

Contents

IMD Executive Committee	1
Message from Timothy Devinney, Chair, IM Division, Academy of Management 2007-2008	2
The Samsung Best Paper Award and.....	3
The Samsung Distinguished Paper Awards.....	3
The Booz Allen Hamilton/strategy+business Eminent Scholar in Management Award to Peter J. Buckley	3
Overview of IM Division Program at the AoM 2008 Meeting	4
Program Highlights	4
Sign Up for the IMD Company Visit: The Walt Disney Company.....	4
Professional Development Workshops Overview	8
IMD Sponsored PDWs	9
PDW of Interest: Offshoring of Knowledge Intensive Business Services: From Outsourcing to (Global) Open Innovation	17
Introducing IMD's Newest EC Member: Mary Yoko Brannen	18
Call for Working Projects – Action Research	19
Call for Papers - Corporate Governance: An International Review	20
From the Academy of Management Website	21

IMD Executive Committee

- 2008 Research Committee: Charles Dhanaraj, Indiana University, Incoming Chair
2009: David Ralston, University of Oklahoma
- 2008 Service Committee: Steve Tallman, University of Richmond , Incoming Chair
2009: Sully Taylor, Portland State University
- 2008-2009 Social Committee: Schon Beechler, Duke Corporate Education
- 2008-2009 Teaching Committee: Malika Richards, Penn State University, Berks
- 2008-2009 Membership Involvement Committee: Simon Collinson, The University of
Warwick
- 2008-2009 External Relations Committee: Bernie Wolf, York University
- 2008-2009 Doctoral Student' Committee: Gurnetta Vasudeva, University of Minne
sota & Elitsa Banalieva, Northeastern University
- 2008-2009 Communications Committee: Romie Littrell, Auckland University of
Technology & Charles Wankel, St Johns University

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Message from Timothy Devinney, Chair, IM Division, Academy of Management 2007-2008

I sincerely hope everyone is getting ready for another exciting conference this year. It is a privilege to be reporting to the membership, particularly given the continued success of the division.

Let me begin by making mention that our Program Chair, Anil Gupta, and PDW Chair, Sam Park have put together an exceptional program for us this year. We will be having a number of the old favorites but I am sure some new and exciting things. I would also like to take this opportunity to note the special work of the many committee chairs and members who put in the time to make the conference such a wonderful event for all of us. Finally, a special thanks you to the nearly 800 members who served as reviewers, judges for awards, organizers of special events (e.g. consortia), and who helped carry out the many administrative functions of the division.

Since 2002, our membership has grown faster than that of the Academy as a whole. As of the end of March 2008 we have 2,814 members, making us the 5th largest division. Non-US members account for 44 percent of our membership (a slight increase) and we are most aligned with BPS, with whom we share about 1/3rd of our membership.

Our finances are in perhaps the best shape they have been. We have renewed our sponsorship for the Eminent Scholar Award (Booz Allen Hamilton), the PDW reception (IMD-Lausanne), and the Doctoral and Junior Faculty Consortia (Northeastern U., Boston). This year we have secured additional support for the best paper award from Samsung Corporation. In addition, we have committed beginning this year to supporting up to 5 doctoral students with awards to be given for the most promising dissertation proposals at the consortium each year. It is our goal to find new and innovative ways of working for and with our membership.

In going forward the executive committee has recommitted itself to our core strategy.

This involves, first, *a deepening of the involvement of the membership in IMD affairs*. Last year we began delegating more responsibilities to various committees with much success. However, more remains to be done in a number of areas. We are working to have more effective communication with the membership as we move forward with a new communications strategy. We also are pushing for more strategic input from the committees and their chairs. One of the biggest changes going forward is a reorientation of the membership involvement committee (MIC) under its new chair, Simon Collinson. We also have high hopes for the Doctoral Students Committee under the tutelage of Gurneeta Vasudeva and Elitsa Banalieva. However, we hope this year to bring the committees into the strategy making process more concretely.

Secondly, *we have a strong commitment to building mutually advantageous relationships* with related groups. For example, BPS and IMD have 1,271 co-members (which is 25% of BPS's membership and 45% of our membership). We have continued to work with BPS to ensure that we take advantage of this through collocation of activities and close cooperation. Further from the AOM nearly half of our members



are members of the Academy of International Business. This year for the first time we will be holding AOM-AIB panels at both conferences (coordinated by John Cantwell and Anil Gupta). Next year IMD will be a sponsor of the JIBS Frontiers Conference at University of South Carolina. We have also formally agreed that the past-chair of the IMD will be our liaison with AIB going forward. The closeness of this arrangement is good for all. For example, all seven new AIB fellows this year (Birkinshaw, Devinney, Leung, Luo, Ramamurti, Roth and Tallman) are IMD members and five have served on the executive or in key roles for us.

Personally, I am committed to an open and transparent executive structure. I have set up a special web address (IMD_Chair@agsm.edu.au) where members can communicate with me confidentially at any time.

Thank you and I look forward, along with all the executive committee, to welcoming you to Anaheim.



The Samsung Best Paper Award and The Samsung Distinguished Paper Awards

We are pleased to announce that beginning with the Anaheim Meeting in 2008, Samsung Corporation will be the official sponsor of the International Management Division best paper awards. The winner of the competition will be designated as *Samsung Best Paper Award* and the runner-ups will be designated as *Samsung Distinguished Paper Awardees*. In addition, the International Management Division Reception is now being formally recognized as co-sponsored by Booz Allen and Hamilton and Samsung Economic Research Institute.

