



Preparing for Denver 2002 Sully Taylor, Program Chair

Fall 2001

ACADEMY OF MANAGEMENT —
INTERNATIONAL MANAGEMENT
DIVISION

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The Academy of Management has chosen “*Building Effective Networks*” as the conference theme for next year’s annual meeting in Denver. The Mile High City is itself the hub city for a major U.S. air carrier, and home to other network oriented industries such as online education and telecommunications. Building on this year’s conference theme, the IMD this year will encourage papers and symposia submissions with the theme of “Building Effective Networks Across Borders.”

The network theme is particularly salient in international management theory and practice today. Whether digital, social or organizational, the need for global organizations to build effective networks has become critical. From developing individuals with the global mindset requisite to the crossing of borders, to the building of effective international strategic alliances, to the ability to understand and work with nation specific forms of networks such as keiretsu and chaebols, networks have become the daily business of international firms. The need to create effective networks is joined to the opportunity to leverage the knowledge that exists within it and the necessity to effectively manage the creative tensions that arise from bringing disparate peoples and organizations together.

The Academy’s Call for Submissions includes a number of suggested topics that fit very well with the IM division’s research domain, including:

- What is the impact of digital networks on organizational functioning and behavior?
- How do networks affect an organization’s ability to generate new knowledge and/or facilitate the transfer of knowledge among its membership?
- Does the formation of networks and their dynamics differ across countries? For example, how does guanxi (connections) in Confucian societies differ from networking in the West?
- What factors can contribute to the successful formation and smooth functioning of global strategic alliances?
- How do we foster collaboration and teamwork among peoples from different cultural backgrounds?

In keeping with the theme of the conference, I

would like to encourage IM division members to work collaboratively across their own borders to create submissions, whether those are geographic, business discipline or research domain. Papers and symposia that both explore the conference theme and reflect that theme in conceptualization and methodology are particularly encouraged. In light of the recent tragic events in the U.S. (I write this on September 13th), we as IMD scholars can lead in acknowledging the reality of global interdependencies and the value to firms and society of the human and organizational networks that grow out of them.

Finally, I would like to ask for your patience as we make the transition this year to full electronic submissions. In order to ensure a smooth process, we have requested some redundancies in the process for this year only. Submitters are required to send their submission via email attachment to: im2002@sba.pdx.edu. The submission must be contained in a single Microsoft word document. Save the document in Word 97 format if you are using a later version. In order to ensure that all submissions receive consideration, submitters must in addition mail a diskette (see “**Diskette Submission Procedure**”) and two hard copies of their submissions to the IMD Program Chair. The name of the submitter, submission number, and presentation format (e.g. symposium, paper, etc.) must appear on the diskette label. Please make sure that your disk is virus-free! Please note that the mailed diskette and copies do not substitute for the electronic submission. If technological constraints make it impossible to conform to these instructions, please contact the IMD Program Chair at im2002@sba.pdx.edu.

Also, as pointed out by previous IMD newsletters, it has become very expensive for divisions to accept a symposium proposal that has been submitted to only one division. To improve the probability of acceptances, we recommend that symposium submissions be sent to multiple divisions (three is the optimal number). Please keep in mind that this applies to symposium submissions only. Competitive paper submission should be sent to

(Continued on page 4)

JOIN THE IM'S VIRTUAL COMMUNITY

We are revitalizing the International Management Division Discussion Group, IMD-L. We hope you'll join and initiate discussion of IM research and teaching issues.

It's very easy to join or leave -- it takes about 10 seconds! Just go to:

http://www.aom.pace.edu:81/guest/RemotelistSummary/imd_1 and take a peek.

Cybercollegially,

Charles Wankel
IMD-L Listmaster
wankelc@stjohns.edu

ELECTIONS TO THE EXECUTIVE COUNCIL Farok J. Contractor, Immediate Past Chair

Nominations Sought

The Executive Council is looking for a couple of good men and women, to join the Executive Council and serve the International Management Division.

How It Works

Of course, he or she first has to be voted into office. The ballot typically comprises of one candidate proposed by the current Executive Council and another nominated by the membership. To nominate someone, in order to put them on the ballot, requires five signatures.

Geographical Diversification

In my remarks at the Washington, D.C. meeting, as well as in the prior year, you have heard me say that it would be nice to have someone from outside the US. Indeed, your Executive

Council has tried hard to diversify geographically and find suitable candidates in Europe or Asia.

Who Is a Suitable Candidate?

Anyone can serve. However, votes are likely to go to persons with a strong publication, service or scholarly record -- in short, someone who is recognized as distinctive by the membership.

