The Mid-Year Fellows Workshop in Honor of Louis O. Kelso

The workshop gathers the School of Management and Labor Relations' J. Robert Beyster Fellows, the Ray Carey Fellows, the Michael W. Huber Fellows, the Q.A. Shaw McKean, Jr. Fellows, the Bill Nobles Fellows, the Rutgers Research Fellows, the Robert Smiley Fellows, and sabbatical visiting scholars in order to discuss works in progress with faculty and other colleagues. The workshop is supported by a generous gift of John D. Menke of Menke & Associates that makes possible the Louis O. Kelso Traveling Fellowships in order to support the participation of all the fellows in this meeting.

February 24-25, 2011

Rutgers University
School of Management and Labor Relations
Janice H. Levin Building
94 Rockafeller Road
Piscataway, NJ 08854

www.smlr.rutgers.edu

RUTGERS
School of Management and Labor Relations

Thursday, February 24, 2011

3:30 p. m.–4:30 p.m. Reception for the J. Robert Beyster Professorship. Winants Hall, Board Room, 7 College Avenue, New Brunswick

4:30 p.m.-7:00 p.m. First Panel. Hyatt Regency Hotel, 2 Albany Street, 2nd floor, Conference Room I, New Brunswick

Dynamics of Shared Capitalism Policies. Joseph Hsueh, J. Robert Beyster Fellow and Michael W. Huber Fellow. Hsueh is a fellow in system dynamics at the MIT Sloan School of Management with a doctorate in system dynamics from the MIT Sloan School of Management.

Respondent: Steven Director, professor, human resource management, Rutgers University School of Management and Labor Relations and Associate Dean

Employee Capitalism or Corporate Socialism? Broad-based Employee Stock Ownership. Paige Ouimet, J. Robert Beyster Visiting Assistant Professor and Beyster Fellow. Ouimet is an assistant professor of finance at the University of North Carolina at Chapel Hill Kenan-Flagler Business School with a doctorate in finance from the University of Michigan Stephen M. Ross School of Business.

Respondent: Steven Freeman, Louis O. Kelso Fellow. Freeman is a professor and resident scholar in organizational dynamics at the University of Pennsylvania with a doctorate in organization studies from the MIT Sloan School of Management.

Shared Capitalism and Corporate Strategy: A Resource-based Examination of ESOPs As Strategic Human Capital Programs. Peter Thompson, Rutgers Research Fellow. Thompson is a clinical assistant professor of managerial studies at the University of Illinois at Chicago College of Business Administration with a doctorate in business administration from the University of Illinois at Chicago.

Respondent: Steven Director, professor, human resource management, Rutgers University School of Management and Labor Relations and Associate Dean of SMLR.

Cross-cultural Effects: Wealth Sharing, Goal Alignment and Work Unit Performance. Ajnesh Prasad, Rutgers Research Fellow. Prasad is a lecturer in organizations and management at the University of New South Wales Australian Business School with a doctorate in organization studies from the York University Schulich School of Business. Yuan Jiang, Rutgers Research Fellow. Jiang is an assistant professor in organizational leadership and supervision at the Indiana University-Purdue University at Fort Wayne with a doctorate in industrial relations and human resources from the Rutgers University School of Management and Labor Relations.

Respondent: Steven Freeman, Louis O. Kelso Fellow, SMLR. Freeman is a professor and resident scholar in organizational dynamics at the University of Pennsylvania with a doctorate organization studies from he MIT Sloan School of Management.

The Psychology of Employee Stock Options: Testing A New Conceptual Model. Edward Carberry, J. Robert Beyster Visiting Assistant Professor and Beyster Fellow. Carberry is an assistant professor of business society management at the Erasmus University Rotterdam School of Business with a doctorate in sociology from Cornell University.

Respondent: Rebecca Kehoe, assistant professor, human resource management, Rutgers University School of Management and Labor Relations.

Thursday, February 24, 2011

7:00 p.m. – 8:00 p.m. Dinner, Hyatt Regency Hotel, 2nd floor, Salon A-B, New Brunswick

8:00 p.m. – 10:15 p.m. Second Panel. Hyatt Regency Hotel, 2 Albany Street, 2nd floor, Conference Room I, New Brunswick

To Own Is To Control. Mark J. Kaswan, J. Robert Beyster Fellow. Kaswan is an instructor in political science at the University of Nevada at Las Vegas with a doctorate in political science from the University of California at Los Angeles.

