

"A DISPOSITIONAL APPROACH TO SOCIAL
NETWORKS: THE CASE OF ORGANISATIONAL
CHOICE"

by

Martin KILDUFF*

N° 89 / 36

- * Assistant Professor of Organisational Behaviour, INSEAD,
Boulevard de Constance, 77305 Fontainebleau, France

Director of Publication:

Charles WYPLOSZ, Associate Dean
for Research and Development

Printed at INSEAD,
Fontainebleau, France

A Dispositional Approach to Social Networks:

The Case of Organizational Choice

Martin Kilduff

European Institute of Business Administration (INSEAD)

Boulevard de Constance

77305 Fontainebleau

France

Tel: (33-1) 60-72-40-00

Running Head: ORGANIZATIONAL CHOICE

I thank David Krackhardt and Sara Rynes for their contributions to this paper.

An earlier version was presented at the 9th Annual Sunbelt Social Network Conference, Tampa, California, 1989.

Funding was provided by the Johnson School of Management at Cornell University.

Please send all correspondence to: Martin Kilduff, INSEAD, 77305, Fontainebleau, France.

ABSTRACT

This paper examines whether there are systematic differences between types of individuals in the degree to which they rely on friendship networks in making complex decisions. The Random Assignment Procedure (RAP) is introduced as a non-parametric test of significant differences between types of individuals in a social network context. For a cohort of 170 MBA students the patterns of interviews with recruiting organizations were tracked unobtrusively over a five month period. The sample was divided into those who were especially attuned to the role expectations of others (high self-monitors) and those who preferred to be themselves despite social pressures (low self-monitors). The results showed that, relative to the lows, the choices of the highs were significantly more similar to those of their friends. Further, the lows and the highs were significantly different in their rankings of criteria used to evaluate potential employers. The results suggest that the social network, as a decision making resource, may be as much an expression of personality as it is a constraint on individual choice.

Organizations consist of individuals linked to each other by both formal and informal relationships. A social network approach focuses on these relationships between organizational members, in contrast to psychological and sociological approaches that focus on individual or group attributes. Recently, the network approach has led to many new insights concerning how structural relationships can affect important organizational outcomes (e.g., Brass, 1981; Krackhardt & Porter, 1985; 1986).

Missing from network studies of organizational relationships, however, has been any discussion of dispositional differences. In moving from the analysis of attributes toward relationship-centered analysis, network researchers appear to have lost sight of individual variability and its potential effects on the strength of relationships. The present paper offers a way to bridge the gap between the developing network paradigm and the recently resurgent dispositional approach (e.g., Schneider, 1987; Staw, Bell, & Clausen, 1986; Staw & Ross, 1985; Weiss & Adler, 1984).

Both the network approach and the dispositional approach focus on decision making. From a network perspective, decisions are the outcomes of contagion among a set of interrelated individuals through such processes as cohesion among friends or structural equivalence perceptions among competitive role occupants (Burt, 1987). From a personality perspective, decisions result from relatively stable underlying dispositions. Thus the two approaches focus on completely different causal processes, with network analysts viewing decisions as outcomes from a system of relationships, and personologists viewing decisions as the outcomes of individual histories of preferences. The network approach tends to take snapshots of decisions

across the network at one moment in time (e.g., Walker, 1985), whereas the dispositional approach is generating more and more longitudinal research tracking individuals over the life course (e.g., Gerhart, 1987; Staw, Bell, & Clausen, 1986; Staw & Ross, 1985).

In summary, the two approaches offer opposing perspectives both in terms of variables (relations in networks versus individual dispositions) and research design (snapshot across the network versus history across time). In bringing the two approaches together, it may be possible to pose new questions that have not previously been considered. For example, are there systematic differences between individuals in the degree to which they rely on friendship networks when making important decisions? To answer this question requires an examination of the effects of friendship networks on decision making for different personality types. By combining network and dispositional approaches it may be possible to take a fresh look at non-routine, unprogrammed decision making.

The combined approach requires innovative analytical tools that may themselves be useful to further cross-disciplinary research. One of the reasons for the absence of network research from a dispositional perspective has been the lack of appropriate statistical procedures. When relations between people are the unit of analysis, the observations become systematically intercorrelated. Most standard techniques of significance testing, such as least squares analysis of variance, assume independent observations. Recently, social network statisticians have developed non-parametric significance tests for the analysis of structurally autocorrelated data (e.g., Baker & Hubert, 1981; Krackhardt, 1987; 1988).

The present study builds on the logic of this work to introduce the Random Assignment Procedure (RAP) as a significance test for individual difference variables in a social network context.

The present paper suggests that for some people more than others, the friendship network may help simplify complex decision making by, for example, reducing the number of viable alternatives that need to be considered. The selection of alternatives has been identified as one of the most difficult steps in complex decision making (Slovic & Lichtenstein, 1971). Some people more than others may rely on the simple heuristic, "Select alternatives selected by my friends," rather than perform the difficult calculations suggested by normative theories of choice.

Following the lead of previous research (e.g., Soelberg, 1967) the organizational choice decision was chosen as an example of the kind of complex decision making that is little understood and yet which "forms the basis for allocating billions of dollars worth of resources in our economy every year" (Soelberg, 1967, p. 20). The literature on organizational choice (see Schwab, Rynes, & Aldag, 1987, for a review) examines the process by which job seekers choose among recruiting organizations. Whereas routine decision making, such as the management of inventories, has been successfully simulated on computer programs, complex decision making, such as organizational choice, the purchase of new equipment, and the development of new products, continues to defy simple modelling (see Mintzberg, Raisinghani, & Theoret, 1976, for an attempt to model such complexity). In the case of organizational choice, further research on personality traits has been recommended as a way to explain the striking variety of decision

making styles exhibited by subjects who are highly homogenous on demographic and socioeconomic measures (Rynes & Lawler, 1983).

The self-monitoring personality variable was hypothesized to moderate social influences on organizational choices in the present research. The self-monitoring construct (Snyder, 1974; 1979; Snyder & Gangstead, 1986) distinguishes between those who are especially attuned to the role expectations of other people (high self-monitors) and those who insist on being themselves despite social expectations (low self-monitors). The basic idea is that, compared to high self-monitors, "low self-monitors rely less on social cues to direct behavior and more on introspection" (Caldwell & O'Reilly, 1982, p. 125).

Hypothesis 1. Relative to low self-monitors, the organizational choices of high self-monitors will be more highly correlated with the organizational choices of their friends.

Recent research has also suggested that high and low self-monitors differ in the evaluative criteria they bring to the choice process. Particularly relevant to the present research is the evidence that high self-monitors choose on the basis of socially defined realities, whereas low self-monitors choose on the basis of intrinsic quality. For example, whereas high self-monitors choose products on the basis of the image they project, low self-monitors choose on the basis of the products' quality (Snyder & DeBono, 1985).