The support of Samsung Corporation was made possible by Sam Park, this year's PDW Chair. We all owe Sam a debt of gratitude for his efforts. The Samsung sponsorship fits well with our division's strategy of developing effective partnerships with leading global organizations.



The Booz Allen Hamilton/strategy+business Eminent Scholar in Management Award to Peter J. Buckley

This year's awardee is Peter J. Buckley, Professor of International Business and Director of the Centre for International Business at University of Leeds, United Kingdom. Peter will be receiving once again from Art Kleiner, Editor of strategy+business. Peter's talk, plus commentary by Jean-Francois Hennart of Tilburg University and Ram Mudambi of Temple University, will occur at **5:30 PM in Anaheim Convention Center: Room 213A**. Please join us to help Peter celebrate and recognise the sponsorship of Booz Allen Hamilton/strategy+business.

Overview of IM Division Program at the AoM 2008 Meeting

Anil K. Gupta, Program Chair

We have an exciting program this year, with many interesting papers, symposia, and social events. We received a total of 379 paper and 35 symposium submissions. We accepted 176 paper submissions as Division Papers, 55 as Interactive Papers, and 58 as Visual Papers. Twenty eight papers were selected to appear in the AoM Best Paper Proceedings. Out of the 26 accepted symposia, 1 was selected as an All Academy Symposia and 3 as Showcase Symposia. The IM division is the lead division for 8 Regular Symposia. Hence, the acceptance rates for paper and symposium submissions are 76.3% and 74.3%, respectively.

Undoubtedly, a high quality conference program is not possible without good reviewers. IMD is grateful to all 489 reviewers who not only provided high quality reviews but did this expeditiously as well. Thank you for your service.

IM Division Paper sessions, Visual Paper sessions, symposia with IM Division as the lead division, and IM social events are held at the Anaheim Convention Center or Marriot Hotel at Anaheim. Interactive Paper sessions are held at the Hilton Hotel at Anaheim. For the full program and session details, please refer to the **2008 Academy of Management Annual Meeting Online Program**:

<http://program.aonline.org/2008>

The online program allows you to create your own customized conference program, which you can print and/or receive via e-mail.

Program Highlights

There are many interesting conference activities. While impossible to highlight all of them here, I would like to call your attention to the following.

Sign Up for the IMD Company Visit: The Walt Disney Company

In keeping with the 2008 AOM conference theme, "The Questions We Ask", this year's IM division company tour will feature The Walt Disney Company. Disneyland in Anaheim is The Original of an organizational model that has now been the inspiration for four additional Disneyland sites, one in the US and three overseas, and the creative catalyst of multitudinous cross-business synergies. On this IMD event, we will be hosted by The Disney Institute--Disney's external benchmarking division created in the wake of Disney receiving world-wide fame as one of Peters and Waterman's "Excellent Firms" in their popular corporate culture book In Search of Excellence. Our tour will begin with a brief overview of Disney's internationalization strategies followed by a question and answer session moderated by Mary Yoko Branen focusing on questions we ask of a panel of Disney executives in regards to internationalization and cross-national business fertilization and growth. We will then be escorted on a walking tour of Disney's California Adventures where Disney execu-

tives will point out aspects of the theme park that have served as the source of creative inspiration for cross-fertilization of businesses and international expansion.

Here is a taste of the types of questions that will be explored:

- How does Disney decide what needs to be replicated in all its parks, and where to innovate and add new attractions? For example, are all the parks organized in the same way? Disneyland has become a model for many corporations in how to develop a front-line staff that excels at "emotion work" - making deep connections with customers.
- What are the challenges of doing this successfully in different countries, with such different models of service (Japan vs. France and China, for example)?
- Disney has become a business school case exemplar of "synergy" across different lines of business - and the success of the movie, "Pirates of the Caribbean" is a fascinating example of a park attraction that moved into another medium. What is the role of the parks in Disney's cross-business synergies? Cost: \$175.00/ participant

The date is 8 August and will run from approximately 8 AM until Noon.

This is a most unusual opportunity to collect first-hand information on a leading multinational company, and we hope you can take advantage of it. Please contact Eleanor Westney if you are interested in joining the group, at ewestney@schulich.yorku.ca

IMD Welcome

Monday, August 11, 7:00am - 8:00am, Anaheim Convention Center: Room 213A

The EC will welcome IMD members and will provide a brief overview of the division conference program. In addition, participants will have an opportunity to informally meet colleagues who work in their area of research. This is a new initiative of the IM Division in response to feedback from members, who report that due to the huge size of the AoM meeting, they experience difficulty in finding their scholarly "home" or community. Based on the conference submissions, we have identified seven thematic research tracks and have invited seven distinguished scholars to serve as Track Chairs. They will host the welcome meeting by area and will facilitate community building and networking that we hope will carry over throughout the conference.

The seven tracks and track chairs are:

1. National institutions and political economy – Lorraine Eden, Texas A&M U.
2. IB theory, FDI, and entry mode – Jean Francois Hennart, Tilburg U.
3. MNC strategy – Alain Verbeke, U. of Calgary
4. Innovation and knowledge management – Yves Doz, INSEAD
5. Inter- and intra-firm relationships – Harbir Singh, U. of Pennsylvania
6. Cross-cultural management (International OB and International HRM) – Christopher Earley, National U. of Singapore
7. Emerging, transition and developing economies – Klaus Meyer, U. of Reading

IMD Executive Panel: From Heresy to Wisdom: The Evolution of Management Concepts

Monday, August 11, 2:30pm - 3:50pm, Anaheim Convention Center: Room 213A

Organizer: Timothy Michael Devinney, AGSM-Australian School of Business

Moderator: Art Kleiner, Booz Allen Hamilton / strategy+business

Discussant: Philip M Rosenzweig, IMD

Participants: Edith W. Seashore, Edith W. Seashore Asso. Ltd.; Charles N. Seashore, Fielding Graduate U.; P V Kannan, 24/7 Customer Inc.; Steven Wheeler, Booz Allen Hamilton.

