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**2006 Academy of Management  
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**Atlanta, Georgia - August 11-16, 2006**

**Knowledge, Action and the Public Concern**

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08:00 PM [Georgia Dome](#), NW Atlanta

## Table of Contents

Page 1	Message from the Chair
Page 2.	IMD History Note
Page 6.	A Heads Up on the 2006 IM Division Program
Page 10.	Annual Conference Information
Page 11.	Professional Development Workshop Program
Page 16.	The Academy of Management's 2006 New Doctoral Student Consortium
Page 16.	Membership Involvement Committee (MIC) in Atlanta
Page 16.	AoM + UN: Business as an Agent of World Benefit
Page 17.	Call for Papers and Participation
Page 17.	Academic Job Sites
Page 18.	Member Contribution: MBA Programs - Ethics, Law, Etc. In Preparation Of Managers.
Page 19.	Call for Papers and Participation
Page 20.	2006 List of Officers

### MESSAGE FROM THE CHAIR: A REPORT ON THE FIVE-YEAR REPORT D. Eleanor Westney

Every five years, each division and interest group of the Academy of Management must submit a report on its mission, governance, annual meeting programs for the previous five years, membership, membership services, and finances. This very detailed material provides the basis for official approval of the continued existence of the Division. This year (2006), the turn of the IMD came round again, and you will undoubtedly be relieved to learn that the official review committee has approved the report and authorized the IMD's continued existence.

The full text of the review will be posted to the IMD website, and you can read it at your leisure, though it is hardly engrossing reading (for which of course I blame the very detailed Academy template, which set out the required structure and contents for the report, rather than my prose). If you do look it up, I recommend starting with the section on "Best Practice", a recent addition to the report structure, which identifies 2-3 innovations over the past five years from which other divisions might learn. We were able to put forward (with considerable pride) three significant innovations with potential relevance for the rest of the AOM: the Paper Development Workshop, the "Virtual Annual Meeting", and the Membership Involvement Committee. The Paper Development Workshop was introduced at last year's meeting in Honolulu by the Program Chair, Ravi Ramamurti, to provide feedback and advice for a set of promising papers that were on the borderline of acceptance for the program but had not made the final cut. The "Virtual Annual Meeting" was a video and audio recording of key IMD Professional Development Workshops and program sessions. Academy members unable to attend the meeting could later gain access to the events from the IMD website. Tim Devinney, the PDW Chair and the mastermind behind the technological logistics, received an IMD Innovation Award to subsidize this very demanding but valuable activity. The third innovation was the Membership Involvement Committee, formally established in 2000-2001, but actually developing over the subsequent five years. It has tackled for the Division one of the issues that has concerned the Academy as a whole over several years: how to increase the involvement of members (and potential members) outside the United States. It has done an impressive job. Our experience has, however, highlighted the difficulties of being responsive to the issues of concern to members outside North America at the Division level, once a forum for expressing those issues has been developed: many of the steps which would be of greatest value to IMD members abroad, such as lowering annual meeting fees and providing financial support for those from lower-income countries to attend meetings, are beyond the control and the

## Message from the Chair, Continued

resources of a single division.

The most valuable element of the Five-Year Review process is the membership survey. The Academy requires the Division to carry out a survey of its members, which must include seven mandated questions but can also include questions added by the Division. The AOM review committee defines at least a 15% response rate as a measure of the viability of the Division. This year we had 804 responses (31.4% of members) – an astonishingly high number compared to other divisions and well above the 9% the IMD managed in 2001. Part of the credit for the impressive participation rate must go to the user-friendly survey technology supplied by the AOM and the technical support from the AOM's Bret Hilton. Much more of the credit, however, must go to you, our members, and the Executive Council of the division (especially your Chair) is most grateful, since the response rate itself probably guaranteed official approval. The level of participation was all the more remarkable given that this time we made greater demands on respondents: to the seven required questions, we added 16, plus two open-ended questions (compared to 7 and 2 in 2001).

Rather than taking up the entire Newsletter with the survey results (which you can see in the full Report), I shall focus on two issues: membership in other professional societies and divisions, and the widespread desire for more opportunity to participate in the IMD.

Given that International Management draws on a range of disciplines and management specialties, and given the existence of other IB-focused associations such as the AIB, the extent of cross-membership among the respondents is understandable, but its extent was somewhat surprising:

- 76% of respondents also belong to other professional societies;
- 54% belong to the Academy of International Business;
- 65% consider the AOM to be their primary professional affiliation;
- only 55% consider the IMD to be their primary affiliation within the Academy;
- the largest overlap in respondent membership within AOM was with BPS (40%), followed by OB with 11%.

These data reveal some of the challenges facing the IMD. Given that most academics can only manage to attend one professional meeting each year, our members face some difficult choices when it comes to getting to the Academy meetings. Moreover, with over half our members belonging to the AIB, that association is an important reference point for many. Concentrating as it does on the international dimensions of business, the AIB provides a smaller and more focused annual meeting: with 2,761 members, the AIB is only slightly larger than the IMD, with just under 2,600, but their annual meeting typically draws 800-900 members, compared to the over 7,000 in total who attended the last AOM meeting. (In the open-ended questions, many respondents complained that Academy meetings are just too big.) Moreover, it has organized active regional chapters, and with their support increasingly holds annual meetings outside the United States (in the open-ended questions, members suggested that some Academy meetings should be held outside the US – which would be welcomed by IMD members, but not, alas, by most members of the other Divisions, and the AOM lacks the regional chapter infrastructure that supports the logistics of the AIB meetings outside the US). Most problematic for the IMD, in 2002 the AIB shifted the timing of its annual meeting from late October-early November to late June/mid-July, bringing it into direct competition with our Division for paper submissions, reviewers, and even dissertation awards. Moreover, even within the Academy, the IMD faces competing pulls on its members' time and attention from other Divisions.