Social Movements, Human Capital, and the Construction of Occupational Community in Emerging Fields. Ryan Hammond, Louis O. Kelso Fellow. Hammond is a doctoral candidate in the Institute for Work and Employment Research at the MIT Sloan School of Management.

Why Normative Stakeholder Theorists Should Support Stakeholder Democracy. Jeffrey Moriarty, Louis O. Kelso Fellow. Moriarty is an associate professor of philosophy at Bentley University with a doctorate in philosophy from Rutgers University.

Race, Gender and Employee Ownership: Who Benefits From Self-Managed Teams? Vernon Woodley, Rutgers Research Fellow. Woodley is a doctoral candidate in sociology at the University of Iowa and a finalist for the 2010 Shared Capitalism Through Employee Ownership International Dissertation Award of the Aspen Institute.

Reflections on Human Economic Development: Catholic Social Teaching, Social Enterprise and Property Rights. Robert Van der Waag, Rutgers Research Fellow. Van der Waag is an assistant professor of theology at Marymount University and a fellow at the Georgetown University Berkleley Center for Religion, Peace and World Affairs with a doctorate in theology from Duquesne University.

Respondent: Charles Heckscher, professor, labor studies and employment relations, Rutgers University School of Management and Labor Relations

Friday, February 25, 2011

7:00 a.m. The first shuttle leaves the Hyatt Hotel in New Brunswick for the Levin Building at the School of Management and Labor Relations in Piscataway.

7:15 a.m. The last shuttle leaves the Hyatt Hotel in New Brunswick for the Levin Building at the School of Management and Labor Relations in Piscataway.

7:30 a.m. Breakfast. Levin Building, 1st floor, Rutgers University, School of Management and Labor Relations, 94 Rockefeller Road, Piscataway, New Jersey

8:00 a.m.-10:00 a.m. Third Panel, 1st floor, Room 103, Rutgers University, School of Management and Labor Relations, 94 Rockefeller Road, Piscataway, New Jersey

Solidarity and Sharing: Unions and Shared Capitalism. Paula Voos. Voos is a professor of labor studies and employment relations at the Rutgers University School of Management and Labor Relations and director of credit programs. John McCarthy. McCarthy is a doctoral candidate in industrial relations and human resources at the Rutgers University School of Management and Labor Relations.

Respondent: Francesco Bova, Rutgers Research Fellow. Bova is an assistant professor of accounting at the University of Toronto Rotman School of Management with a doctorate in accounting from the Yale University School of Management and a finalist for the 2009 Shared Capitalism Through Employee Ownership International Dissertation Award of the Aspen Institute.

Friday, February 25, 2011 *continued*

Same Practices But Different Reaction: The Impact of Perceived Job Value on ESOP Satisfaction. Andrea Kim. Kim is a doctoral candidate in industrial relations and human resources at the Rutgers University School of Management and Labor Relations.

Respondent: Edward Carberry, J. Robert Beyster Visiting Assistant Professor and Beyster Fellow. Carberry is an assistant professor of business society management at the Erasmus University Rotterdam School of Business with a doctorate in sociology from Cornell University.

Shared Capitalism and Individual Level Outcomes: Long-term and Short-term Perspectives. Kyongji Han. Han is a doctoral candidate in industrial relations and human resources at the Rutgers University School of Management and Labor Relations.

Respondent: Mark Huselid, professor, human resource management, Rutgers University School of Management and Labor Relations.

A Look at Perceptions About Business Ethics and Organizational Ownership Structure. Sally Sledge, J. Robert Beyster Fellow. Sledge is an associate professor in management at the Norfolk State University School of Business.

Respondent: Christopher Mackin, Ray Carey Fellow. Mackin is a member of the faculty of the Harvard Law School Harvard Trade Union Program in the Labor and Worklife Program. Mackin has a doctorate in human development and psychology from Harvard University.

10:00 a.m.– 10:15 a.m. Coffee and Tea Break

10:15 a.m. -12:30 p.m. Fourth Panel, 1st floor, Room 103, Rutgers University, School of Management and Labor Relations, 94 Rockefeller Road, Piscataway, New Jersey

Employee Ownership and Firm Disclosure. Francesco Bova. Bova is an assistant professor of accounting at the University of Toronto Rotman School of Management with a doctorate in accounting from the Yale University School of Management and a finalist for the 2009 Shared Capitalism Through Employee Ownership International Dissertation Award of the Aspen Institute.