Please feel free to contact me or the current Chair of the division, Prof. Sri Zaheer, with suggestions by October 31st

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Message from the Chair

Sri Zaheer, Division Chair 2001 – 2002

In this time of pain and introspection, we are reminded how important it is to support and maintain activities that bring the world closer in a positive and constructive manner. We, in the International Management division, hope to further such connections by bringing together scholars and ideas on research and teaching from around the world. We look forward to an exciting year of reaching out and promoting conversations among our members from different disciplines, working at different levels of analysis, with different research traditions, from different nations. This integrative role played by the division was revealed as one of our major strengths in our membership survey last year (to access all the results of the survey, please go to the IM division web-page at www.aom.pace.edu). This year, we hope to build on this strength through several initiatives, among them:

- Improved web-based services: Our webmaster, Jeff Shay, is working to develop an improved website with more useful features on teaching, research and career development for members. If you have suggestions, please direct them to jeff.shay@business.umt.edu. We expect a roll-out of the new website by early next year.
- Membership involvement: Anne-Wil Harzing is our new membership involvement coordinator. She is looking to create more opportunities for members to become engaged in the work of the division. In particular, one of the ongoing issues we struggle with is how to encourage more participation in the academic part of the program from our members in non-English-speaking countries and from the developing world.



Sri Zaheer
Division Chair 2001 – 2002

We encourage those of you who feel you can mentor and help fellow-members in your countries participate in the Academy program to get in touch with Anne-Wil.

As we try and meet your needs, our communications will be going almost entirely electronic. For instance, the elections last year were handled entirely by e-mail, and we had the best response rate ever on them!

In this world, it becomes critical that you

- ⇒ Make sure that your e-mail address is correct and is kept updated. Please go to the membership section on the AOM website (www.aom.pace.edu) and check that it is so.
- ⇒ Join the international management division's virtual community – the IMD-L. This is our main discussion group on questions of research and teaching, as well as the main source for job postings, etc. It is a moderated list, ably run by Charles Wankel. Please join the discussion group -- it takes just a few seconds to join, and you can do that from the AOM website as well.

Expect to hear more from us on these matters as the year progresses.

I wish you all a productive and peaceful year!

REPORT ON WASHINGTON, DC 2001 PROGRAM Joe Cheng, Washington, DC 2001 Program Chair

Thanks to the great efforts of many of our members, the 2001 IM Program in Washington, D.C. reached some new heights for the Division. With a total of 260 submissions (227 papers and 33 symposium proposals), IM ranked third among all the Academy divisions, behind BPS and OB. Out of this group, 125 papers (80 for regular presentation, 35 in interactive paper session, and 10 in shared interest track) and 22 symposia were included in the program, a substantial increase from previous years. Of the symposia, one was an all-academy session, 5 were showcase symposia sponsored by multiple divisions, and 5 were jointly sponsored with other divisions. A total of 220 reviewers, including 40 from outside the U.S., served as reviewers for the division.

A highlight of this year's program was the Distinguished Scholar Forum co-sponsored by the IM Division and the JAI research series, *Advances in International Management (AIM)*. The session was held on Monday afternoon, chaired by Mike Hitt (Arizona State U), co-editor of AIM. Christopher Bartlett (Harvard Business School) and Sumantra Ghoshal (London Business School), recipients of the 2001 AIM-IMD Distinguished Scholar Award, were the keynote speakers. Their presentation, "The Transnational and Beyond: Reflections and Perspectives at the Millennium," was joined by commentaries from Alan Rugman (Indiana U.), Mike Kotabe (Temple U.), and Sri Zaheer (U. of Minnesota). The session was standing-room only, with more than 600 people attending – a record high for an IM session.

As an innovation of this year's program, the IM Social Hour included an evening bus tour of Washington, D.C. Two tour buses, each holding 55 passengers, were fully packed with IM members and guests many of whom were first-time visitors to the country's capital. Please contact next year's IMD program chair, Sully Taylor, if you wish to see this event continue in 2002.

Several awards were presented at the division's business meeting on Tuesday. Prashant Kale and Jaydeep Anand, both of the U. of Michigan, received the IM Division Best Paper Award for their paper "Effects of Market Liberalization on JV Contributions, Control, Stability & Performance: An Empirical Study of International JVs in India." Charles Dhanaraj (Ph.D., University of Western Ontario), now at Indiana U., won the Barry Richman Best Dissertation Award, co-sponsored by UCLA and the IM Division, for his dissertation "Legitimacy and Stability of Japanese Overseas Subsidiaries." The other finalists for this award were Michelle Gittelman (Ph.D., U. of Pennsylvania), now at New York U., Howard Jerome Shatz (Ph.D., Harvard U.), now at Public Policy Institute of California, and Namgyoo K. Park (Ph.D., New York U.), now at U. of Miami.