As we teach our students, however, challenges provide opportunities. The organizational embedding of the IMD in the Academy of Management is one of its greatest strengths, and serves to differentiate the attractions of the AOM and AIB annual meetings for our members. The AOM meeting provides opportunities for those focused on international management to keep abreast of their base discipline (BPS, OB, OMT, etc.) and/or other areas of interest in the vast terrain of research that is anchored in a single country.

## Message from the Chair, Continued

In other words, IMD membership provides potential connections with work in one's core functional or disciplinary field that is not explicitly international; the AIB meetings provide ready access to work that is international but outside one's core discipline. The multi-faceted overlap in membership with other Divisions of the AOM is also key strength of the IMD, one that we have begun to leverage and should further exploit in the future. A growing number of our PDWs are co-sponsored with other Divisions, and in 2004 Ravi Ramamurti, the PDW Chair, organized two PDWs jointly with BPS on the state of the field in Strategy and International Management. Going forward, we shall try to build further on the cross-divisional interests of the IMD membership, and we would welcome your suggestions on how to do this.

We have already benefited from the networks linking the IMD and the AIB, when our Program Chair last year, Ravi Ramamurti, used his experience with the AIB meetings and his connections with the designer of the AIB meeting website to create an outstanding electronic submission process for our division, enabling us to enlist a record number of reviewers and process a record number of submissions with speed and effectiveness. We should in future explore further ways to interact with the AIB: for example, perhaps we could leverage AIB regional chapter meetings for regional MIC networks, and sponsor sessions across the annual meetings (for example, an AIB-linked symposium at the AOM meetings, and an IMD-linked panel at AIB). We would welcome any suggestions for you on how we might proceed with the bridge-building.

One of the most surprising findings of the survey was the widespread desire for greater involvement in IMD activities. Despite the fact that 45% of respondents have their primary affiliation with another AOM division, a surprising total of 530 respondents (68%) asked "yes" to the question, "If given the opportunity, would you like to be more involved in IM Division activities?" This constitutes 68% of the respondents, and 20% of the Division's total membership! This response shapes our interpretation of some of the responses to the required AOM questions on the survey. The responses indicate a fairly high level of satisfaction with the Division's events and program at the Annual Meeting. Over three-quarters of the respondents express satisfaction with the regular program and 60% with the pre-program. Only a small number believe that the Division spends its money less effectively than it should (only 5% think we spend too much on social events and only 7% think we need to spend more money on helping members professionally). Only 9% disagreed with the statement that "the division's leaders are very responsive to its members' concerns and interests". However, there was considerable dissatisfaction with the opportunities available to members to influence the policies of the Division and to hold office: about one-third of members express dissatisfaction with these two items. The root of the dissatisfaction over access to leadership positions and the lack of a feeling of influence seems to be driven primarily by a desire to be more active in the Division and a frustration with the uncertainty about how to do this, rather than by a feeling that the leadership team has not been responsive to members or is wasting the Division's resources. This constitutes a major opportunity to the EC, to identify those members who would like to step forward, to communicate more effectively the opportunities available for involvement in Division activities, and to develop ways to involve them more broadly in the Division. Again, we would welcome your ideas about how to do this.

In short, the compiling of the Five-Year Report and the responses to the survey have given the Executive Council much food for thought, and we shall be working on these issues over the next few months and at the annual meeting. We hope to have a broader discussion of the avenues for broadening participation at the IMD business meeting in Atlanta, and I very much look forward to seeing you there. I would also ask any of you who have ideas about how to address any of the issues raised here, or in the Report on the website, to pass them on to me.

## ELECTION RESULTS OVERTURNED BY IM DIVISION OFFICERS Edgar Busch, Division Historian and a Former IMD Chair

No, the above head does not refer to the 2006 election but to one 28 years ago. It is related here because disregarding election results in the AOM is not a normal event but it also demonstrates how the Internet has impacted our professional organization. This tale comes from my memory since I was involved in the post-event consequences.

At the August 1978 IMD business meeting the chair or past chair (in charge of the election) reported that Mike Kugel, on leave from his school in St. Louis and now in Israel as a visiting professor at Tel Aviv, garnered the most votes for program chairman for the next annual meeting. I do not remember whether the statement was that he had been replaced or should be replaced, but the reasons put forth for this extraordinary step was that Prof. Kugel would not be in a position to effectively and timely receive papers, send them out for review, and organize session leaders, discussants, and do the other mundane activities required in working with the national program chair. After all, the postal service was not all that quick and both telephoning and overnight package service begins to run into money. Plus the time zone differences would make life even more difficult. The division could not tolerate a botched, incomplete program.

Under the circumstances and with the support of the leadership, the attendees at the meeting approved the change and the second largest vote getter in the election, Mike McManus, was made program chair.

I do not recall all the reasons given for the change but they were valid at the time. Whether or not they were sufficient to negate the election is another question. I knew the now-deposed winner (not well, but we had visited during various past meetings) and I wrote him expressing my discomfort with the development.

A year later Mike Kugel's name was on the ballot again, and he won. At the annual meeting Mike asked me if I would be the U.S. coordinator of the work for the next year's IMD program and I accepted. It was plain that he had been talking with the higher powers in the Academy about the election and the ramifications. Evidently there was an agreement that he could be the program chair if there was a U.S. contact that Max Wortman, the national program chair, could use. The result was that all the division submissions and minutiae regarding the meeting was funnelled through me for disposition---some of which I decided and some were sent on to Israel. In the end all the work was accomplished.

The election "dust-up" was some years ago but does reinforce how the now-available Internet has facilitated the participation of our far-flung membership. Interestingly, there was a note in the IMD newsletter that the year Kugel was the overseas program chairman, the division chair was in Malaysia for three months and as far as I know no one thought anything of it. Admittedly, at least at that time, there was a significant difference in the volume of work required in those two positions.