How Did Employee Ownership Firms Weather the Last Two Recessions?: Employee Stability in the U.S. 1999-2008 Fidan Ana Kurtulus, J. Robert Beyster Fellow. Kurtulus is an assistant professor of economics at the University of Massachusetts at Amherst with a doctorate in economics from Cornell University.

Using Experiments to Investigate Shared Capitalism and Productivity. Philip Mellizo, Rutgers Research Fellow. Mellizo is an instructor in economics and business at the College of Wooster with a doctorate in economics from the University of Massachusetts at Amherst.

Teams, Hierarchies, and Innovation. Karen F. Bernhardt-Walther, J. Robert Beyster Fellow. Bernhardt-Walther is a doctoral candidate in economics at the University of Chicago Booth School of Business and the winner of the 2010 Shared Capitalism Through Employee Ownership International Dissertation Award of the Aspen Institute.

Majority Employee-Owned Enterprises in the U.S.:A Profile. Erik Olsen, Louis O. Kelso Fellow. Olsen is an assistant professor of economics at the University of Missouri at Kansas City with a doctorate in economics from the University of Massachusetts at Amherst.

Respondent: Richard Freeman, Herbert Ascherman Chair in economics, Harvard University and research associate, National Bureau for Economic Research.

Friday, February 25, 2011 *continued*

12:30 p.m.–1:15 p.m. Lunch, 1st floor Levin Building.

1:15 p.m.–3:15 p.m. Fifth Panel, 1st floor, Room 103, Rutgers University, School of Management and Labor Relations, 94 Rockefeller Road, Piscataway, New Jersey

Unpacking Bureaucracy: An Intersectional Theory of Gendered Organizations. Joan S.M. Meyers, Rutgers Research Fellow. Meyers is a Postdoctoral Associate and instructor in labor studies and employment organization at the Rutgers University School of Management and Labor Relations with a doctorate in sociology from the University of California at Davis.

Efficiency and Job Satisfaction in Employee-Owned Enterprises: An Economic Case Study of Mondragon. Monica Gago. Gago is a professor of economics in the faculty of business at the Mondragon University and a researcher at MIK – The Mondragon Innovation and Knowledge Research Center with a doctorate in economics from the University of the Basque Country. Derek Jones. Jones holds the Irma M. and Robert D. Morris Professorship in economics at Hamilton College and is the Research Director for Economics of the Mondragon Academic Community affiliated with the Mondragon Corporation of worker cooperatives.

Cultivating Consent, Reaping Resistance: Identity-based Control at a High End Natural Foods Store. Tricia McTague, Rutgers Research Fellow. McTague is an assistant professor of sociology at Missouri State University with a doctorate in sociology from North Carolina State University.

The Making of Shared Capitalism: Business, Labor and Corporate Accountability. Natascha van der Zwan, Rutgers Research Fellow. Van der Zwan is a doctoral candidate in political science at the New School University and winner of the 2010 Shared Capitalism Through Employee Ownership International Dissertation Award of the Aspen Institute.

Respondent: Sue Schurman, professor, labor studies and employment relations, Rutgers University School of Management and Labor Relations and Dean of the University College Community at Rutgers University.

3:15 p.m. – 3:30 p.m. Coffee and Tea Break

3:15 p.m.–5:15 p.m. Sixth Panel, 1st floor, Room 103, Rutgers University, School of Management and Labor Relations, 94 Rockefeller Road, Piscataway, New Jersey

The Political History of Investment Culture in the United States: The Wall Street Politics of William E. Simon. Jefferson Decker, Former Robert Smiley Jr. Fellow in Economic History. Decker is a faculty member and the American Council of Learned Societies/Mellon New Faculty Fellow in American Studies and political science at Rutgers University with a doctorate in history from Columbia University.

Examining a Relationship-based Quality of Care in Organizations With Different Ownership Types. Daphne Berry, Rutgers Research Fellow. Berry is a doctoral candidate at the University of Massachusetts at Amherst Isenberg School of Management in management and organization studies and the winner of the 2009 Shared Capitalism Through Employee Ownership International Dissertation Award of the Aspen Institute.

Chart Rehabilitation of Hawai'i: A Case Study. Ozge Tekin. Tekin is a doctoral candidate in political science at the University of Hawaii at Manoa.