Booz Allen Hamilton Eminent Scholar in International Management Award

Monday, August 11, 5:30 pm – 6:50 pm, Anaheim Convention Center: Room 213A

This year, in recognition of his contribution to the field of international management, the Booz Allen Hamilton/strategy and business Eminent Scholar award will be given to Peter J. Buckley, Professor of International Business and Director of the Centre for International Business at University of Leeds, United Kingdom.

Barry Richman Dissertation Award Finalists Session

Tuesday, August 12, 4:10pm - 5:20pm, Anaheim Convention Center: Room 213A

The finalists of the Barry Richman Dissertation Award will present their papers in this session.

IMD Business Meeting

Tuesday, August 12, 5:30pm - 7:00pm, Anaheim Convention Center: Room 213A

"State of the IM Division" discussion and presentation of IM Division Best Paper Award, Doug Nigh Award and Barry Richman Dissertation Award.

IMD Social

Tuesday, August 12, 7:00pm - 10:30pm, Anaheim Convention Center: Room 213B

The best party in town!

IMD Membership Feedback Meeting

Wednesday, August 13, 7:30am - 8:30am Anaheim Marriott: Suite 304

Come and give feedback on the program to IMD EC members.

IM Division Award Nominees

This year, the IM Division will be giving out 3 Division Awards: the Samsung Best Paper and Distinguished Paper Awards, the Doug Nigh Award, and the Barry Richman Dissertation Award. The finalists for these awards are listed below. The winners will be announced at the IM Division Business Meeting, Tuesday, August 12, 5:30pm - 7:00pm, Anaheim Convention Center, Room 213A. A special thanks goes to the selection committees who did an exceptional job in identifying and re-

viewing all these deserving submissions. The IMD Research Committee chaired by Charles Dhanaraj, Indiana University was responsible for the Samsung Best Paper and Distinguished Paper Awards as well as the Barry Richman Dissertation Award. The Doug Nigh Committee chaired by Kendall Roth, University of South Carolina was responsible for the Doug Nigh Award.

IM Division Samsung Best Paper Award Finalists

Multinational Firm Knowledge, Use of Expatriates and Foreign Subsidiary Performance

Author: Yulin Fang, City U. of Hong Kong
Author: Guo-Liang Frank Jiang, U. of Western Ontario
Author: Shige Makino, Chinese U. of Hong Kong
Author: Paul Beamish, U. of Western Ontario

NGOs as Multinationals: The Implications of Diversification

Author: Geoff Kistruck, U. of Western Ontario;
Author: Israr Qureshi, U. of Western Ontario;
Author: Paul Beamish, U. of Western Ontario

De facto Property Rights Protection and MNC Location Choices

Author: Srividya Jandhyala, Wharton, U. of Penn

Growth and Switching Options in Foreign Direct Investments

Author: Seung-Hyun Lee, U. of Texas, Dallas;
Author: Mona Makhija, Ohio State U.;
Author: Sangcheol Song, Ohio State U.

Doug Nigh Award Finalists

The effect of legal environment on innovation performance of collaborative strategies

Author: Elizabeth A. Alexander, U. of Washington, Tacoma.

The Adoption of a Foreign Group Subsidiary: An Institutional Multiplicity Perspective

Author: Xufei Ma, Chinese U. of Hong Kong.

The Effect of National Corporate Responsibility Environment on Japanese MNCs' Location Choice

Author: George Z. Peng, U. of Western Ontario

How do Firms' Linkages with Government Reduce the Intensity of Government Corruption?

Author: David Huangche Weng, UTD

Barry Richman Dissertation Award Finalists**Knowledge Sharing through Inpatriate Assignments in MNCs: A Social Capital Perspective**

Author: B. Sebastian Reiche, IESE (Phd, University of Melbourne)

“Absorptive Capability” of Japanese and European MNCs: Dilemmas in Managing R&D at Home and In US

Author: Seiko Arai, UC Berkeley (Phd, Saïd Business School, University of Oxford)

Global Strategy and International Diversity: A Double-Edged Sword?

Author: Christian Geisler Asmussen, Copenhagen Business School (Phd, Copenhagen Business School)

Foreign Peer Networks and Subsidiary Performance

Author: Jing'an Tang, Sacred Heart University, (Phd, University of Western Ontario)

AoM Award Nominees

In addition to the Division Awards, we have nominated papers from our division for 2 prestigious AoM awards - the Carolyn Dexter Award (for the best international paper that is in line with the program theme), and the Newman Award (for the best paper based on a dissertation). The IM Division's nominees for these 2 awards are:

Carolyn Dexter Award Nominee**Multinational Firm Knowledge, Use of Expatriates and Foreign Subsidiary Performance**

Author: Yulin Fang, City U. of Hong Kong;

Author: Guo-Liang Frank Jiang, U. of Western Ontario;

Author: Shige Makino, Chinese U. of Hong Kong;

Author: Paul Beamish, U. of Western Ontario

Newman Award Nominee**The Market- and Stage-bound Firm-specific Advantages in Diversification of Developing Country MNCs**

Author: Lin Yuan, National U. of Singapore

Professional Development Workshops Overview

Seung Ho “Sam” Park, IMD PDW Chair

We thank all members for helping us to put together exciting Professional Development Workshops for this year's annual conference in Anaheim. The PDWs aim to develop and enhance professional and personal skills in international research and



teaching. In particular, this year we focused on identifying sessions in line with the overall conference theme of “The Questions We Ask” with also a special emphasis on the relevance of scholarly thinking in international business practices. There are several sessions, some with senior managers as panel members, that explore issues and challenges multinational companies and IB scholars face in fast-changing, emerging market settings. Along with the usual doctoral and junior consortia, several sessions are added on case writing, teaching, paper development, and research methods in IB studies. A “pre-publication” version of the PDW schedule and description is included below. I suggest you check the final AOM program for the final schedule.