### International Conference on Emerging Competitiveness Paradigms January 11-12, 2007, Goa, India

The International Society for Competitiveness (ISC) & PES School of Management, Bangalore invite academicians, business leaders, policy makers, researchers and students to attend a conference on Competitiveness and related issues. The deadline for the receipt of all submissions is **September 1, 2006**. Work-in-progress and abstracts will be accepted for presentation while accepted full papers will be published in the Society's Annual Research Volume--*Competition Forum*. Highly competitive papers may be invited for publication in one of the other three journals of the Society--*Journal of Global Competitiveness*, *Advances in Competitiveness Research* or *Competitiveness Review*.

Prashanth N. Bharadwaj

International Society for Competitiveness, IUP, PO Box 1658, Indiana, PA 15705 USA

E-mail: [pnb@iup.edu](mailto:pnb@iup.edu), Phone: 724-357-4880, Fax: 724-357-5743

Further Information: ISC Web-site: [www.eberly.iup.edu/asc](http://www.eberly.iup.edu/asc)



## A Heads Up on the 2006 IM Division Program

Timothy M. Devinney  
2006 IMD Program Chair

We had a fine set of submissions this year. In total, we received 319 paper and 23 symposium submissions. This is in line with last year's totals and reflects well on the division and its membership as the total number of submissions in many divisions is down from last year's record. The result is that we accounted for a greater percentage of the total submissions and were allocated more time in the program. This allowed us to accept a greater percentage of papers. My personal thanks goes out to the 498 reviewers who were exemplary in their response to the demanding task of turning around their reviews expeditiously and with quality.

Below I outline a few of the highlights of the program. As this is not everything please remember to examine the program carefully.

### A Few Things You Need to Know about the Program

Nearly all the IM Division's activities this year will be located at the Marriott Marquis. The major exception to this is the Interactive Paper sessions, which will be located in the Hyatt Regency. Unlike prior year's the visual (poster) sessions will be co-located with the paper sessions and will be in the Marriott

As always we invite all the members of the division (and friends) = to all the usual events:

The **IM Division Welcome** (Session 415) will be held Monday morning from 7:30am – 8:20am in Madrid.

The **IM Division Business Meeting and Awards Ceremony** will be held on Monday afternoon from 5:30pm–7:00pm in Copenhagen (Note that is a change from our routine of having it on the second day of the program).

The **IM Division Social** will follow the Business Meeting on Monday evening at 7:00pm in Imperial Salon A. (Note that is a change from our routine of having it on the second day of the program).

The **IM Division Membership Program Feedback Meeting** (Session 1363) will be held on Wednesday morning from 7:30am–8:20am in Madrid. This is your opportunity to provide feedback on the program to the members of the EC.

### Program Structure

Paper Sessions: In designing the program we structured the paper sessions around a number of specific themes and tried to block the sessions so that people could remain in a single room if they chose to focus on related papers. These were, very generally: (1) **Institutions & Politics** (mainly in Amsterdam), (2) **Knowledge, Learning and Innovation** (mainly in Copenhagen), (3) **International Business Functions** (mainly in Madrid), (4) **International HRM** (mainly in Stockholm and Copenhagen), (5) **International OB** (mainly in Stockholm), and (6) **International Location and Mode Choice** (mainly in Trinidad). As always conflicts make have an exact alignment between papers, sessions and locations difficult. The table below provides an overview of the sessions in our assigned block of rooms. Please note that this does not include all symposia, poster sessions and interactive papers.

	Amsterdam	Copenhagen	Madrid	Stockholm	Trinidad
<b>Monday 8:30</b>	Politics & MNC (457)	Knowledge & Intl Expansion (458)	New Products (459)	Expatriate Assignment (460)	Entry Mode (461)
<b>Monday 10:40</b>	Non-Market Organizations (562)	Organizational Learning (563)	Managing in China (564)	Expatriate Assignment Success (565)	Location Choice (566)
<b>Monday 12:20</b>	Cronyism (SYM: 671)	MIC Roundtable (666)	MNC Subsidiary Mgt (667)	Intl Teams (667)	Dynamic Paths (668)
<b>Monday 2:30</b>	Institutions (764)	Staffing Challenges (SYM: 768)	Emerging Mkt MNC (765)	Values & Norms (767)	Intl Networks (768)
<b>Monday 4:10</b>	Barry Richman (857)	Global Leaders (858)	Intl M&A (859)	Intl Cult Comm. (860)	Intl JVs (861)
<b>Tuesday 8:30</b>	Outsourcing (979)	Knowledge Transfer (SYM: 985)	MNC Subsidiary Mgt (980)	Wk Related Behavior (981)	Bus Groups (982)
<b>Tuesday 10:30</b>	Corruption (1089)	SME Intlization (1090)	Knowledge Acquisition (1091)	Training & Retention (1092)	Liability of Foreignness (1093)
<b>Tuesday 2:30</b>	Intl Research Collaboration (SYM: 1202)	Entrepreneurship (1198)	R&D (1199)	Leadership & Mentoring (1200)	Intlization & Performance (1201)
<b>Tuesday 4:10</b>	Org Citizenship (1287)	Innovation (SYM: 1339)	Managing M&As (1288)	Pay & Performance (1289)	Identity and Culture (1290)
<b>Wednesday 8:30</b>		MNC Diversification (1381)	Local Firms Intlization (1382)		Governance Convergence (SYM: 1367)
<b>Wednesday 10:30</b>	Intl Mgt Research (SYM: 1446)	Employee-Employer Relations (1447)	Intl Bus Functions (1448)	Managing Diversity (1449)	Intl Corp Governance (1450)

**Visual Sessions:** Our visual sessions used the same theme breakdown. This year there are 7 visual sessions as outlined below. These are all co-located in the Marriott in Salon IV.

	Salon IV	
<b>Monday 10:40</b>	Global Wk Practices (566)	Intlization Forms (567)
<b>Monday 12:20</b>	Justice, Trust & Leadership (669)	Competences & Capabilities (670)
<b>Tuesday 8:30</b>	Intl Expansion Strategy (983)	Institutions & Change (984)
<b>Tuesday 10:30</b>	Knowledge, Learning and Integration (1094)	

### Special Sessions

We have three special sessions:

**Management Involvement Committee: Roundtable on International Activities**, is an interactive forum for international members of the IM Division to learn more about the activities of the MIC and to be involved in discussions about its future agenda. It will be held from 12:20pm–2:10pm in Copenhagen (Session 665).