Adapting this research to the organizational choice process, we might suspect that, compared to low self-monitors, high self-monitors would be more interested in the reputation, public image, and prestige of

organizations. The image of the organization, like the image projected about consumption goods in advertising, should have particular salience for high self-monitors. The organization that one joins becomes an integral part of one's self image, and high self-monitors are very concerned with the "images of self that they project in social situations" (Snyder & DeBono, 1985, p. 588). Further, high self-monitors prefer job situations that offer clearly defined roles (Snyder & Gangstead, 1982). It is as if high self-monitors wish to place themselves in situations that have strong social norms.

By contrast, low self-monitors prefer situations that allow them the freedom to be themselves (Snyder & Gangstead, 1982; Snyder & Harkness, 1984). Relative to high self-monitors, they will, perhaps, evaluate organizations on how much autonomy in work procedures is encouraged. Further, we can expect that low self-monitors will choose work compatible with the values and beliefs that are central to their self-identity.

Based on the above discussion, hypothesis 2 predicts that high and low self-monitors will place different values on certain factors relevant to organizational choice. The six factors listed in Table 1 were selected to discriminate between the value systems of high and low self-monitors. Factors 1, 3, and 5, can be categorized as individual freedom factors, likely to appeal to low self-monitors. These factors consist of: Freedom from pressures to conform both on and off the job; The opportunity to determine my own work methods and procedures; and, Work that is compatible with my personal values and beliefs. Factors 2, 4, and 6, in Table 1 can be

categorized as social conformity factors, likely to appeal to high self-monitors. These factors consist of: Work that is of high status and prestige; A clear idea of exactly what my role in the organization will be; and, The organization's reputation and public image.

Hypothesis 2. Compared to the lows, high self-monitors will rank social conformity factors as more important to their organizational choices; compared to the highs, low self-monitors will rank individual freedom factors as more important.

Insert Table 1 about here

Method

Sample

The sample consisted of a class of 209 second-year MBA students at Cornell University and excluded non-residents who were ineligible to work in the United States. The average age of respondents was 27, and 70 percent were male. Eighty-seven per cent of the sample completed mailed questionnaires. Both questionnaire and behavioral data were available for a total of 170 people, or 81 percent of the original sample.

The MBA Bidding Process

Organizational choice in the present study was operationalized as those organizations students tried to interview with over the five month recruiting period. The business school used a computerized bidding system under which each student could spend a total of 1300 points bidding for interviews with the 119 organizations that recruited at the school. In

general, those students who made the highest bids for particular interview slots were automatically selected.

Measures

Independent Variable

Friendship. A pair of individuals was considered to be a friendship pair, if either person claimed the other as a personal friend on a questionnaire. Individuals were allowed to nominate choices on the basis of personal definitions of friendship rather than on the basis of researcher-imposed constructs (cf. Kelly, 1955).

Moderating Variable

Self-monitoring. Self-monitoring was measured using the recently revised form of the Self-Monitoring Scale (see Snyder & Gangstead, 1986, for a complete discussion of the psychometric properties of the new scale). Recent work (Gangstead & Snyder, 1985) has strongly suggested the existence of discrete classes of self-monitors. The self-monitoring score can be understood as indicating the probability that an individual belongs to either the high or the low self-monitoring category. To make the present work compatible with previous work (e.g., Gangstead & Snyder, 1985, p. 339), the sample was split so that those with scores of 11 or greater were classified as high self-monitors.

Factors Important to Organizational Choice

Students ranked the six factors in Table 1 in order of importance for their choices of organizations. The prediction was that factors 1, 3, and 5 would be ranked more highly by high self-monitors, whereas factors 2, 4, and 6 would be ranked more highly by low self-monitors.

Dependent Variable

The dependent variable was the pair-wise similarity in bidding behavior. Each individual could bid for interviews with 119 organizations. Thus for each individual it was possible to construct a bidding vector, 119 cells long, that showed for each organization, whether or not a bid had been made. A bidding correlation matrix was constructed by correlating these bidding vectors for all pairs of individuals.

Analyses

The random assignment procedure (RAP). In order to determine whether the observed difference in correlations between low and high self-monitors could have resulted from chance alone a distribution of 10,000 possible correlation differences was generated by randomly allocating people to the low and high self-monitoring categories. The following procedure was repeated 10,000 times.

First, a vector of 170 random numbers was generated. Second, these numbers were assigned ranks from 1 to 170, with the lowest number becoming "1," and so on. This procedure created a vector of numbers from 1 to 170 in a random order. Thus, the number "2," for example, might be the 110th number in the sequence. Third, these randomly ordered numbers were matched with the numbers used to identify people in the original matrices. For example, if "2" was in the 110th position in the random vector, the person who had been assigned number 110 now became person 2.

The effect of this procedure was to randomly reassign the order in which people were numbered in the matrices. In the original matrices, the low self-monitors (those with scores less than 11) were numbered 1 to 100,

and the high self-monitors (those with scores of 11 or more) were numbered 101 to 170. In the randomly reordered matrices, the first 100 people were also treated as if they were low self-monitors, whereas the last 70 people were treated as high self-monitors. The correlations between friendhsip patterns and bidding patterns were calculated separately for the "lows" and the "highs," and the difference between the correlations was stored in a file.

The random assignment of people to low and high categories was repeated 10,000 times to create a distribution of possible differences in correlations. This distribution was then examined to see how many times the observed difference in correlations had been generated by chance alone. For example, if the observed difference in correlations was equalled or exceeded in 250 of 10,000 trials, then the observed difference would be significant at the 0.025 level (one-tailed test).

Nonparametric tests of ranked factors. In order to test whether there were significant differences in the way high and low self-monitors ranked the factors in Table 1, the ranks attributed to each set of factors by each individual were summed. The first set of factors (1, 3, and 5) were hypothesized to be preferred by low self-monitors. Each individual's rank scores for factors 1, 3, and 5 were summed, giving a total that could range from 6 (i.e., 3+2+1) to 15 (i.e., 4+5+6). Similarly, each individual's rank scores for factors 2, 4, and 6 (hypothesized to be preferred by high self-monitors) were summed.

The mean rank score for each set of factors was calculated for low and for high self-monitors. To test whether these means were significantly

different from each other, a nonparametric analysis featuring the Kruskal-Wallis test (chi-square approximation) was performed.

Results

The first hypothesis suggested that self-monitoring would moderate the correlation between friendship ties and bidding similarity. As reported elsewhere (Kilduff, in press), the overall correlation between friendship ties and bidding similarity was significant ($p < .0001$). Table 2 indicates that self-monitoring did moderate this significant relationship. The correlation between friendship and bidding correlations was higher for high ($r=.13$) than for low self-monitors ($r=.09$). To determine whether this difference was significant, the Random Assignment Procedure (RAP) was used to output a distribution of 10,000 possible differences between the two groups. The observed difference of .036 was equalled or exceeded in 404 of 10,000 trials. The result, then, was significant at the .04 level (1-tailed test).