We look forward to welcoming you to Anaheim and another year of exciting program. Please contact us at IMD@seri.org if there are any questions and other pieces of information that you may require.

IMD Sponsored PDWs

Friday, August 08, 2008			
Schedule	Title	Sponsors	Organizer
1:00PM-3:30PM	Asking Authentic Questions: Building Global Leadership Capability	IM/OB/HR	Schon Beechler
Description	<p>Several streams of research have found that inquisitiveness is at the core of successful global leadership. This workshop takes those findings one step deeper by focusing on a critical component of inquisitiveness: asking authentic questions. In other words, effective global leaders ask honest, authentic questions and seek answers to them with less judgmental lenses. This workshop will start with a discussion of why authentic questioning matters for global leaders in particular; then it will focus on building this capability. Participants will apply the learning through practice in an experiential exercise in the local Anaheim area and then return for a collaborative learning session around the power of questions in developing global leadership.</p> <p>Pre-registration is required. To register, please visit https://secure.aomonline.org/PDWReg The deadline to register is July 11, 2008.</p>		
3:30PM-5:30PM	Adaptation to the Global Work Context: Cultural Intelligence and Global Identity	IM/HR/ITC	Thomas Rockstuhl
Description	<p>With the increasing globalization, the need to adapt effectively to the global work context is becoming a necessary requirement for individual employees, teams and organizations. Along the theme of 2008 Academy of Management meeting "the questions we ask" are: What are the personal, team and organizational characteristics that facilitate adaptation to the global work environment, and how to strengthen these characteristics? The answers to these questions are highly relevant to the research and practice of IM. We highlight three concepts as central to enable per-</p>		



Friday, August 08, 2008

sonal integration in a global work environment: a) developing a sense of belongingness to multicultural teams and multinational organizations beyond one's personal national identity. We define this type of belongingness as Global Identity, in line with the Social Identity theory, suggesting that Global Identity can coexist with Local Identity- the sense of belongingness to one's own culture; b) developing one cultural intelligence (CQ) the individual capability to function and manage effectively in culturally diverse settings; c) understanding the characteristic of the global culture to which individuals, teams and multinational companies need to adjust. This PDW aims to (a) introduce the concepts of Global Identity, CQ, and global culture, (b) offer as set of practices, or strategies, for personal development of the participants with respect to Global Identity and CQ. The former goal is achieved through a 3-person panel discussion, while the latter is achieved through an experiential exercise, personal feedback, and break-up group discussions.

Pre-registration is required. To register, please visit <https://secure.aomonline.org/PDWReg>

The deadline to register is July 11, 2008.

Saturday, August 09, 2008

Schedule	Title	Sponsors	Organizer
8:00AM-10:30AM	The Business Model: In Search of Meaning	BPS/ENT/OMT/IM/MC/HCM	Stephanie Hurt
Description	<p>Panelists taking part in this PDW come from a variety of intellectual and academic horizons. They come together to explore the ever more frequently used concept of Business Model in an interactive session with participants. Among the questions we ask is: How can this new concept be defined in a way that provides a useful tool for understanding organizations strategic choices and operating methods? Gaining popularity as a concept in the late 90s, business models are more and more often evoked by academics, consultants and journalists. However, there is no clear agreement on how the concept should be defined. Some refer to it as a stultifying pattern that blocks change and others as something that entrepreneurial firms design and pilot. For some it seems to loosely refer to the competitive positioning of an organization and its value proposition, while for others it encompasses the whole of a firm's architecture, its boundary design and management. In this we may ask ourselves if it is not a new paradigm for strategy. This PDW means to act as an open forum where panelists exchange with participants on the evolving meaning of the business model concept and its future usefulness in management as an analytical and prescriptive tool for both researchers and practitioners. Some of the questions we will ask ourselves are: Can we agree on a common definition of business model? What does the concept add beyond related constructs currently applied in strategy and organizational</p>		