**Management in an Age of Disruption** is an IMD/All Academy Symposia featuring Dov Zackheim (former Under Secretary of Defense), Paul Leonard (former CEO, Habitat for Humanity) and C.K. Prahalad (University of Michigan). It features 3 perspectives on 21<sup>st</sup> century management: global business, government security & NGOs. Art Kleiner, editor of *strategy+business* will moderate. It is scheduled for Tuesday at 2:30pm–3:50pm in International 6.

**The Booz Allen Hamilton Eminent Scholar in International Management Award** (Session 1343) will be awarded to C.K. Prahalad of the University of Michigan with commentary by Yves Doz (Insead) and Art Kleiner (Booz Allen Hamilton). It is scheduled for Tuesday at 5:30pm–7:00pm in Stockholm.

## Showcase Symposia

We have 9 showcase symposia. Note that these symposia may be in another hotel.

**Chair: Mary A. Gowan, George Washington U. The Role of Business in Violent Conflict Resolution** (Session 621 with SIM & CM), Monday, 10:40am–12:00pm, Hilton: Grand Salon E.

**Around the World in Eighty Ways: New and Nuanced Perspectives on International Assignments** (Session 664 with HR & OB), Monday, 2:20pm–2:10pm, Hilton: Grand Salon B.

**Culture and Leadership: An Overview of the Findings of the GLOBE Project** (Session 769 with OB), Monday, 2:30pm–3:50pm, Hilton: Grand Salon C.

**Leadership Across Cultures: Combined Culture-General/Culture-Specific Approach Taken by GLOBE** (Session 986 with MED), Tuesday, 8:30am–10:10am, Marriott: Marquis - Salon I.

**Effective Functioning of Multicultural Teams: Context, Cultural Diversity and Personal Dynamics** (Session 987 with OB & HR), Tuesday, 8:30am - 10:10am, Hilton: Grand Salon C.

**Building Entrepreneurial Universities: Academic Entrepreneurship and Spin-off Performance** (Session 1080 with ENT), Tuesday, 10:30am–11:50am, Marriott: Marquis - Salon I.

**The Work-Family Interface: Perspectives from Three Continents** (Session 1095 with GDO & HR), Tuesday, 10:30am–11:50am, Hilton: Grand Salon E.

**Diversity in Transactional Psychological Contracts Across Societies** (Session 1197 with HR & OB), Tuesday, 2:30pm–3:50pm, Hilton: Grand Salon C.

**The Future of Management Education in Different Academic Environments** (Session 1218 with MED & MC), Tuesday, 2:30pm–3:50pm, Hilton: Grand Salon A.

## The Award Nominees

The IM Division gives four awards and the AOM two awards.

The two AOM awards are 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. Our nominees for the **Carolyn Dexter Award** is:

How Do Long-Term Project Investors “Vote” In Developing Country Elections? Paul M. Vaaler, UIUC and Burkhard N. Schrage, Singapore Management U. (Session 457).

Our nominee for the **Newman Award** is:

Acculturation Strategies and Integrative Complexity as Predictors of Overseas Success, Carmit T. Tadmor, U. of California, Berkeley (Session 564).

The IM Divisions gives three best paper awards and the Barry Richman Dissertation award. The five nominees for the **IMD Best Paper Award** are:

Domestic Experience and International Investment Strategy, Guy Holburn, U. of Western Ontario and Bennet Zelner, Duke U. (Session 565).

Which Ties Matter When? The Strategic Impact of Network Linkages on Foreign Subsidiary Survival, Jing’an Tang and Paul Beamish, U. of Western Ontario (Session 666).

Do Greenfields Outperform Acquisitions or Vice Versa? The Role of Subsidiary Integration, Arjen Slanzen, Erasmus U. Rotterdam and Jean-Francois Hennart, Tilburg U. (Session 859).

Transnational Entrepreneurship: Toward A Unifying Theoretical Framework, Israel Drori, College of



Management, Benson Honig, Wilfrid Laurier U. and Ari Ginsberg, New York U. (Session 1098).

The Effect of Institutional Context and Firm Specificities on Merger Abandonment and Completion, Desislava Dikova and Padma Rao Sahib, Groningen U. (Session 1288).

The **Doug Nigh Award** is for the best paper by a doctoral student or assistant professor in the IM Division. There are five nominees for this award:

Domestic Experience and International Investment Strategy, Guy Holburn, U. of Western Ontario and Bennet Zelner, Duke U. (Session 565).

Spanning the Global Network: Cross-Border Acquisitions and the MNC, J. Muir Macpherson, Georgetown U. (Session 859).

Helping You Out While I'm Away: Examining Tenure Diversity, Leader Support and OCB in Global Teams, Guohong Han, U. of Illinois, Urbana-Champaign (Session 1287).

The Effect of Institutional Context and Firm Specificities on Merger Abandonment and Completion, Desislava Dikova and Padma Rao Sahib, Groningen U. (Session 1288).

Local Time Global Change: Differences Between Kenyan and British Perceptions, Christina Lea Butler and Steve Michael Price, Kingston U. (Session 1449).

And the nominees for the **Best Paper from an Under-represented Country** are:

Subsidiary Interdependencies in New Product Development and Local Linkages, Dirk Michael Boehe, Universidade de Fortaleza (Session 459).

Trust as a Mediator Between Organizational Justice and Work Behaviors in a Cross-Cultural Context, Shay Tzafrir, U. of Haifa and Keren More, Technion Israel Institute of Technology (Session 981).

The Role of National Values in Organizational Training: A Comparative Study in 16 Countries, Hilla Peretz and Zehava Rosenblatt, U. of Haifa (Session 1092).