Insert Table 2 about here

Were high self-monitors, compared to lows, more concerned with choosing organizations on the basis of such socially defined criteria as prestige and reputation, as suggested by hypothesis 2? Did they look for organizations that offered clearly defined roles? The answers to these questions is yes, as Figure 1 illustrates. Compared to low self-monitors, high self-monitors ranked more highly factors concerned with social conformity (numbered 2, 4,

and 6). Table 3 indicates that the difference between high and low self-monitors on the overall ranking of these factors was significant ($p < .02$).

Insert Figure 1 about here

Similarly, low self-monitors, compared to highs, reported that freedom from social pressures was more important to their choices of organizations. As Figure 1 shows, the lows, relative to the highs, ranked factors numbered 1, 3, and 5 as more important to their choices. Table 3 indicates that the difference between high and low self-monitors on the overall ranking of these individual freedom factors was significant ($p < .01$).

Insert Table 3 about here

Discussion

The results support the two hypotheses. First, the choices of those students who were most susceptible to social influences (high self-monitors) were more similar to their friends than were the choices of those students who tended to be guided by their own attitudes (low self-monitors). Second, high and low self-monitors were significantly different with regard to social conformity and individual freedom criteria they used to evaluate potential employers.

The results indicate that there may be systematic differences among individuals in the degree to which they rely on social networks in making

complex decisions. These differences appear to be quite robust, extending in the domain of both decision criteria and behavioral choices.

Previous research has suggested that people rely on social information in making ambiguous decisions (Pfeffer, Salancik, & Leblebici, 1976), and when information is scarce (Granovetter, 1974; Kunreuther, 1978). There has been little attempt, however, to explore the possibility that people's preferences for social information may depend not only on situational, but also on dispositional, factors.

One of the reasons for the absence of research linking personality variables with social network analysis has been the lack of appropriate statistical procedures. This paper introduces the Random Assignment Procedure as a non-parametric test of individual differences in a network context. This procedure tests for significant differences between discrete classes of people. The classes can be defined on the basis of personality scores or other measures of individual differences such as biodata (e.g., Neiner & Owens, 1985) or career interests (e.g., Holland, 1985). In the case of self-monitoring, both theoretical arguments and empirical evidence support a categorization of people into two discrete classes, the highs and the lows (Gangstead & Snyder, 1985).

For dimensional constructs on which people are assumed to vary continuously, RAP can be used if the people can be grouped into categories predicted to differ in the strength of their relationships. For hypotheses that do not require partitioning people into non-equivalent classes, the Quadratic Assignment Procedure (Baker & Hubert, 1981) can be used to answer

questions of the type: do people with similar dispositions also have similar behaviors? (See Krackhardt & Kilduff, *in press*, for an empirical example.)

One of the goals of future research is to answer the question: does reliance on the social network improve decision making? Previous research has suggested that the benefits of using social networks are matched by the costs (Rook, 1984). Individuals appear to differ in their ability to derive support from social ties (Riley & Eckenrode, 1986). The present research suggests that high self-monitors are better able to utilize networks for information gathering and advice than low-self monitors. A follow-up study could examine whether the two groups differed with respect to such important organizational outcomes as job satisfaction, career advancement, and salary.

The debate over the relative importance of situational and personality factors for organizational behavior continues to rage in the literature (e.g., Davis-Blake & Pfeffer, *in press*; Schneider, 1987). This paper has suggested a way to move beyond the current controversy: some people tend to be situationally sensitive, whereas others tend to be dispositionally consistent. From this perspective, different types of people can be expected to be influenced differently by the social networks they create and maintain. The social network, as a decision making resource, may be as much an expression of personality as it is a constraint on individual choice.

References

- Baker, F.B., & Hubert, L.J. (1981). The analysis of social interaction data: A non-parametric technique. Sociological methods and research, 9, 339-361.
- Brass, D.J. (1981). Structural relationships, job characteristics, and worker satisfaction and performance. Administrative Science Quarterly, 26, 331-348.
- Burt, R.S. (1987). Social contagion and innovation: Cohesion versus structural equivalence. American Journal of Sociology, 92, 1287-1335.
- Caldwell, D.F., & O'Reilly, C.A. (1982). Boundary spanning and individual performance: The impact of self-monitoring. Journal of Applied Psychology, 67, 124-127.
- Davis-Blake, A., & Pfeffer, J. (in press). Just a mirage: The search for dispositional effects in organizational research. Academy of Management Review.
- Gangstead, S., & Snyder, M. (1985). "To carve nature at its joints": On the existence of discrete classes in personality. Psychological Review, 92, 317-349.

Gerhart, B. (1987). How important are dispositional factors as determinants of job satisfaction? Implications for job design and other personnel programs. Journal of Applied Psychology, 72, 366-373.

Granovetter, M.S. (1974). Getting a job: A study of contacts and careers. Cambridge, MA: Harvard University Press.

Holland, J.L. (1985). Making vocational choices: A theory of careers. Englewood Cliffs, NJ: Prentice-Hall.

Kelly, G.A. (1955). The psychology of personal constructs (2 vols.). New York: Norton.

Kilduff, M. (in press). The interpersonal structure of decision making: A social comparison approach to organizational choice. Organizational Behavior and Human Decision Processes.

Krackhardt, D. (1987). QAP partialling as a test of spuriousness. Social Networks, 9, 109-134.

Krackhardt, D. (1988). Predicting with networks: Nonparametric multiple regression analysis of dyadic data. Social Networks, 10, 359-381.

Krackhardt, D., & Kilduff, M. (in press). Friendship patterns and culture: The control of organizational diversity. American Anthropologist.

- Krackhardt, D., & Porter, L.T. (1985). When friends leave: A structural analysis of the relationship between turnover and stayers' attitudes. Administrative Science Quarterly, 30, 242-261.
- Krackhardt, D., & Porter, L.T. (1986). The snowball effect: Turnover embedded in communication networks. Journal of Applied Psychology, 71, 1-6.
- Kunreuther, H. (1978). Disaster insurance protection: Public policy lessons. New York: Wiley.
- Lawler, E.E. III, Kuleck, W.J., Jr., Rhode, J.G., & Sorensen, J.E. (1975). Job choices and post-decision dissonance. Organizational Behavior and Human Performance, 13, 133-145.
- Mintzberg, H., Raisinghani, D., & Theoret, A. (1976). The structure of "unstructured" decision processes. Administrative Science Quarterly, 21, 246-275.
- Neiner, A.G., & Owens, W.A. (1985). Using biodata to predict job choice among college graduates. Journal of Applied Psychology, 70, 127-136.
- Pfeffer, J., Salancik, G.R., & Leblebici, H. (1976). The effect of uncertainty on the use of social influence in organizational decision making. Administrative Science Quarterly, 21, 227-245.

Pieters, G.R., Hundert, A.T., & Beer, M. (1968). Predicting organizational choice: A post hoc analysis. Proceedings of the 76th Annual Convention of the American Psychological Association, 3, 573-574.