Saturday, August 09, 2008			
	theory? How can research help fine-tune the concept?		
8:30AM-10:30AM	Culture, Leadership, Organizations, And Societies: GLOBE and Beyond	IM/RM/OB	Mansour Javidan
Description	<p>This is a truly unique interactive PDW. It is designed to achieve three goals: First, to review the major variables, hypotheses, and findings of the GLOBE Project. Second, to work in small groups to determine how to push the frontiers of cross cultural research in terms of new hypotheses, variables, and relationships. Third, to access the existing GLOBE database to run the relevant series of statistical analyses and find new relationships. The audience will be divided in groups. Upon review of the major GLOBE variables, hypotheses, and findings, each group will identify new research questions and hypotheses that they wish to test. After group presentations, each group is provided with the GLOBE database to conduct the statistical analyses of interest and report their findings to the general audience.</p> <p>Pre-registration is required. To register, please visit https://secure.aomonline.org/PDWReg The deadline to register is July 11, 2008.</p>		
8:30AM-10:30AM	Writing and Teaching IB Cases	IM	Andrew Delios
Description	<p>Pre-registration is required. To register, please visit https://secure.aomonline.org/PDWReg The deadline to register is July 11, 2008.</p>		
9:00AM-12:00PM	Conducting Strategy Research on/in Emerging Markets	IM/BPS/RM/AAM	Hemant Merchant
Description	<p>The purpose of this PDW is to facilitate a more sophisticated operational grasp of key issues surrounding strategic management research on/in Emerging markets (EMs). It is widely believed that these markets possess idiosyncrasies that hinder traditional (i.e., Western-style) academic research, thus obstructing a more systematic study of, what undoubtedly is, a momentous economic phenomenon. Thus, there is a need for strategy researchers to better familiarize themselves with various tensions that must be resolved, preferably before embarking upon a study of EMs. Such awareness would help researchers evaluate tradeoffs as well as make informed choices about the relevance of research questions asked and the feasibility of approaches required to satisfactorily address these questions. The proposed PDW attempts to be a forum to pursue these objectives.</p> <p>Pre-registration is required. To register, please visit https://secure.aomonline.org/PDWReg The deadline to register is July 11, 2008.</p>		



Saturday, August 09, 2008			
11:00AM-1:00PM	The Off-shoring of R&D by Multinational Corporations: Some Strategic Issues	IM/BPS	Rajaram Veliyath
Description	<p>Patterns in the off-shoring of R&D activities by Multinational Corporations have changed dramatically over the last decade. Firstly, the types of R&D that are being off-shored are quantitatively and qualitatively different from past practices. Certainly, the volume is greater, but in addition we are seeing a greater degree of product R&D (in addition to the traditional process R&D) and basic R&D (in addition to the traditional applied R&D) being off-shored. Finally, increasingly off-shoring of R&D is taking place to more non-traditional destinations (viz., developing country locations). This may be because MNCs are increasingly setting up Centers of Excellence in developing countries to access local knowledge and talent pools. There has been some academic work investigating these issues. But we also need to hear from managers who are involved in and make these types of decisions. Among the questions of interest are the following. What are the criteria underlying decisions on: 1) whether or not to off-shore R&D, 2) what types of R&D should be off-shored, 3) selection criteria for which countries to locate the off-shored R&D in, 4) how to structure the off-shored R&D facility, and finally, 5) how the firm proposes to appropriate the benefits from the off-shored R&D. Obtaining insights to these questions from the managers on the panel should help academics to better frame the questions that they investigate, and improve the designs they develop to conduct their research.</p>		
11:00AM-3:00PM	Introduction to Social Networks Research	RM/IM/HR/BPS/ENT/HCM	Nicholas Athanassiou
Description	<p>Program Goals: To introduce members of the Academy of Management to Social Networks theory and analysis ?To discuss Social Networks based in management research ?To introduce participants to UCINET and other Social Network analysis tools ?To stimulate discussion and research collaborations among participants with introductory and advanced backgrounds in the area Social Networks is a field of study that focuses on social relations among a set of actors--people, teams, and organizations. In the process of working in this field, researchers have developed a set of distinctive theoretical perspectives sympathetic with systems theory and complexity theory. Social networks are also characterized by a distinctive methodology encompassing techniques for collecting data, statistical analysis, and visual representation. Some of the hallmarks of Social Networks perspectives are: ?Focus on relationships between actors rather than attributes of actors ?Sense of interdependence: a molecular rather atomistic view ?Structure affects substantive outcomes</p>		



Saturday, August 09, 2008			
12:00PM-2:00PM	Imagineering Exciting Teaching Strategies for International Management	TTC/IM/MED	Barbara A. Ritter
Description	This PDW presents a framework for teaching International Management (IM) topics including social responsibility, leadership, developing cultural awareness, and innovation and globalization. A teaching plan that includes readings, videos, and activities for each topic will be presented to PDW participants and they will be asked to engage in an active learning activity demonstrative of each topic. Participants in this PDW will have the opportunity to share their own best practices in regard to teaching IM in general or in reference to the specific topics presented during the session.		
2:00PM-5:30PM	Using M&A as a Context to Study Knowledge Transfer, Learning, and Coordination in Organizations	BPS/OMT/TIM/IM	Saikat Chaudhuri
Description	Research on mergers and acquisitions (M&A) among scholars of strategy, organizations, and innovation continues to thrive. While the study of M&A motivations, processes, and outcomes may be interesting in its own right, research on these transactions also provides important insights on the basic organizational phenomena underlying them. This PDW will examine work on M&A which contributes to our understanding of knowledge transfer, learning, and coordination, within and across organizational boundaries. The goal of the PDW is to assist scholars who are beginning to, or are currently involved in, such research on M&A, by sharing insights on the theoretical and analytical issues that they will confront and exploring new research directions. This will be achieved by combining presentations depicting the use of M&A as an empirical setting for the exploration of theoretical issues, with commentaries by senior scholars providing a high-level perspective on M&A research. Pre-registration is required. To register, please visit https://secure.aomonline.org/PDWRreg The deadline to register is July 11, 2008.		
4:00PM-5:30PM	Meet the Editors (IM Division Doctoral Consortium & Junior Faculty)	IM	Allan Bird
Description	A special session for the IM Division Doctoral Student and Junior Faculty cosortia participants to meet with editors of leading international journals Pre-registration is required. To register, please visit https://secure.aomonline.org/PDWRreg The deadline to register is July 11, 2008.		