Nine outstanding reviewers for the IM division were also honored at the business meeting. They were selected from the 220 reviewers who reviewed for the regular program -- Janet Hansen (University of Nebraska-Lincoln), Pol Herrmann (Iowa State University), Jan Hack Katz (Cornell University), Rose Luo (University of Illinois), Stanley Nollen (Georgetown University), S. Prakash Sethi (Baruch College/CUNY), Jennifer Spencer (George Washington University), Riki Takeuchi (University of Maryland), and Olga Tregaskis (De Montfort University).

Many great ideas and useful comments were voiced at the member feedback and reflection session on Wednesday, including several suggestions made by non-US members to help further internationalize the division's activities. We will try to incorporate as many of these ideas as possible into next year's program in Denver. Please contact Sully Taylor if you have other ideas to share. In particular, we want to encourage non-traditional ideas and members who may not have been a part of the PDW in the past to submit their ideas to Schon Beechler, next year's PDW Chair.



*Charles Dhanaraj
Barry Richman Best Dissertation Award winner*



*Jay Anand and Prashant Kayle both
from the University of Michigan won the
IMD best paper award*

THE FINANCIAL STATE OF THE DIVISION, Fall 2001

Deborah Francis, Treasurer

| ITEM | Actual 2000 | 2001 | 2002 | 2003 | 2004 |
|---------------------------|----------------|---------------|---------------|---------------|---------------|
| Membership | 2007 | 2059 | 2000 | 2000 | 2000 |
| ACADEMY FUNDS | | | | | |
| Carry-Forward | 11,502 | 21,598 | 6,761 | 7,692 | 7,992 |
| Allocation | 18,194 | 18,563 | 19,031 | 18,500 | 18,500 |
| TOTAL AOM FUNDS | 29,696 | 40,161 | 25,792 | 26,192 | 26,492 |
| REVENUE | 9,127 | 1,500 | 0 | 0 | 0 |
| EXPENSES | | | | | |
| Annual Meeting Activities | 13,160 | 13,300 | 13,600 | 14,200 | 14,200 |
| Awards | 1,525 | 1,500 | 1,000 | 500 | 500 |
| Newsletter | 0 | 1,000 | 500 | 500 | 500 |
| Endowment Contributions | 2,000 | 15,000 | 0 | 0 | 0 |
| Other | 540 | 4,100 | 3,000 | 3,000 | 3,000 |
| TOTAL EXPENSES | 17,225 | 34,900 | 18,100 | 18,200 | 18,200 |
| BALANCE | 21,598 | 6,761 | 7,692 | 7,992 | 8,292 |

We are in good financial shape due to the increase in membership (52 new members) and being allowed to carry forward our full balance. As we had more money this year than expected, the Executive Council decided to establish an endowment for the best paper award. This will help to decrease our reliance on donations or sponsorships. The chart shows that the Richmond dissertation award will go into effect in 2002 with the best paper endowment going into effect in 2003. The Academy guarantees a 5% return on endowment accounts. For those of you who missed the business meeting in Washington D.C., I have included the chart I showed as part of that presentation. The financials and 2001 membership figures are

current through June 2001. Hence most of the 2001 costs are estimates since the annual meeting is the biggest expense.

The AOM allocation for 2002 will be \$19,031. This is based on IMD membership of 2059 people at the end of June 2001 times \$9 per person plus \$500. Projections assume stable membership, no fundraising, and that the Academy will start taking back 50% of the carry-over balance. We also assume that most members will receive their newsletters electronically. Support for web initiatives is included in the "Other" category.

DENVER '02

(Continued from page 1)
only one division.

Please contact me if you have any ideas or suggestions to help enhance our program in Denver. I look forward to working with you to make next year's IM program a stimulating and valuable experience.

Regards,
Sully Taylor
IM Program Chair
School of Business Administration
Portland State University
P. O. Box 751
Portland, OR 97207-0751
Tel: (503) 725 3761
Fax: (503) 725 2290
Email: sullyt@sba.pdx.edu

Report on PDW Sessions at the Washington DC Conference Sully Taylor, Washington DC PDW Chair

The IM division sponsored a total of 20 PDW (professional development workshop) sessions at the Washington, D.C., conference. IM was the sole or lead sponsor of 9 sessions, and the others were co-sponsored by IM. Overall attendance was very good. This year the PDW experimented with a creative workshop organized by John Mezias in which prior to the conference members suggested the cutting edge IM themes they wished to discuss and panelists were invited to address them. We were also privileged, to hold a workshop at the Foreign Service Institute's Leadership center and engage in informal and lively discussions on global leadership with the head of the institute and responsible staff.