Riley, D., & Eckenrode, J. (1986). Social ties: Subgroup differences in costs and benefits. Journal of Personality and Social Psychology, 51, 770-778.

Rynes, S.L., & Lawler, J. (1983). A policy-capturing investigation of the role of expectancies in decisions to pursue job alternatives. Journal of Applied Psychology, 68, 620-631.

Rook, K.S. (1984). The negative side of social interaction: Impact on psychological well-being. Journal of Personality and Social Psychology, 46, 1097-1108.

Schneider, B. (1987). The people make the place. Personnel Psychology, 40, 437-453.

Schwab, D.P., Rynes, S.L., & Aldag, R.J. (1987). Theories and research on job search and choice. Research in Personnel and Human Resource Management, 5, 129-166.

Slovic, P., & Lichtenstein, S. (1971). Comparison of Bayesian and regression approaches to the study of information processing in judgment. Organizational Behavior and Human Performance, 6, 649-744.

Snyder, M. (1974). The self-monitoring of expressive behavior. Journal of Personality and Social Psychology, 30, 526-537.

Snyder, M. (1979). Self-monitoring processes. Advances in Experimental Social Psychology, 12, 85-128.

Snyder, M., & Debono, K.G. (1985). Appeals to images and claims about quality: Understanding the psychology of advertising. Journal of Personality and Social Psychology, 49, 586-597.

Snyder, M., & Gangstead, S. (1982). Choosing social situations: Two investigations of self-monitoring processes. Journal of Personality and Social Psychology, 43, 123-135.

Snyder, M., & Gangstead, S. (1986). On the nature of self-monitoring: Matters of assessment, matters of validity. Journal of Personality and Social Psychology, 51, 125-139.

Snyder, M., & Harkness, A.R. (1984). E=f(p): The impact of personality on choice of situation. Paper presented at the annual meetings of the Midwestern Psychological Association, Chicago.

Soelberg, P.O. (1967). Unprogrammed decision making. Industrial Management Review, 8, 19-29.

Staw, B.M., Bell, N.E., & Clausen, J.A. (1986). The dispositional approach to job attitudes: A lifetime longitudinal approach. Administrative Science Quarterly, 31, 56-77.

Staw, B.M., & Ross, J. (1985). Stability in the midst of change: A dispositional approach to job attitudes. Journal of Applied Psychology, 70, 469-480.

Vroom, V.H. (1966). Organizational choice: A study of pre- and post-decision processes. Organizational Behavior and Human Performance, 1, 212-225.

Walker, G. (1985). Network position and cognition in a computer software firm. Administrative Science Quarterly, 30, 103-130.

Weiss, H.M., & Adler, S. (1984). Personality and organizational behavior. Research in Organizational Behavior, 6, 1-50.

Table 1Factors Important to Organizational Choice^a

Factor	Source
1. Freedom from pressures to conform both on and off the job. (L)	Vroom, 1966.
2. Work that is of high status and prestige. (H)	Vroom, 1966; Lawler et al., 1975.
3. The opportunity to determine my own work methods and procedures. (L)	Lawler et al., 1975.
4. A clear idea of exactly what my role in the organization will be. (H)	Snyder & Gangstead, 1982.
5. Work that is compatible with my personal values and beliefs. (L)	Snyder & Gangstead, 1982.
6. The organization's reputation and public image. (H)	Pieters, Hundert, & Beer, 1968.

^a An 'L' (for 'low') or an 'H' (for 'high') in parentheses indicates that either low or high self-monitors are hypothesized to rank the factor as more important to organizational choices.

Table 2

The Moderating Effects of Self-Monitoring on the Correlations Between
Friendship Ties and Bidding Similarity

GROUP	N	r	D ^a
Self-Monitoring			
Hights	70	.131	
Lows	100	.095	.036*

^a The difference between subgroup correlations.

* p < .05 (1-tailed), using RAP.

Table 3

Rankings of Factors Important to Choices of Organizations by High and Low
Self-Monitoring Categories

Group	N ^a	Mean ^b	S.D.
Individual Freedom Factors ^c			
Low Self-Monitors	104	8.88	2.61
High Self-Monitors	77	9.94	2.59
Social Conformity Factors ^d			
Low Self Monitors	104	11.93	2.76
High Self-Monitors	77	11.06	2.59

^a All respondents, including those who didn't bid for interviews.

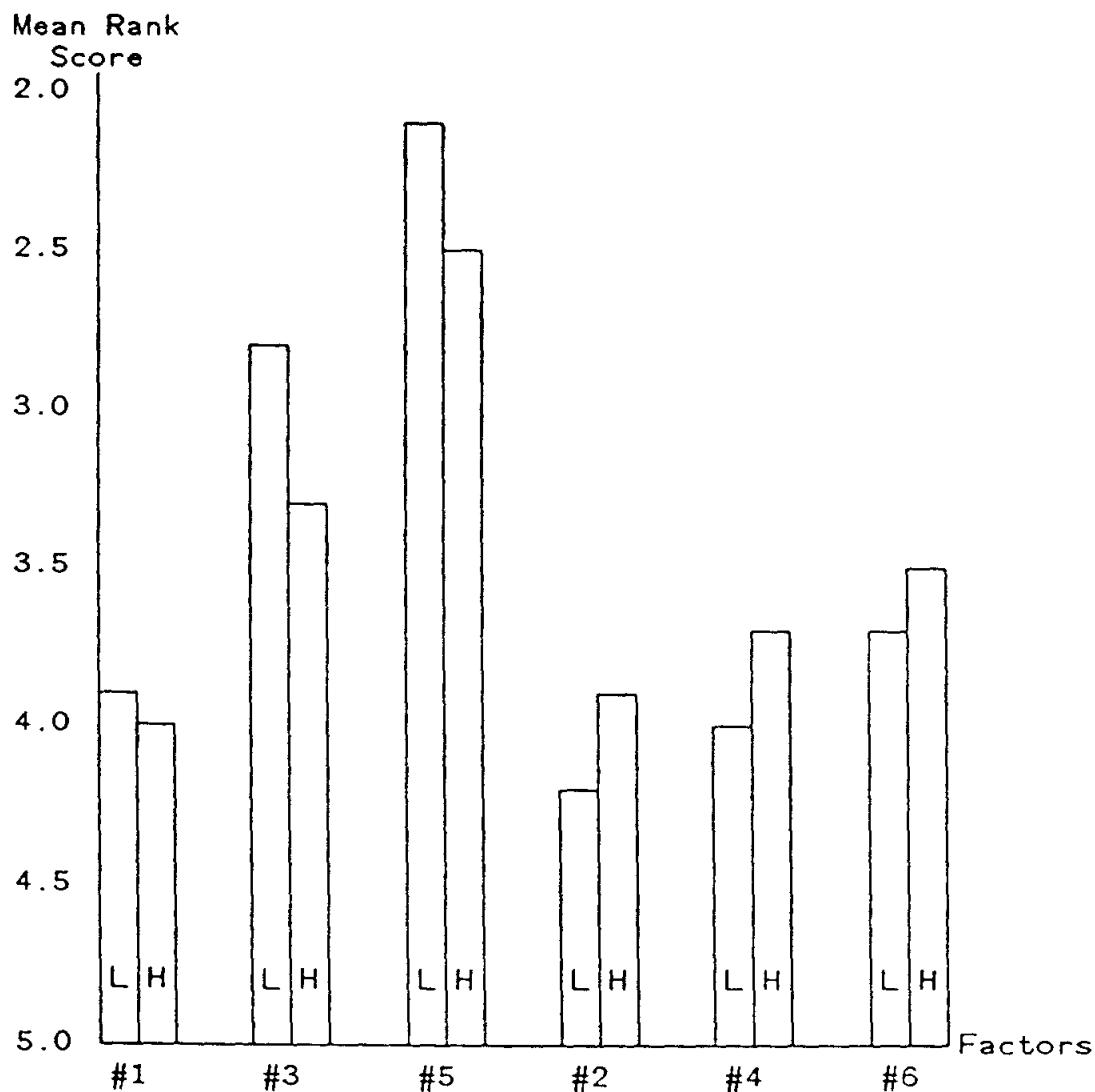
^b The mean of summed rank scores for the set of three factors.