Sunday, August 10, 2008			
8:00AM-10:30AM	Emerging Challenges Confronting Multinational Firms	IM/ITC	Briance Mascarenhas
Description	<p>Research suggests that most managers do not have an accurate perception of their firm's environment. This PDW seeks to inform and update managers and researchers on the emerging major issues confronting multinational firms. It will call for and help to reorient research towards pressing issues. Analysis of recent CEO surveys and interviews with thought leaders highlights eight emerging challenges confronting multinational firms: 1. Developing new growth avenues, 2. Raising productivity, 3. Tightening corporate governance, 4. Sustainability, 5. Competing for talent, 6. Managing diverse risks, 7. Creating new innovation models, and 8. Exploiting new infrastructures. This large and broad set of issues involves new twists on known challenges and the emergence of new challenges. These challenges are demanding because they require new types of non-business expertise, their rules are not yet clear, and they are interdependent.</p>		
8:00AM-11:30AM	Paper Development Workshop	IM	Chao C. Chen
Description	<p>From the submitted papers to the IM division, 20 papers will be selected, which will be typically by authors who are doctoral students, junior faculty members, or anyone who is at the beginning stage of learning to write and publish for management journals. These will be papers that have not been accepted for the conference but are deemed as having potential for further development. The 20 papers will be more or less equally distributed between macro (with outcome variables typically at the organizational and industry level) and micro areas (with outcome variables typically at the individual or group levels). A group of six or so faculty members who have had experience in publishing in and reviewing for top tier journals will serve as mentors to work with authors of selected papers in small groups of three to four people. Prior to the workshop, all selected papers will be distributed to the mentor and group members. At the workshop, the mentor will lead the discussion of each paper in a small group to provide critical and developmental feedback to the authors. The workshop will conclude with a general session on how to design, conduct, and write for journal publications.</p> <p>BY INVITATION ONLY. Pre-registration is required. To register, please visit https://secure.aomonline.org/PDWRReg The deadline to register is July 11, 2008.</p>		
8:00AM-10:00AM	IHRM - Research, Publishing, Teaching, Consultancy & Organization of Meetings in the Indian Context	HR/IM/ITC	Pawan S. Budhwar
Description	<p>Due to significant economic developments over the past 15 years or so, India is now acknowledged as one of the most important emerging mar-</p>		



Sunday, August 10, 2008

	<p>kets of the world. The levels of both in-ward and out-ward foreign direct investments (FDI) to and from India are at an all time high. At present there are around 25000 multinational companies (MNCs) operating in India and many more are planning to go there. With a sustained economic growth of over 8% and strong future projections for growth, India is expected to become the 4th largest economy of the world by 2020. As a result of such significant developments now a variety of both individuals (e.g., students, researchers and consultants) and institutions (such as academic, industrial and policy development) are interested in learning about what works in the Indian context. Developments in the field of human resource management (HRM) are now well documented in the west. However, there is a strong scarcity of information related to relevant HRM systems for firms operating in the Indian context. Such information would be of great interest to both the researchers and practitioners and can contribute to better theory and practice development. Also, a significant number of both academic institutions and consultants based in western countries (e.g., US and UK) are now interested in developing research and teaching collaborations and consultancy contracts with India based institutions and organizations. Unlike western countries such contracts are organized differently and take different forms in the Indian context. At present we do not have reliable information in this regard. This PDW brings together five experienced experts on international HRM who have vast experience of research, publications, and consultancy in the Indian context and have been involved in developing partnerships between US/UK and Indian academic institutions. The PDW will be structured into presentation sessions (such as sharing key findings from on-going IHRM projects in MNCs and on expatriation, how to successfully conduct and publish from IHRM research based in India) round table discussions (regarding how to initiate and sustain HRM related teaching and consultancy contracts); and panel discussion on issues and concerns while hosting major events (e.g., international conferences) in India. The PDW will be useful for academics, researchers, consultants, and graduate students in the fields of HRM and International Management, who have a special interest in India.</p>		
<p>9:00AM-11:00AM</p>	<p>The Questions We Ask in International Management: Views from the Journal Editors</p>	<p>IM/AAM</p>	<p>Lorraine Eden</p>
<p>Description</p>	<p>Editors of the top five international management journals (International Business Review (IBR), Journal of International Business Studies (JIBS), Journal of International Management (JIM), Journal of World Business (JWB), and Management International Review (MIR)) come together to lead a discussion of the questions we ask in international management research. We focus on five themes: (1) What we ask now. (2) What we should/should not ask. (3) Problems with what we ask. (4) How the journals process influences what we ask. (5) Relevance of the questions we</p>		