KCI Technologies, Inc.: Engineering the Future, One Employee at a Time: A Case Study. Frank Shipper, Louis O. Kelso Fellow. Shipper is a professor of management in the Franklin P. Purdue School of Business at Salisbury University of the University of Maryland System.

Respondent: William Lazonick. Lazonick is a professor in regional economic and social development at the University of Massachusetts at Lowell and director of the Center for Industrial Competitiveness.

Additional Papers For Discussion

Employee Ownership in the Deregulated U.S. Airline Industry. Dustin Avent-Holt, Rutgers Research Fellow. Holt is a doctoral candidate in sociology at the University of Massachusetts at Amherst and a finalist for the 2010 Shared Capitalism Through Employee Ownership International Dissertation Award of the Aspen Institute.

How Does Share Ownership Affect Employee Behavior? Evidence from a Multinational Corporation. Alex Bryson. Bryson is the director of employment relations research at the National Institute of Economic and Social Research in London and a fellow of the London School of Economics Centre for Economic Performance. Richard Freeman. Freeman holds the Herbert Ascherman Chair in economics at Harvard University and is a research associate at the National Bureau for Economic Research.

The Relationship Between Financial Participation Plans and Company Financial Performance: Evidence From a Longitudinal Dutch Panel. Erik Poutsma, Rutgers Research Fellow. Poutsma is an associate professor of labor relations in the department of business administration at the Radboud University Nijmegan School of Management and the principal researcher and author of the European Union's PEPPER II Report (Promotion of Employee Participation in Profit and Enterprise Results.

Support For The Fellowship Program

The J. Robert Beyster Professorships and Fellowships along with several Rutgers Research Fellowships are made possible through a gift of the Foundation for Enterprise Development by J. Robert Beyster and Mary Ann Beyster. Additional support for the fellows workshop is made possible through a gift of Adam Blumenthal of Blue Wolf Capital Partners. The Michael W. Huber Fellowships are made possible through a gift of Dr. Caroline Huber. The Ray Carey Fellowships are made possible through a gift of Ray and Dennice Carey. The Louis O. Kelso Fellowships and several Rutgers Research Fellowships are made possible through a gift of the Employee Ownership Foundation. The Louis O. Kelso Traveling Fellowships are made possible through a gift of John D. Menke. The Q. A. Shaw McKean Jr. Fellowships are made possible through a gift of Linda Borden McKean and the Shrewsbury Foundation. The Bill Nobles Fellowship is made possible through a gift of Bill and Connie Nobles. The Robert Smiley Jr. Fellowships are made possible through a gift of Robert W. Smiley Jr. The Shared Capitalism Through Employee Ownership International Dissertation Awards are made possible through a partnership between the Foundation for Enterprise Development, the Employee Ownership Foundation, and the Aspen Institute's Center for Business Education. The assistance of the SMLR staff with the workshop and the fellows program, especially Elena Orama, Ellen Weber, Joanne Mangels, Frank Ngo, Linda Post, and research assistant Alex Bink, is gratefully acknowledged along with the assistance of Shino John, Assistant Dean for Advancement and Dean David Finegold**.**

Administrative Details

Parking

There is complimentary parking for all participants at the Hyatt Hotel for all guests coming to the workshop and participants in the workshop or dinner coming to the hotel. Please mention the name of the event or have the parking attendant call the front desk.

There is complimentary parking at the parking lot of the Levin Building across from the Rutgers University School of Management and Labor Relations next to the Rutgers Athletic Center. Please obtain a parking pass from the Dean's office on the first floor to the left of the meeting room. It is important that this pass be filled in and placed on your windshield immediately as Rutgers police are very strict about parking rules

Important Telephone Numbers and Contacts

Hyatt Hotel Front Desk: 732-873-1234. Workshop representative: Kristie Sparrey.
Elena Orama on the day of the workshop: 732-445-5973
Dean's Office, School of Management and Labor Relations: 732-445-5997

Maps to Workshop Locations

* http://rumaps.rutgers.edu/?q=bnum:3004
**http://www.newbrunswick.hyatt.com

*** http://rumaps.rutgers.edu/?q=bnum:4163

Copies of Papers and Power Points-http://smlr.rutgers.edu/midyearfellowsworkshop

All papers are available on the workshop web site and will be distributed on a portable drive to all participants in the workshop. Note that only paper co-authors presenting are shown on the program. All other co-authors are identified on the papers, the web site, and the portable drive.