^c Kruskal-Wallis (Chi-Square Approximation): Chi-Square = 7.03, df=1, p=.0080.

^d Kruskal-Wallis (Chi-Square Approximation): Chi-Square = 5.90, df=1, p=.0152.

Figure 1

Mean Rank Scores for 6 Factors Important to Organizational Choice
Categorized by Low (L) and High (H) Self-Monitors

Key.Individual Freedom Factors

1. Freedom from pressures to conform both on and off the job.
3. The opportunity to determine my own work methods and procedures.
5. Work that is compatible with my personal values and beliefs.

Social Conformity Factors.

2. Work that is of high status and prestige.
4. A clear idea of exactly what my role in the organization will be.
6. The organization's reputation and public image.

INSEAD WORKING PAPERS SERIES

1986

- | | | | | | |
|-------|--|--|-------|---|--|
| 86/01 | Arnoud DE MEYER | "The R & D/Production interface". | 86/16 | B. Espen ECKBO and Hervig M. LANGOHR | "Les primes des offres publiques, la note d'information et le marché des transferts de contrôle des sociétés". |
| 86/02 | Philippe A. NAERT
Marcel WEVERBERGH
and Guido VERSVIJVEL | "Subjective estimation in integrating communication budget and allocation decisions: a case study", January 1986. | 86/17 | David B. JEMISON | "Strategic capability transfer in acquisition integration", May 1986. |
| 86/03 | Michael BRIMM | "Sponsorship and the diffusion of organizational innovation: a preliminary view". | 86/18 | James TEBOUL
and V. MALLERET | "Towards an operational definition of services", 1986. |
| 86/04 | Spyros MAKRIDAKIS
and Michèle HIBON | "Confidence intervals: an empirical investigation for the series in the M-Competition". | 86/19 | Rob R. WEITZ | "Nostradamus: a knowledge-based forecasting advisor". |
| 86/05 | Charles A. WYPLOSZ | "A note on the reduction of the workweek", July 1985. | 86/20 | Albert CORHAY,
Gabriel HAVAVINI
and Pierre A. MICREL | "The pricing of equity on the London stock exchange: seasonality and size premium", June 1986. |
| 86/06 | Francesco GIAVOLI,
Jeff R. SHEEN and
Charles A. WYPLOSZ | "The real exchange rate and the fiscal aspects of a natural resource discovery", Revised version: February 1986. | 86/21 | Albert CORHAY,
Gabriel A. HAVAVINI
and Pierre A. MICHEL | "Risk-premia seasonality in U.S. and European equity markets", February 1986. |
| 86/07 | Douglas L. MACLACHLAN
and Spyros MAKRIDAKIS | "Judgmental biases in sales forecasting", February 1986. | 86/22 | Albert CORHAY,
Gabriel A. HAVAVINI
and Pierre A. MICHEL | "Seasonality in the risk-return relationships some international evidence", July 1986. |
| 86/08 | José de la TORRE and
David H. NECKAR | "Forecasting political risks for international operations", Second Draft: March 3, 1986. | 86/23 | Arnoud DE MEYER | "An exploratory study on the integration of information systems in manufacturing", July 1986. |
| 86/09 | Philippe C. RASPESLAGH | "Conceptualizing the strategic process in diversified firms: the role and nature of the corporate influence process", February 1986. | 86/24 | David GAUTSCHI
and Vithala R. RAO | "A methodology for specification and aggregation in product concept testing", July 1986. |
| 86/10 | R. MOENART,
Arnoud DE MEYER,
J. BARBE and
D. DESCHOOLMEESTER. | "Analysing the issues concerning technological de-maturity". | 86/25 | H. Peter GRAY
and Ingo WALTER | "Protection", August 1986. |
| 86/11 | Philippe A. NAERT
and Alain BULTEZ | "From "Lydiometry" to "Pinkhamization": misspecifying advertising dynamics rarely affects profitability". | 86/26 | Barry EICHENGREEN
and Charles WYPLOSZ | "The economic consequences of the Franc Poincaré", September 1986. |
| 86/12 | Roger BETANCOURT
and David GAUTSCHI | "The economics of retail firms", Revised April 1986. | 86/27 | Karel COOL
and Ingemar DIERICKX | "Negative risk-return relationships in business strategy: paradox or truism?", October 1986. |
| 86/13 | S.P. ANDERSON
and Damien J. NEVEN | "Spatial competition à la Cournot". | 86/28 | Manfred KETS DE VRIES and Danny MILLER | "Interpreting organizational texts". |
| 86/14 | Charles WALDMAN | "Comparaison internationale des marges brutes du commerce", June 1985. | 86/29 | Manfred KETS DE VRIES | "Why follow the leader?". |
| 86/15 | Mihkel TOMBAK and
Arnoud DE MEYER | "How the managerial attitudes of firms with FMS differ from other manufacturing firms: survey results", June 1986. | 86/30 | Manfred KETS DE VRIES | "The succession game: the real story". |
| | | | 86/31 | Arnoud DE MEYER | "Flexibility: the next competitive battle", October 1986. |
| | | | 86/31 | Arnoud DE MEYER,
Jinichiro NAKANE,
Jeffrey G. MILLER
and Kasra PERDOVS | "Flexibility: the next competitive battle", Revised Version: March 1987 |
| | | | 86/32 | Karel COOL
and Dan SCHENDEL | Performance differences among strategic group members", October 1986. |