Sunday, August 10, 2008			
	<p>ask. This PWD is open, by advance registration, to all international management researchers and scholars interested in how our international management journals influence the questions we ask. Short presentations by the editors will be followed by round-table discussions on each theme, with summary reports of the discussions back to the group. Pre-registration is required. To register, please visit https://secure.aomonline.org/PDWReg The deadline to register is July 11, 2008.</p>		
9:00AM-11:30AM	Interactive Teaching Methods in International Management	IM/TTC	Malika Richards
Description	<p>This PDW will highlight several interactive teaching methods which have been used successfully in International Management teaching. We will begin with a session focusing on executive education and then break up for two simultaneous tracks: cross-cultural activities, and international management/international business activities. Presenters will share their experiences with didactic elements, such as: - Role Plays - Simulations - Experiential Exercises and many other innovations in teaching. In the PDW, participants will be able to familiarize themselves with the learning objectives of these approaches and how they can be implemented in International Management classes for creating an optimal learning experience. Selected simulations will be tried out with participants. In addition, the PDW is also designed to be a breeding ground for new ideas which are contributed by all participants. Simulations, Games, Role Plays and more in International Management teaching.</p>		
9:30AM-12:00PM	Asking About Management Research in Latin America: Where Is It Now and Where Should It Be?	IM/IAM	William Newbury
Description	<p>While much attention has been devoted to the emerging market of China in the international business literature, other emerging markets have received much less attention ?particularly in terms of the management of multinational corporations. These markets are being increasingly recognized in terms of their importance. Moreover, the degree to which extant research on China applies to these markets is questionable due to differences in size, culture, government type and numerous other variables. Greater knowledge on non-Chinese emerging markets would greatly benefit both academics, in terms of refining and expanding existing theories, as well as managers, who are increasingly being drawn to this region. This workshop attempts to partially fill this research and managerial need by focusing on recent management research on Latin America. The workshop will consist of two parts. First, scholars will present recent findings regarding the management of companies in the Latin American context. Second, session attendees will discuss what they perceive to be the most important research questions for the Latin American region both from a research and practitioner perspective ?in order to develop an</p>		



Sunday, August 10, 2008			
	agenda for future research.		
10:30AM-1:00PM	The Questions We Ask Regarding Meso-Modeling	OB/IM/CM	Dawn J. Fischer
Description	<p>This PDW provides a forum for an interactive scholarly conversation about meso-modeling strategies for research. The outcome of the PDW should increase research and discussion related to meso level approaches to research. The interactive nature of this workshop will engage the audience to actively participate in shaping the questions we need to ask.? Not only does this tie in with the theme of the conference but we hope to create a wonderful knowledge product at the end of the 2-hour session. The session creates an opportunity for discussion of the topics that are important to meso-modeling by having the presenters stimulate thought on the topic and followed by an open discussion of meso-modeling. We have allotted our time for this PDW to emphasize the interactive nature of this workshop. The national and international presenters for this workshop will also enhance the richness of ideas.</p>		

PDW of Interest: Offshoring of Knowledge Intensive Business Services: From Outsourcing to (Global) Open Innovation

Saturday, Aug 9 2008 2:00PM - 5:00PM at Anaheim Convention Center in 211A

Organizer: **Silvia Massini**; Manchester Business School

Presenters: **Tim Devinney**; AGSM-Australian School of Business; **Jeremy Howells**; Manchester Business School; **Martin Kenney**; U. of California, Davis; **Arie Y. Lewin**; Duke U. ; **Andrea Prencipe**; U. G. d'Annunzio; **Jeanne Beyer**; Objectiva Software Solutions; **Sam Kogan**; GEN3 Partners

This PDW will debate a research agenda on offshoring of knowledge intensive business service, such as R&D, engineering processes, product design including software design. It will discuss the nature of innovative activities that companies offshore, strategies and challenges of offshoring KIBS, (e.g., models, locations, coordination issues), the evolution of service providers and destination countries. Four fundamental questions will be debated: (1) What kind of innovative activities are companies offshoring, routinized or high value adding tasks? (2) Do companies learn how to leverage knowledge from offshored activities, how to manage complexity due to increasing scale and scope of offshoring and move up the value chain of tasks offshored? (3) What are the main challenges of offshoring knowledge intensive/high value adding activities remotely? (4) How are service providers and locations evolving as a response to the increasing demand from foreign clients and competition from foreign service providers? It gathers together academics and practitioners sharing their knowledge from research and first-hand experience.



Pre-Registration is not necessary, but you are kindly invited to contact Silvia Massini if you are interested in participating: silvia.massini@mbs.ac.uk

Introducing IMD's Newest EC Member: Mary Yoko Brannen



Mary Yoko Brannen is the Spansion Chair of Multicultural Integration at San José State University's College of Business and Visiting Professor of Strategy and Management at INSEAD, Fontainebleau. She received her M.B.A. with emphasis in International Business and Ph.D. in Organizational Behavior with a minor in Anthropology from the University of Massachusetts at Amherst, and a B.A. in Comparative Literature from the University of California at Berkeley.

Professor Brannen's expertise in multinational affairs is evident in her research, consulting, teaching, and personal background. Born and raised in Japan, having studied in France and Spain, and having worked as a cross-cultural consultant for over 20 years to various Fortune 500 companies, she brings a multi-faceted, deep knowledge of today's complex cultural business environment. Her research focuses on ethnographic approaches to understanding the effects of changing cultural contexts on technology transfer, work organization, and multinational mergers and acquisitions. Professor Brannen's current projects include: integration advisor/ top management team coach at Spansion, Ltd.—joint-venture between Advanced Micro Devices (AMD) and Fujitsu; an ethnographic study of organizational culture relevance, formation, maintenance and change in two high-technology firms with the objective to advance theory on negotiated culture and recontextualization; and a project focusing on biculturals as the new workplace demographic—identifying types of biculturals, personal case histories, and conducting a larger quantitative study determining key attributes of biculturals as cultural brokers (bridges) in multinational companies.

Professor Brannen serves on the editorial board of several international management journals including the International Journal of Business Innovation and Research (IJIR), the International Journal of Cross-Cultural Research (IJCCR), and Organizational Research Methods (ORM) and has published articles in AMR, AMJ, JIBS, JMI, Semiotica, and several anthropology journals. She has won several awards for her work including the Breaking the Frames Award from the Journal of Management Inquiry, the Dean's Research Award, and two Distinguished Teacher's Awards.