IM would like to recognize several sponsors for their financial contributions

to the PDW program. The University of Portland sponsored the IM Teaching Workshop (chaired by Jeanne McNett), a session that as in years past drew a large audience. The Knight Ridder Center for Excellence in Management of Florida International University sponsored the Doctoral Consortium (organized by Mary Ann von Glinow).

The PDW program is a place for fresh and innovative sessions that can address issues and ideas not easily accommodated in the regular program. Schon Beechler, PDW chair for Denver, will be continuing this tradition. Please read the announcement for next year's PDW submissions and contact her for your participation in the program



CALL FOR PROPOSALS

International Management Division Professional Development Workshops Academy of Management Denver, CO 2002 Conference

Proposals are invited for the pre-conference professional development workshops (PDW) to be held at the upcoming Academy of Management Meeting in Denver, Colorado. The theme of the 2002 AOM conference is “Building Effective Networks” and the International Management Division will strive to focus on this goal during the PDW, building networks across countries, cultures, divisions, functional areas and generations of scholars and practitioners.

Professional Development Workshops are scheduled between 1 PM August 9, 2002 (Friday) and Noon August 11, 2002 (Sunday). The PDW portion of the AOM is an opportunity to be innovative, to discuss questions that are unresolved, to share best practices in teaching, scholarship, research, and practical application of ideas, to go outside the conference hotel and explore “live case experiences,” to discuss and debate, and to organize the kind of sessions that you always wished you could attend at the Academy.

To this end, we are encouraging submissions that will help to strengthen International Management’s domain, broaden the definition of that domain, and to join with others with whom we might not normally partner with during the PDW. We therefore encourage:

- Innovative proposals
- Cross-divisional proposals, jointly sponsored by two or more divisions
- Participation by Ph.D. students, junior faculty, as well as “veterans”

- Participation by non-US based colleagues
- Participation by practitioners, as well as academics

PDW sessions can take a number of forms: workshop, symposium, invited speaker, panel discussion, paper session, town hall meeting, debate, tour, keynote address, service activity, reception... We welcome traditional, as well as nontraditional formats and ideas!

I view my role as the PDW Chair for the International Management Division this year as facilitator, coordinator, and organizer. If you are interested in getting involved in the PDW, but don’t have a formal proposal, don’t hesitate to contact me with your ideas.

The IM Division will continue to offer both a Doctoral Consortium and a Junior Faculty Consortium on Saturday, August 10th.

All PDW organizers will be required to submit a formal proposal, preferably by email to SLB7@columbia.edu by no later than Nov. 1, 2001.

If you are unable to submit your proposal via email, please mail your proposal to:

Professor Schon Beechler
Columbia Business School
Executive Education
480 Armstrong Bldg.
2880 Broadway
New York NY 10025
Tel. 212-854-4416
Fax: 212-316-1473
Slb7@columbia.edu

GUIDELINES FOR SUBMITTING YOUR FINISHED PROPOSAL

All proposals should be 2-3 pages in length and must include:

- 1 The PDW Session Title
- 2 Summary of the activity and session objectives
- 3 Relevance of the session to IM Division members and non-members
- 4 Names, affiliations and titles of the organizer(s) and other presenters
- 5 Address, phone/fax and email of organizer(s) and other presenters
- 6 Desired length of time for the session
- 7 Anticipated audience size and composition
- 8 Need for any specialized equipment
- 9 Whether the session is open to all or requires advance registration
- 10 Whether the session will charge a fee or activity charge
- 11 Names and affiliations of sponsors who will provide funds for the session

**Act Fast!
Deadline is on
November 1st**



ANNOUNCING TWO NEW AWARD PROGRAMS FOR DIVISIONS AND INTEREST GROUPS STRATEGIC INNOVATION AWARD & WEB CHALLENGE AWARD

This year, two new awards programs have been designed to provide divisions and interest groups with seed money to develop initiatives that support the Academy's strategic direction and foster its vision for an enhanced website. *These programs replace the current innovation awards program, which rewards past accomplishments but does not seed new initiatives.* Here is how the new awards work:

Strategic Innovation Award

Purpose: To fund, in part, or in whole, a new initiative that supports a strategic theme or a key innovation in the Academy's statement of strategic direction.