86/33	Ernst BALTENSPERGER and Jean DERMINE	"The role of public policy in insuring financial stability: a cross-country, comparative perspective", August 1986, Revised November 1986.	87/06	Arun K. JAIN, Christian PINSON and Naresh K. MALHOTRA	"Customer loyalty as a construct in the marketing of banking services", July 1986.
86/34	Philippe HASPELACH and David JEMISON	"Acquisitions: myths and reality", July 1986.	87/07	Rolf BANZ and Gabriel HAWAVINI	"Equity pricing and stock market anomalies", February 1987.
86/35	Jean DERMINE	"Measuring the market value of a bank, a primer", November 1986.	87/08	Manfred KETS DE VRIES	"Leaders who can't manage", February 1987.
86/36	Albert CORHAY and Gabriel HAWAVINI	"Seasonality in the risk-return relationship: some international evidence", July 1986.	87/09	Lister VICKERY, Mark PILKINGTON and Paul READ	"Entrepreneurial activities of European MBAs", March 1987.
86/37	David GAUTSCHI and Roger BETANCOURT	"The evolution of retailing: a suggested economic interpretation".	87/10	André LAURENT	"A cultural view of organizational change", March 1987
86/38	Gabriel HAWAVINI	"Financial innovation and recent developments in the French capital markets", Updated: September 1986.	87/11	Robert FILDES and Spyros MAKRIDAKIS	"Forecasting and loss functions", March 1987.
86/39	Gabriel HAWAVINI Pierre MICHEL and Albert CORHAY	"The pricing of common stocks on the Brussels stock exchange: a re-examination of the evidence", November 1986.	87/12	Fernando BARTOLOME and André LAURENT	"The Janus Head: learning from the superior and subordinate faces of the manager's job", April 1987.
86/40	Charles WYPLOZ	"Capital flows liberalization and the EMS, a French perspective", December 1986.	87/13	Sumantra GHOSHAL and Nitin NOHRIA	"Multinational corporations as differentiated networks", April 1987.
86/41	Kasra FERDOVS and Vickham SKINNER	"Manufacturing in a new perspective", July 1986.	87/14	Landis GABEL	"Product Standards and Competitive Strategy: An Analysis of the Principles", May 1987.
86/42	Kasra PERDOVS and Per LINDBERG	"FMS as indicator of manufacturing strategy", December 1986.	87/15	Spyros MAKRIDAKIS	"METAPORECASTING: Ways of improving Forecasting. Accuracy and Usefulness", May 1987.
86/43	Damien NEVEN	"On the existence of equilibrium in hotelling's model", November 1986.	87/16	Susan SCHNEIDER and Roger DUNBAR	"Takeover attempts: what does the language tell us?", June 1987.
86/44	Ingemar DIERICKX Carmen MATUTES and Damien NEVEN	"Value added tax and competition", December 1986.	87/17	André LAURENT and Fernando BARTOLOME	"Managers' cognitive maps for upward and downward relationships", June 1987.
<u>1987</u>			87/18	Reinhard ANGELMAR and Christoph LIEBSCHER	"Patents and the European biotechnology lag: a study of large European pharmaceutical firms", June 1987.
87/01	Manfred KETS DE VRIES	"Prisoners of leadership".	87/19	David BEGG and Charles WYPLOZ	"Why the EMS? Dynamic games and the equilibrium policy regime, May 1987.
87/02	Claude VIALLET	"An empirical investigation of international asset pricing", November 1986.	87/20	Spyros MAKRIDAKIS	"A new approach to statistical forecasting", June 1987.
87/03	David GAUTSCHI and Vithala RAO	"A methodology for specification and aggregation in product concept testing", Revised Version: January 1987.	87/21	Susan SCHNEIDER	"Strategy formulation: the impact of national culture", Revised: July 1987.
87/04	Sumantra GHOSHAL and Christopher BARTLETT	"Organizing for innovations: case of the multinational corporation", February 1987.	87/22	Susan SCHNEIDER	"Conflicting ideologies: structural and motivational consequences", August 1987.
87/05	Arnoud DE MEYER and Kasra FERDOVS	"Managerial focal points in manufacturing strategy", February 1987.	87/23	Roger BETANCOURT David GAUTSCHI	"The demand for retail products and the household production model: new views on complementarity and substitutability".

87/24	C. B. DERR and André LAURENT	"The internal and external careers: a theoretical and cross-cultural perspective", Spring 1987.	87/41	Gavriel HAWAVINI and Claude VIALLET	"Seasonality, size premium and the relationship between the risk and the return of French common stocks", November 1987	
87/25	A. K. JAIN, N. K. MALHOTRA and Christian PINSON	"The robustness of MDS configurations in the face of incomplete data", March 1987, Revised: July 1987.	87/42	Damien NEVEN and Jacques-P. THISSE	"Combining horizontal and vertical differentiation: the principle of max-min differentiation", December 1987	
87/26	Roger BETANCOURT and David GAUTSCHI	"Demand complementarities, household production and retail assortments", July 1987.	87/43	Jean GABSZEWICZ and Jacques-P. THISSE	"Location", December 1987	
87/27	Michael BURDA	"Is there a capital shortage in Europe?", August 1987.	87/44	Jonathan HAMILTON, Jacques-P. THISSE and Anita VESKAMP	"Spatial discrimination: Bertrand vs. Cournot in a model of location choice", December 1987	
87/28	Gabriel HAWAVINI	"Controlling the interest-rate risk of bonds: an introduction to duration analysis and immunization strategies", September 1987.	87/45	Karel COOL, David JEMISON and Ingemar DIERICKX	"Business strategy, market structure and risk-return relationships: a causal interpretation", December 1987.	
87/29	Susan SCHNEIDER and Paul SHRIVASTAVA	"Interpreting strategic behavior: basic assumptions themes in organizations", September 1987	87/46	Ingemar DIERICKX and Karel COOL	"Asset stock accumulation and sustainability of competitive advantage", December 1987.	
87/30	Jonathan HAMILTON V. Bentley MACLEOD and J. P. THISSE	"Spatial competition and the Core", August 1987.	<u>1988</u>			
87/31	Martine QUINZII and J. P. THISSE	"On the optimality of central places", September 1987.	88/01	Michael LAWRENCE and Spyros MAKRIDAKIS	"Factors affecting judgemental forecasts and confidence intervals", January 1988.	
87/32	Arnoud DE MEYER	"German, French and British manufacturing strategies less different than one thinks", September 1987.	88/02	Spyros MAKRIDAKIS	"Predicting recessions and other turning points", January 1988.	
87/33	Yves DOZ and Amy SHUEN	"A process framework for analyzing cooperation between firms", September 1987.	88/03	James TEBOUL	"De-industrialize service for quality", January 1988.	
87/34	Kasra FERDOVS and Arnoud DE MEYER	"European manufacturers: the dangers of complacency. Insights from the 1987 European manufacturing futures survey", October 1987.	88/04	Susan SCHNEIDER	"National vs. corporate culture: implications for human resource management", January 1988.	
87/35	P. J. LEDERER and J. P. THISSE	"Competitive location on networks under discriminatory pricing", September 1987.	88/05	Charles WYPLOZ	"The swinging dollar: is Europe out of step?", January 1988.	
87/36	Manfred KETS DE VRIES	"Prisoners of leadership", Revised version October 1987.	88/06	Reinhard ANGELMAR	"Les conflits dans les canaux de distribution", January 1988.	
87/37	Landis GABEL	"Privatization: its motives and likely consequences", October 1987.	88/07	Ingemar DIERICKX and Karel COOL	"Competitive advantage: a resource based perspective", January 1988.	
87/38	Susan SCHNEIDER	"Strategy formulation: the impact of national culture", October 1987.	88/08	Reinhard ANGELMAR and Susan SCHNEIDER	"Issues in the study of organizational cognition", February 1988.	
87/39	Manfred KETS DE VRIES 1987	"The dark side of CEO succession", November	88/09	Bernard SINCLAIR-DESGAGNÉ	"Price formation and product design through bidding", February 1988.	
87/40	Carmen MATUTES and Pierre REGIBEAU	"Product compatibility and the scope of entry", November 1987	88/10	Bernard SINCLAIR-DESGAGNÉ	"The robustness of some standard auction game forms", February 1988.	
			88/11	Bernard SINCLAIR-DESGAGNÉ	"When stationary strategies are equilibrium bidding strategy: The single-crossing property", February 1988.	

