing appropriate contract framing (Marshall School of Business)

17:30-18:00  **Plenary questions & farewell**