Cultural and Geographic Distance and Dynamics of Foreign Economic Activity, Lyubov A. Bogun, Odessa Institute of Entrepreneurship and Law and Dmitro A. Sokolov, Independent Researcher (Session 1290).

International Mergers and Acquisitions Performance: Acquirer Nationality and Integration Approaches, Yaakov Weber, College of Management, Israel, Arie Reichel, Ben-Gurion U., and Shlomo Yedidia Tarba, Ben-Gurion U. (Session 1299).

Finally, **Barry Richman Dissertation Award** finalists will present their work in Session 857 at 4:10pm in the Amsterdam Room. The finalists and their papers are:

Jon Erland Lervik, Norwegian School of Management, Managing Matters—Transferring Organization Practices within Multinational Companies

Ted London, U. of Michigan, How are Capabilities Created? A Process Study of New Market Entry

Shameen Prashantham, Strathclyde U., Social Capital, Knowledge and Internationalization: A Study of Indian Software

Gurneeta Vasudeva, Indian School of Business, How National Institutions Influence Firms Knowledge-Building Alliance Strategies: A Longitudinal Study of Fuel Cell Technology Development

## Annual Conference Information

[The 2006 Annual Meeting Program](#) is now available online! With 4677 total submissions organized into 1329 sessions and over 6000 participants representing 73 countries, the [2006 Annual Meeting Program](#) promises to be as exciting and interesting as ever! Search the [online program](#).

**Presentation Format Change:** Beginning with the 2006 annual meeting in Atlanta, the Academy is moving to an [all electronic presentation format](#). Overhead projectors will no longer be provided as part of the [standard audiovisual setup](#). Instead, in response to longstanding requests, each meeting room will be equipped with an [LCD projector](#).

**Printed Program No Longer Mailed in Advance:** Beginning with the 2006 annual meeting in Atlanta, the Academy is no longer mailing the annual meeting printed program to all members in advance of the meeting. Instead members attending the meeting will receive the printed program when they pick up their registration materials. View the [online program](#)

**Registration, Housing & Travel Information:** Don't miss the 2006 Academy of Management Annual Meeting in Atlanta, Georgia! You can use your credit card to [reserve your room](#), [register to attend](#) the meeting and [make your travel plans](#) using secure 24-hour [on-line](#) access. The deadline for early registration is **Friday, July 21, 2006**, and the deadline for housing is **Monday, June 26, 2006**.

### Securing a Visa to attend the Atlanta Annual Meeting

Due to certain recent changes by the U.S. government, it may be more difficult for non-nationals of the U.S. to enter the country. If you are not a U.S. citizen or permanent resident and/or currently do not have a valid entry visa to the U.S., please check with the U.S. Embassy/Consulate in your respective country to secure the necessary entry visa to the U.S. for the purpose of attending the Atlanta Annual Meeting. Since the processing/issuance of such visas may take time, we encourage you to apply for this permission to enter the U.S. as early as possible.

According to information provided on the U.S. Department of State Bureau of Consular Affairs website, [http://travel.state.gov/visa/visa\\_1750.html](http://travel.state.gov/visa/visa_1750.html), 27 countries are currently enrolled in the Visa Waiver Program, which allows their nationals to enter the United States without a visa. The following countries are currently in the program:

Andorra, Austria, Australia, Belgium, Brunei, Denmark, Finland, France, Germany, Iceland, Ireland, Italy, Japan, Liechtenstein, Luxembourg, Monaco, the Netherlands, New Zealand, Norway, Portugal, San Marino, Singapore, Slovenia, Spain, Sweden, Switzerland, and The United Kingdom.

**Some Quick Navigation Tips for the Destination USA website** <http://www.unitedstatesvisas.gov/>

If you need a letter for the purpose of helping to secure an entry visa to the U.S., please contact the Member Services Department of the Academy of Management headquarters office at [registration@aom.pace.edu](mailto:registration@aom.pace.edu) This email address is being protected from spam bots, you need Javascript enabled to view it for a standard form letter indicating that you are a participant of the Atlanta Annual Meeting. Note that letters are issued only in electronic PDF format and emailed directly to the requestor. Letters WILL NOT be sent via postal mail.

**International Management Division**  
**2006 Annual Meeting of the Academy of Management, Atlanta, Georgia**  
**Professional Development Workshop Program**  
**Tatiana Kostova, PDW Chair**

This year's Professional Development Workshops (PDWs) include an exciting range of topics and events that reflect the collective interests of the members of the International Management (IM) Division in the areas of research, teaching, and career development. In addition to the regular Junior Faculty and Doctoral Student consortia and a variety of topical workshops, we are inviting you to several social events:

Exploration at the new Georgia Aquarium, the largest in the world  
"Welcome and Road Map" session for the IM Division  
"Dinner on the Town" with IM Division EC members  
IMD PDW Reception

Please mark your calendars and join us for a productive and enjoyable IM Division PDW program at the AoM annual meeting. Details of all scheduled events appear below. I look forward to welcoming all of you in Atlanta.

*Tatiana Kostova*  
*IM Division PDW Chair*

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**IM Division PDW Program**

A number of IM Division's PDWs are organized with the co-sponsorship of various AoM divisions and interest groups, including BPS, AAM, ITC, OMT, CAR, MC, TTC, TIM, and ODC.

***"International Management Division Adventure – An Exploration of the Georgia Aquarium"*** with Tatiana Kostova, U. of South Carolina; Chei Hwee Chua, U. of South Carolina; and Mourad Dakhli, Georgia State U.

**Date:** Friday, August 11

**Time:** 9.00 am – 12.00 pm

**Abstract:** Join us for an exciting exploration of the new Georgia Aquarium! **Pre-registration and pre-payment for tickets are required. Contact Chei Hwee Chua at [cheihwee\\_chua@moore.sc.edu](mailto:cheihwee_chua@moore.sc.edu).**

***"Doing High Impact Research on China"*** with Chao Chen, Rutgers U.; David Ahlstrom, Chinese University of Hong Kong; Ray Friedman, Vanderbilt U.; Jia Lin Xie, U. of Toronto; Aimin Yan, Boston U.; Seung Ho Park, Samsung Economic Research Institute & CEIBS; and Katherine Xin, CEIBS.