Dr. Brannen is fluent in Japanese and English, competent in French and Spanish, and has a working knowledge of Mandarin. Her non-academic interests include, horse-back riding (dressage), skiing, Japanese calligraphy, meditation and Zen Buddhism.

Call for Working Projects – Action Research

**Do You Need Assistance With an Action Research Project,
or Have a Project That Might Benefit by Using an Action Research Model?**

**Here's Your Chance to Get Free Consulting for Your Project at the AOM Meeting in
Anaheim**

Sustainable Practice Action Research Community (SPARC) Workshop

Saturday August 9th, from 1 p.m. to 7 p.m.
Academy of Management Meeting, Anaheim, CA

The SPARC Workshop is the *only hands-on, practice-grounded, action-learning venue* at AOM that brings together academics from many disciplines and reflective practitioners from business, government and NGO sectors to **actually work together on real-world projects** using action-research processes.

During the day-long workshop, teams of academics and practitioners will collaboratively apply their expertise in a **roundtable format** to critique and develop various applied research projects brought by organization sponsors. *You are invited to propose your own project or join one of those being sponsored by others.* Over the past 10 years, many organizations have worked with our group and have found our sessions very useful.

All types of projects are welcome, and we especially encourage projects that are multi-sector (e.g. business and government/nonprofit) and/or that have a *social and/or environmental action focus or component*.

The workshop is dedicated to generating collaboration among academics and practitioners and synergy between theory and practice in the service of organizational and social transformation. Its intent is to help *solve real organizational and cross-organizational problems of a local and/or global nature* while generating deeper learning and publishable knowledge.

If you are a practitioner or scholar who is interested in **enriching and adding velocity to a project** that you are (or would like to be) working on, then the SPARC Community invites you to be part of our 11th annual all-day AOM preconference workshop.

For more information on the workshop series, including prior project descriptions and the full Friday-Sunday workshop program (also summarized below), **visit the AOM SPARC/Practitioner Series at www.fdu.edu/ise**

For further inquiry or to submit brief (1-page) proposals for working projects (start-ups or ongoing) please contact SPARC organizer **Dr. Neil Boyd** at Boyd@Lycoming.edu or by phone at 717-512-3870.



We will use an organic, developmental review process for your project proposals that you may initiate with as little as an exploratory call/email. A support system will be provided to further develop accepted projects leading up to the workshop.

SPARC STEERING COMMITTEE

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Call for Papers - Corporate Governance: An International Review

Special Issue on “Shareholder Activism”

Deadline for Paper Submissions: March 31, 2009

Guest edited by: Huimin Chung, National Chiao Tung University, Taiwan (chunghui@mail.nctu.edu.tw) and Till Talaulicar, Technical University of Berlin, Germany (t.talaulicar@ww.tu-berlin.de)

Corporate Governance: An International Review (CGIR) invites paper submissions for a special issue on shareholder activism. Whereas the phenomenon of activist shareholders has a rather long tradition in Anglo-Saxon countries, shareholder activism has become more prevalent in other governance environments, too. The popular business press extensively discusses the pros and cons of shareholder activism, but scholarly thought has yet to weigh in substantively. In particular, we are interested in learning more about the antecedents and effects of shareholder activism, as well as more in-depth understanding of the various forms and features of this phenomenon. Research questions that are of particular interest include the following:

- Do corporate governance proposals advanced by institutional investors lead to better corporate governance and/or enhanced firm performance?
- Do other shareholders and/or stakeholders get ignored when activist investors become more influential? What are the fiduciary duties of activist investors?
- How do shareholder activists pick and influence their targets?
- How do boards, and how should boards, respond to activist shareholders?
- Is shareholder activism more effective than traditional governance mechanisms such as involved and independent boards or formal rules and regulations?
- How do the laws vary from nation to nation regarding shareholder activism?

It is the tradition of CGIR to welcome a wide variety of theoretical perspectives and methodological approaches. Since the overarching mission of the journal is to develop a global theory of corporate governance, international comparative studies are



especially welcome. Both national and international topics are appropriate for consideration, but priority is given to research which spans multiple governance environments. We also invite papers dealing with different types of activist shareholders such as pension funds, (socially responsible) mutual funds, hedge funds, sovereign funds, and private equity investors.

This list of topics is suggestive rather than exhaustive. We are open to a wide range of approaches from different disciplinary backgrounds (e.g., finance, management, economics, or sociology). Both theoretical and empirical work will be considered. In accordance with CGIR's mission, we seek for research that is both rigorously done and relevant to practitioners and/or policy-makers.

Papers must be submitted via the CGIR website at (<http://mc.manuscriptcentral.com/corg>) and should indicate that the manuscript is intended for this special issue. Contributors should follow the CGIR Author Guidelines (which can be found at www.cgir.org). The deadline for submissions is **March 31, 2009**. Papers will be subject to our standard double-blind reviewing process. It is anticipated that papers accepted for this special issue will be published in the last issue of 2009 or the first issue in 2010. For queries about this special issue, please feel free to contact the special issue guest editors, Huimin Chung (chunghui@mail.nctu.edu.tw) or Till Talaulicar (t.talaulicar@ww.tu-berlin.de).

From the Academy of Management Website

The Academy of Management Newsletter is available in all electronic format at: <http://publications.aomonline.org/newsletter/>

The 2008 Annual Meeting of the Academy of Management will held August 8-13 in Anaheim, California, USA, information online: <http://meeting.aomonline.org/2008/>

The **2008 Annual Meeting Program** is available online: <http://program.aomonline.org/2008/subMenu.asp?mode=setmenu&menuid=14>