88/12	Spyros MAKRIDAKIS	"Business firms and managers in the 21st century", February 1988	88/29	Naresh K. MALHOTRA, Christian PINSON and Arun K. JAIN	"Consumer cognitive complexity and the dimensionality of multidimensional scaling configurations", May 1988.
88/13	Manfred KETS DE VRIES	"Alexithymia in organizational life: the organization man revisited", February 1988.	88/30	Catherine C. ECKEL and Theo VERMAELEN	"The financial fallout from Chernobyl: risk perceptions and regulatory response", May 1988.
88/14	Alain NOEL	"The interpretation of strategies: a study of the impact of CEOs on the corporation", March 1988.	88/31	Sumantra GHOSHAL and Christopher BARTLETT	"Creation, adoption, and diffusion of innovations by subsidiaries of multinational corporations", June 1988.
88/15	Anil DEOLALIKAR and Lars-Hendrik RÖLLER	"The production of and returns from industrial innovation: an econometric analysis for a developing country", December 1987.	88/32	Kasra FERDOVS and David SACKRIDER	"International manufacturing: positioning plants for success", June 1988.
88/16	Gabriel HAWAWINI	"Market efficiency and equity pricing: international evidence and implications for global investing", March 1988.	88/33	Mihkel M. TOMBAK	"The importance of flexibility in manufacturing", June 1988.
88/17	Michael BURDA	"Monopolistic competition, costs of adjustment and the behavior of European employment", September 1987.	88/34	Mihkel M. TOMBAK	"Flexibility: an important dimension in manufacturing", June 1988.
88/18	Michael BURDA	"Reflections on "Wait Unemployment" in Europe", November 1987, revised February 1988.	88/35	Mihkel M. TOMBAK	"A strategic analysis of investment in flexible manufacturing systems", July 1988.
88/19	H.J. LAWRENCE and Spyros MAKRIDAKIS	"Individual bias in judgements of confidence", March 1988.	88/36	Vikas TIBREWALA and Bruce BUCHANAN	"A Predictive Test of the NBD Model that Controls for Non-stationarity", June 1988.
88/20	Jean DERMINE, Damien NEVEN and J.F. THISSE	"Portfolio selection by mutual funds, an equilibrium model", March 1988.	88/37	Murugappa KRISHNAN Lars-Hendrik RÖLLER	"Regulating Price-Liability Competition To Improve Welfare", July 1988.
88/21	James TEBOUL	"De-industrialize service for quality", March 1988 (88/03 Revised).	88/38	Manfred KETS DE VRIES	"The Motivating Role of Envy : A Forgotten Factor in Management, April 88.
88/22	Lars-Hendrik RÖLLER	"Proper Quadratic Functions with an Application to AT&T", May 1987 (Revised March 1988).	88/39	Manfred KETS DE VRIES	"The Leader as Mirror : Clinical Reflections", July 1988.
88/23	Sjur Didrik PLAM and Georges ZACCOUR	"Equilibres de Nash-Cournot dans le marché européen du gaz: un cas où les solutions en boucle ouverte et en feedback coïncident", Mars 1988	88/40	Josef LAKONISHOK and Theo VERMAELEN	"Anomalous price behavior around repurchase tender offers", August 1988.
88/24	B. Espen ECKBO and Hervig LANGOHR	"Information disclosure, means of payment, and takeover premia. Public and Private tender offers in France", July 1985, Sixth revision, April 1988.	88/41	Charles VYPOLOZ	"Assymetry in the EMS: intentional or systemic?", August 1988.
88/25	Everette S. GARDNER and Spyros MAKRIDAKIS	"The future of forecasting", April 1988.	88/42	Paul EVANS	"Organizational development in the transnational enterprise", June 1988.
88/26	Sjur Didrik PLAM and Georges ZACCOUR	"Semi-competitive Cournot equilibrium in multistage oligopolies", April 1988.	88/43	B. SINCLAIR-DESGAGNE	"Group decision support systems implement Bayesian rationality", September 1988.
88/27	Murugappa KRISHNAN Lars-Hendrik RÖLLER	"Entry game with resalable capacity", April 1988.	88/44	Essam MAHMOUD and Spyros MAKRIDAKIS	"The state of the art and future directions in combining forecasts", September 1988.
88/28	Sumantra GHOSHAL and C. A. BARTLETT	"The multinational corporation as a network: perspectives from interorganizational theory", May 1988.	88/45	Robert KORAJCZYK and Claude VIALLET	"An empirical investigation of international asset pricing", November 1986, revised August 1988.
			88/46	Yves DOZ and Amy SHUEN	"From intent to outcome: a process framework for partnerships", August 1988.