**Date:** Friday, August 11

**Time:** 1:30pm - 3:20pm

**Venue:** Atlanta Marriott Marquis, Room: International 3 (International Level)

**Abstract:** International research of organization and management has so far been primarily focused on testing the generalizability of existing theories developed in Western countries, especially in the U.S. This PDW aims at going further by exploring ways of utilizing the context of China for theory advancement. Instead of or in addition to using China for validating existing theories, we will discuss using the China context as an opportunity to ask new research questions and develop new concepts and theories. This PDW will be highly interactive with panelists and participants working together to identify major areas of China-related research and explore new perspectives, new conceptual frameworks, and new theoretical models. Participants are encouraged to bring original research questions that are promising to push existing knowledge significantly further and more importantly, to generate new knowledge. The panel consists of scholars with Chinese and Non Chinese cultural backgrounds who have been active in doing China related research on macro- multinational and strategic issues and micro-organizational behavior and human resources issues.

***"Doing Business Research in Emerging Economies"*** with Joan D Penner-Hahn, Wayne State U.; Eric WK Tsang, Wayne State U.; Eduardo Kazuo, Kayo, U.; Presbiteriana Mackenzie; Livia Markoczy, U. of Texas, Dallas; Aldas Kriauciunas, Purdue U.; and Nandini Lahiri, Indian School of Business.

**Date:** Friday, August 11

**Time:** 3:30pm - 5:30pm

**Venue:** Atlanta Marriott Marquis, Room: International 3 (International Level)

*(Continued on page 12)*

## 2006 PDW Program, continued

**Abstract:** Research in strategy and international business has often been criticized for being too US or Euro-centric. This PDW brings together a panel of researchers who have done strategic management and/or international business studies focusing on emerging economies. The focus of the PDW will be on the availability and collection of data for these studies. These researchers have done survey based and archival research studies as well as case studies situated in China, Brazil, India, Lithuania and Hungary. The panelists will discuss their experiences in their country contexts and then participate in a roundtable discussion with the audience.

*“Welcome to the IM Division and Road Map to the IM Division Sessions at the Academy”* with IM Division officers.

**Date:** Friday, August 11

**Time:** 6:00pm - 7:00pm

**Venue:** Atlanta Marriott Marquis, Room: Copenhagen & Stockholm (Convention Level)

**Abstract:** Please join us for an overview of the International Management Division sessions. It is also an opportunity to meet IM Division officers and members.

*“Dinner on the Town with IM Division Executive Committee Members”*

**Date:** Friday, August 11

**Time:** 7:00pm - 9:00pm

**Abstract:** Each IM Division officer will host a dutch treat dinner. We will organize the restaurants and groups following the IM Division Welcome.

*“IM Division Junior Faculty Consortium”* with Mike Peng, University of Texas at Dallas; David Ahlstrom, Chinese University of Hong Kong; Lance Brouthers, U. of Texas at El Paso; Andrew Delios, National U. of Singapore; Michael A. Hitt, Texas A&M U.; Klaus Meyer, U. of Reading; Sheila M. Puffer, Northeastern U.; Alan M Rugman, Indiana U.; and Jane E. Salk, U. of Texas at Dallas.

**Date:** Saturday, August 12

**Time:** 8:30am - 5:00pm

**Venue:** Atlanta Marriott Marquis, Room: International C (International Level)

**Abstract:** The IM Division Junior Faculty Consortium provides an opportunity for structured discussion and informal interaction between early-career faculty and a panel of senior faculty from around the world, on the themes of research, teaching and career development. It is an excellent forum for exchanging ideas and tips about research and teaching, as well as for expanding one's academic network. A significant part of the consortium will be devoted to paper development, where junior faculty will have the opportunity to present and discuss their papers or research proposals, in small groups. There will also be a session where participants get to meet the editors of leading journals in the field of international management.

To apply, email Mike Peng, Provost's Distinguished Professor of Global Strategy, University of Texas at Dallas, c/o: Kenny Oh at kennyoh64@yahoo.com, with a 2-pg CV and a 1-pg career statement. The deadline for application is May 15, 2006.

*“IM Division Doctoral Student Consortium”* with Mary Zellmer-Bruhn, U. of Minnesota; J Myles Shaver, U. of Minnesota; Alvaro Cuervo-Cazurra, U. of South Carolina; Cristina Gibson, U. of California, Irvine; Mary Yoko Brannen, San Jose State U.; Subramanian Rangan, INSEAD; and Heather Berry, U. of Pennsylvania.

**Date:** Saturday, August 12

**Time:** 8:30am - 5:00pm

**Venue:** Atlanta Marriott Marquis, Room: International B (International Level)

**Abstract:** This doctoral consortium is for advanced doctoral students interested in international management research. The consortium will provide opportunity for structured discussion and informal interaction between doctoral students and faculty panelists on the themes of research, thesis writing and career development. One session will be devoted to thesis development where participants will have an opportunity to present and discuss their research in small groups. There will also be a session where participants get to meet the editors of leading journals in the field of international management.

Doctoral students must be in the dissertation stage of their PhD program. Interested students should email Mary Zellmer-Bruhn at mzellmer-bruhn@csom.umn.edu with a nomination letter from advisor, 1-pg CV and 1-pg description of dissertation. The deadline for application is May 15, 2006.

***“New Directions in International Entry Mode Research”*** with Keith D. Brouthers, King's College London; and Jean-Francois Hennart, Tilburg U.