Award Pool: \$6,000

Awards will be made on the merits of the proposal as determined by the review committee. The award winning divisions and interest groups will receive half of the funds, added to their operating budget on January 1 and the final half when the project is completed. The deadline for project completion is December 31, 2002.

Requirements: Proposals no more than two pages in length should include:

- Description of the initiative
- Which strategic theme or key initiative in the statement of strategic direction the targeted initiative supports
- Benefit to division members and the broader membership of the Academy of Management
- Estimated total cost of the initiative (list any other funding being used)
- Estimated completion date

Preference will be given to initiatives that:

- Clearly build on the statement of strategic direction. Visit: <http://aom.pace.edu/strategicinitiatives>
- Demonstrate originality
- Provide a new service for the professional development of members
- Are carried out through new media and non-traditional venues
- Result in templates, models or adaptable tools for learning/sharing among divisions and interest groups.
- Provide membership value to under-attended constituencies of the division's membership (i.e., members who do not attend the annual meeting, international members, etc).
- Address the themes of research, teaching, or practice.

How to Apply: Proposals must be e-mailed (*no hard copies please*) by November 15, 2001 to Annmarie Koory, Volunteer Coordinator, akoory@pace.edu Proposals will be reviewed by a Board committee. Awards will be announced by December 15, 2001. Funding begins January 1, 2002.

Web Challenge Award

Purpose: To fund, in whole or in part, division-level web initiatives that complement the Academy's vision for an enriched site offering a broad range of information and professional development services for members.

Award Pool: \$6,000

Awards will be made on the merits of the proposal as determined by the review committee. The award winning divisions and interest groups will receive half of

the funds, added to their operating budget on January 1, and the final half when the project is completed by December 31, 2002.

Requirements: Proposals no more than two pages in length should include:

- Description of the web initiative
- Benefit to division/interest group members
- How the initiative for the division's website supports the larger Academy vision
- How the division or interest group envisions its ongoing relationship to the new AOM website

Preference will be given to initiatives that:

- Clearly build on the statement of strategic direction and the AOM Web Task Force report. Visit: <http://aom.pace.edu/strategicinitiatives>
- Focus on the development of new content areas for the professional development of members (rather than providing administrative improvements).
- Build communities of interest and/or learning
- Expand member outreach beyond the annual meeting.
- Develop learning portals or knowledge repositories

How to Apply: Proposals must be e-mailed (*no hard copies please*) by November 15, 2001 to Annmarie Koory, Volunteer Coordinator, akoory@pace.edu Proposals will be reviewed by a Board committee. Awards will be announced by December 15, 2001. Funding begins January 1, 2002.

Membership Involvement Committee

Anne-Wil Harzing, Committee Chair

The International Management Division is conscious that many of its members – especially those living outside the USA - might find it difficult to be fully involved in the Division's activities and might therefore occasionally feel left out. The Executive Council therefore felt that active steps were needed to increase the involvement of individual members in the Division. The Membership Involvement Committee was established to assist the Executive Council in identifying and addressing issues regarding member relations and involvement. More specifically the principal focus of this committee is to serve as a liaison between the membership and Executive Council, to foster communication from and amongst members, and to elicit initiatives and feedback from division members.

As Chair of this newly established committee I would like to invite you to share with me *any* observations you might have about membership involvement. In particular, I would like to know whether you feel there are any barriers that prevent you from being more fully involved in the Division. Since these barriers might be higher for non-US members, I am looking for non-US members that are willing to become a country representative for their country. Country representatives would act as a liaison between academics in their country and myself as Chair of the MIC. They would also be a source and soundboard for new ideas and initiatives and would be committed to be actively involved in realizing some of these initiatives.

I will keep you informed about any initiatives of the Membership Involvement Committee through this

newsletter and through IMD-L. IMD-L is the International Management Discussion Forum, where members can post messages about research or teaching issues and where IM relevant calls and tables of contents are shared. It is very easy to join or leave--it takes about 10 seconds! Just go to: http://www.aom.pace.edu:81/guest/RemoteListSummary/imd_1

I look forward to communicating with many of you. Please *do* send me an email if there is anything you'd like to share or if you want to volunteer becoming a country representative. This is your chance to get more involved in a professional association that is important to all of us!

P.S. I am currently at the University of Melbourne, but have held positions in the Netherlands and the United Kingdom before moving to Australia and am fully committed to increase involvement from members all over the world.

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