88/47	Alain BULTEZ, Els GIJSBRECHTS, Philippe NAERT and Piet VANDEN ABELE	"Asymmetric cannibalism between substitute items listed by retailers", September 1988.	88/63	Fernando NASCIMENTO and Wilfried R. VANHONACKER	"Strategic pricing of differentiated consumer durables in a dynamic duopoly: a numerical analysis", October 1988.	
88/48	Michael BURDA	"Reflections on 'Wait unemployment' in Europe, II", April 1988 revised September 1988.	88/64	Kasra PERDOVS	"Charting strategic roles for international factories", December 1988.	
88/49	Nathalie DIERKENS	"Information asymmetry and equity issues", September 1988.	88/65	Arnoud DE MEYER and Kasra PERDOVS	"Quality up, technology down", October 1988.	
88/50	Rob WEITZ and Arnoud DE MEYER	"Managing expert systems: from inception through updating", October 1987.	88/66	Nathalie DIERKENS	"A discussion of exact measures of information asymmetry: the example of Myers and Majluf model or the importance of the asset structure of the firm", December 1988.	
88/51	Rob WEITZ	"Technology, work, and the organization: the impact of expert systems", July 1988.	88/67	Paul S. ADLER and Kasra PERDOVS	"The chief technology officer", December 1988.	
88/52	Susan SCHNEIDER and Reinhard ANGELMAR	"Cognition and organizational analysis: who's minding the store?", September 1988.	1989			
88/53	Manfred KETS DE VRIES	"Whatever happened to the philosopher-king: the leader's addiction to power", September 1988.	89/01	Joyce K. BYRER and Tawfik JELASSI	"The impact of language theories on DSS dialog", January 1989.	
88/54	Lars-Hendrik RÖLLER and Mihkel M. TOMBAK	"Strategic choice of flexible production technologies and welfare implications", October 1988	89/02	Louis A. LE BLANC and Tawfik JELASSI	"DSS software selection: a multiple criteria decision methodology", January 1989.	
88/55	Peter BOSSAERTS and Pierre HILLION	"Method of moments tests of contingent claims asset pricing models", October 1988.	89/03	Beth H. JONES and Tawfik JELASSI	"Negotiation support: the effects of computer intervention and conflict level on bargaining outcome", January 1989.	
88/56	Pierre HILLION	"Size-sorted portfolios and the violation of the random walk hypothesis: Additional empirical evidence and implication for tests of asset pricing models", June 1988.	89/04	Kasra PERDOVS and Arnoud DE MEYER	"Lasting improvement in manufacturing performance: In search of a new theory", January 1989.	
88/57	Wilfried VANHONACKER and Lydia PRICE	"Data transferability: estimating the response effect of future events based on historical analogy", October 1988.	89/05	Martin KILDUFF and Reinhard ANGELMAR	"Shared history or shared culture? The effects of time, culture, and performance on institutionalization in simulated organizations", January 1989.	
88/58	B. SINCLAIR-DESCAGNE and Mihkel M. TOMBAK	"Assessing economic inequality", November 1988.	89/06	Mihkel M. TOMBAK and B. SINCLAIR-DESCAGNE	"Coordinating manufacturing and business strategies: I", February 1989.	
88/59	Martin KILDUFF	"The interpersonal structure of decision making: a social comparison approach to organizational choice", November 1988.	89/07	Damien J. NEVEN	"Structural adjustment in European retail banking. Some view from industrial organisation", January 1989.	
88/60	Michael BURDA	"Is mismatch really the problem? Some estimates of the Chelwood Gate II model with US data", September 1988.	89/08	Arnoud DE MEYER and Hellmut SCHÜTTE	"Trends in the development of technology and their effects on the production structure in the European Community", January 1989.	
88/61	Lars-Hendrik RÖLLER	"Modelling cost structure: the Bell System revisited", November 1988.	89/09	Damien NEVEN, Carmen MATUTES and Marcel CORSTJENS	"Brand proliferation and entry deterrence", February 1989.	
88/62	Cynthia VAN HULLE, Theo VERMAELEN and Paul DE WOUTERS	"Regulation, taxes and the market for corporate control in Belgium", September 1988.	89/10	Nathalie DIERKENS, Bruno GERARD and Pierre HILLION	"A market based approach to the valuation of the assets in place and the growth opportunities of the firm", December 1988.	

89/11	Manfred KETS DE VRIES and Alain NOEL	"Understanding the leader-strategy interface: application of the strategic relationship interview method", February 1989.	89/27	David KRACKHARDT and Martin KILDUFF	"Friendship patterns and cultural attributions: the control of organizational diversity", April 1989
89/12	Vilfried VANHONACKER	"Estimating dynamic response models when the data are subject to different temporal aggregation", January 1989.	89/28	Martin KILDUFF	"The interpersonal structure of decision making: a social comparison approach to organizational choice", Revised April 1989
89/13	Manfred KETS DE VRIES	"The impostor syndrome: a disquieting phenomenon in organizational life", February 1989.	89/29	Robert GOGEL and Jean-Claude LARRECHE	"The battlefield for 1992: product strength and geographic coverage", May 1989
89/14	Reinhard ANGELMAR	"Product innovation: a tool for competitive advantage", March 1989.	89/30	Lars-Hendrik ROLLER and Mihkel M. TOMBAK	"Competition and Investment in Flexible Technologies", May 1989
89/15	Reinhard ANGELMAR	"Evaluating a firm's product innovation performance", March 1989.	89/31	Michael C. BURDA and Stefan GERLACH	"Durables and the US Trade Deficit", May 1989
89/16	Vilfried VANHONACKER, Donald LEHMANN and Fareena SULTAN	"Combining related and sparse data in linear regression models", February 1989.	89/32	Peter HAUG and Tawfik JELASSI	"Application and evaluation of a multi-criteria decision support system for the dynamic selection of U.S. manufacturing locations", May 1989
89/17	Gilles AKADO, Claude FAUCHÉUX and André LAURENT	"Changement organisationnel et réalités culturelles: contrastes franco-américains", March 1989.	89/33	Bernard SINCLAIR-DESGAGNE	"Design flexibility in monopsonistic industries", May 1989
89/18	Scinivasan BALAKRISHNAN and Mitchell KOZA	"Information asymmetry, market failure and joint-ventures: theory and evidence", March 1989	89/34	Sumantra GHOSHAL and Nittin NOHRIA	"Requisite variety versus shared values: managing corporate-division relationships in the M-Form organisation", May 1989
89/19	Vilfried VANHONACKER, Donald LERMANN and Fareena SULTAN	"Combining related and sparse data in linear regression models", Revised March 1989	89/35	Jean DERMINNE and Pierre HILLION	"Deposit rate ceilings and the market value of banks: The case of France 1971-1981", May 1989
89/20	Vilfried VANHONACKER and Russell WINER	"A rational random behavior model of choice", Revised March 1989			
89/21	Arnoud de MEYER and Kasra FERDOWS	"Influence of manufacturing improvement programmes on performance", April 1989			
89/22	Manfred KETS DE VRIES and Sydney PERZOV	"What is the role of character in psychoanalysis?", April 1989			
89/23	Robert KORAJCZYK and Claude VIALLET	"Equity risk premia and the pricing of foreign exchange risk", April 1989			
89/24	Martin KILDUFF and Mitchel ABOLAFIA	"The social destruction of reality: Organisational conflict as social drama", April 1989			
89/25	Roger BETANCOURT and David GAUTSCHI	"Two essential characteristics of retail markets and their economic consequences", March 1989			
89/26	Charles BEAN, Edmond MALINVAUD, Peter BERNHOLDZ, Francesco GIAVAZZI and Charles WYPLOSZ	"Macroeconomic policies for 1992: the transition and after", April 1989			