**Date:** Saturday, August 12

**Time:** 10:30am - 12:00pm

**Venue:** Atlanta Marriott Marquis, Room: Quebec (Convention Level)

**Abstract:** International entry mode research has been a "hot" research topic for the past 30 years. Research has tended to focus on several well acknowledged theoretical frameworks, but has explored other theoretical lenses as well. Studies have included a wide variety of industries, home and host countries, and have explored a large number of mode types. The question confronting research scholars is where to go from here. Do we really need more entry mode research? What issues still need to be explored? What theories will help us gain further understanding? What types of data are needed and how should they be applied? These questions need to be addressed to help further our understanding of international mode choice. In this workshop we will discuss new directions for international entry mode research which we believe will lead to new insights into mode choice and help further our understanding of how managers can make better mode choice decisions.

***“IM Division Paper Development Workshop”*** with Jennifer Spencer, George Washington U.; Sherry E Moss, Wake Forest U.; Carolina Gomez, Florida International U.; Jeffrey Furman, Boston U.; William Newbury, Rutgers U. (By invitation only.)

**Date:** Saturday, August 12

**Time:** 1:00pm - 3:00pm

**Venue:** Atlanta Marriott Marquis, Room: Trinidad & Madrid (Convention Level)

**Abstract:** The IM Division recognizes that many of its members from non US-based institutions encounter challenges in framing their research for a largely US-based audience. This PDW is intended to offer a professional development opportunity primarily for scholars living and working outside of the United States. It is hoped that this will aid them in future submissions to the AOM conference, as well as AOM-style journals.

***“Next Generation Global Talent Management: Insights from McKinsey & Company”*** with Matthew David Guthridge, McKinsey & Company; Emily Lawson, McKinsey & Company; Asmus B. Komm, McKinsey & Co.

**Date:** Saturday, August 12

**Time:** 3:30pm - 6:00pm

**Venue:** Atlanta Marriott Marquis, Room: Trinidad & Madrid (Convention Level)

**Abstract:** An interactive PDW for those interested in issues on Global Talent Management. Discussions on how to manage a company's talent to deliver real business value will be based on the latest insights from McKinsey and Company's global research on talent management. Specific questions and issues that will be addressed include: (1) How should 'talent' be defined, operationalized and identified? (2) How can firms create a specific talent management strategy? (3) How must the mindsets and capabilities of senior leaders, line managers and HR change to support next generation talent management? **Pre-registration is not necessary but encouraged. Email Matthew Guthridge at [matthew\\_guthridge@mckinsey.com](mailto:matthew_guthridge@mckinsey.com).**

***“IM Division PDW Reception”***

**Date:** Saturday, August 12

**Time:** 6:00pm - 8:00pm

**Venue:** Atlanta Marriott Marquis, Room: Marquis Ballroom, Salon III (Convention Level)

**Abstract:** Please join us for the IM Division PDW reception.

***“Interactive Teaching Methods in International Management”*** with Gerhard Apfelthaler, FH Joanneum; Julia Gluesing, Wayne State U.; Malika Richards, Pennsylvania State U.; Martin Neubauer, FH Joanneum; Thomas Schmalzer, FH Joanneum; Allan W Bird, U. of Missouri, St. Louis; Mary Yoko Brannen, San Jose State U.; Jeanne M McNett, Assumption College; Betty Jane Punnett, U of West Indies; Bjoern Z Ekelund, Human Factors; Joyce Osland, San Jose State U.; and Paul Kalfadellis, Monash U.

**Date:** Sunday, August 13

**Time:** 8:00am - 12:00pm

**Venue:** Atlanta Marriott Marquis, Room: Trinidad (Convention Level)

**Abstract:** This PDW will highlight several interactive teaching methods which have been used successfully in International Management. Presenters will share their experiences with didactic elements such as: - Role Plays (e. g. "Ecotonos") - Simulations (e. g. "Randomia") - Experiential Exercises (e. g. "Diversity Icebreaker", "I, pencil") and many other methods (e. g. "BaFa BaFa", "Starbilly", "Vending Machines", "Comics and Cartoons"). 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. **Pre-registration is required. Contact Gerhard Apfelthaler at [gerhard.apfelthaler@fh-joanneum.at](mailto:gerhard.apfelthaler@fh-joanneum.at).**



***“Business in Developing Countries: Interaction between Local Institutional & Global***

***Economic Dynamics***” with Sergio Janczak, U. of Western Ontario; Taieb Hafsi, HEC Montreal; Claude Marcotte, Concordia U.; Geert Hofstede, Tilburg U.; Stuart Hart, Cornell U.; Nancy J Adler, McGill U.; Rick Molz, Concordia University; Tina Dacin, Queen's U., Canada; Trevor Davis Hunter, U. of Western Ontario; Mehdi Farashahi, Concordia University; and Sid Ahmed Soussi, University of Quebec in Outaouais.

**Date:** Sunday, August 13

**Time:** 8:00am - 10:20am

**Venue:** Atlanta Marriott Marquis, Room: Chablis & Picard (Lobby Level)

**Abstract:** This PDW will discuss the ways MNCs that conduct business in developing countries have coped with local issues (economic, cultural, ethical, and environmental). We will explore existing and new theories that will help to better explain the strategic decision-making process of such companies. The discussions will include the differences of Western corporate economic logic built around technical and economic legitimacy, the integration of specialized resources, and an abstract intellectual epistemology. A comparison between Institutional Theory and Theory of Resources will also be explored.

***“Bringing External Innovation Inside”*** with Felipe Monteiro, London Business School; Julian Birkinshaw, London Business School; Rick Delbridge, Cardiff U.; Harry G Barkema, Tilburg U.; John Bessant, Imperial College London; Ashish Arora, Carnegie Mellon University; Anita McGahan, Boston U.; and Brian S. Silverman, U. of Toronto.

**Date:** Sunday, August 13

**Time:** 9:30am - 12:00pm

**Venue:** Atlanta Marriott Marquis, Room: McKenzie (Lobby Level)

**Abstract:** In this PDW, we will discuss recent theoretical and empirical work dealing with the challenge of bringing external innovation inside. In an open innovation environment, although a firm's own research efforts play an important role in innovation, it also needs to reach outside its own boundaries and view the world as a global canvas dotted with pockets of knowledge. There is vast empirical evidence through patent activity that firms are increasingly accessing external technologies on a global basis. In this PDW we will focus on presenting fine-grained analyses of

how they do it and whether or not firms are really profiting from external innovation. Some of the questions we will attempt to answer in this PDW are: What are the best approaches to sensing valuable external knowledge from around the world? How should firms manage the challenge of "discontinuous" innovation, in which the new technologies or capabilities they need lie beyond their traditional boundaries? What internal systems can be put in place to better handle "dissonant" information that challenges the existing orthodoxies and norms inside the firm? How can firms profit from external innovation? What is the impact of innovation generated in the broader business ecosystem on a firm's performance? What sort of business models should firms put in place to ensure that they capture some of the value created by external innovation?

**Pre-registration required through <http://forms.london.edu/form.asp?id=4711>. General inquiries please contact Felipe Monteiro at [fmonteiro@london.edu](mailto:fmonteiro@london.edu).**

***“Strategies For Collecting Data Overseas”*** with Vikas Anand, U. of Arkansas; Mahendra Joshi, U. of Arkansas; Daniel C. Ganster, U. of Arkansas; John Schaubroeck, Drexel U.; Peter Hom, Arizona State U.; Peter W. Dorfman, New Mexico State U; Mary Zellmer-Bruhn, U. of Minnesota; and Cynthia Lee, Northeastern U.

**Date:** Sunday, August 13

**Time:** 10:00am - 12:00pm

**Venue:** Atlanta Marriott Marquis, Room: International 8 (International Level)

**Abstract:** Interested in learning how to overcome the challenges of international data collection? This PDW will focus on the challenges researchers face in collecting data overseas. The following will be addressed: (1)The importance and mechanics of collecting data globally; (2)The challenges researchers encounter in collecting international data; (3)Issues faced by participants in their plans to collect data from overseas and ways to overcome them. **Pre-registration is required. Email CV, research interests & a statement on how this PDW will benefit you to Mahendra Joshi at [mjoshi@walton.uark.edu](mailto:mjoshi@walton.uark.edu).**

**Recent Addition to Academic Journals Concerning Leadership**

***Leadership*** is an international, peer-reviewed journal designed to provide an ongoing forum for academic researchers to exchange information, insights and knowledge based on both theoretical development and empirical research on leadership. It will publish original, high quality articles that contribute to the advancement of the study of leadership. The journal will be global in orientation and focus.

***Leadership*** is available electronically on SAGE Journals Online at <http://lea.sagepub.com>

<b>The IM Division is co-sponsoring the following PDWs:</b>	<b>Lead Division</b>
Friday, August 11, 1:00pm – 3:45pm Exploring Issues Concerning Global/International Consulting	MC
Friday, August 11, 1:00pm – 4:00pm Advances in Competitive Advantage: Building-blocks and Future of Resource-based View	BPS
Friday, August 11, 1:30pm – 4:30pm The Power Of Richness II: Exploring Qualitative Research Methods	BPS
Friday, August 11, 2:00pm – 5:00pm Structural Equation Modeling with LISREL	RM
Friday, August 11, 3:00pm – 6:00pm Enterprise Networks: The Fabric of Socially-Sustainable Value Creation	ONE
Saturday, August 12, 8:00am – 5:00pm Sustainable Practice Action Research Community (Sparc) Workshop	PTC
Saturday, August 12, 9:00am – 12:00pm Polar Winds to Tropical Breezes: Developing Training Modules for Women Managers and Entrepreneurs	ITC
Saturday, August 12, 1:00pm – 3:30pm Creating Virtual Teams For Global Innovation And New Product Development	MED
Saturday, August 12, 1:00pm – 5:00pm Set-Theoretic Analysis Using QCA and Fs/QCA	RM
Saturday, August 12, 1:30pm – 4:30pm Overview of the Logic and Rationale of Hierarchical Linear Modeling with Substantive Applications	RM
Saturday, August 12, 2:00pm – 4:00pm Working With Patent Data: The Basics, The Issues And The Challenges	BPS
Saturday, August 12, 2:00pm – 4:00pm Methods for Integrating Moderation and Mediation	RM
Saturday, August 12, 2:30pm – 5:30pm Stakeholders: The Keys to Effective Strategy and Performance Measurement	BPS
Sunday, August 13, 8:00am – 10:00am Methods and Design for International Management Research	RM
Sunday, August 13, 8:00am – 10:30am Global Thinking, Local Operations: Teaching Sustainability Across Cultures And In Emerging Economies	ONE
Sunday, August 13, 9:30am – 12:00pm Geography, Networks, and Innovation	TIM
Sunday, August 13, 10:30am – 12:00pm Hollywood and beyond: organization, institutions and strategies in the globalizing film industry	OMT
Sunday, August 13, 10:30am – 12:00pm Teaching Through Images Of The Multinational Firm	CMS

Please refer to the **2006 Annual Meeting Online Program** for more information.

<http://program.aonline.org/2006/subMenu.asp?mode=setmenu&menuid=14>

## Business as an Agent of World Benefit: Management Knowledge Leading Positive Change

Building on the theme for this year's Annual Meeting of the Academy of Management - "Knowledge, Action, and the Public Concern" - the Academy received an exciting opportunity to work with the United Nations Global Compact (UNGC). The Academy of Management will be co-sponsoring a unique Forum, to be held October 23-25, 2006 at Case Western Reserve University, on "Business as an Agent of World Benefit: Management Knowledge Leading Positive Change." The Forum will bring together leading management scholars and exceptional students with UNGC members who are business executives, civil-society leaders and government policy makers from around the world. The Forum presents a unique opportunity to raise the visibility of management research as an important contributor to solutions to the 21st century's most pressing global challenges. Information is on the IMD website, and For an overview of the Forum, including a description of the types of sessions that will be held, visit the Forum website at <http://www.bawbglobalforum.org>

### Membership Involvement Committee (MIC) in Atlanta Gerhard Apfelthaler, MIC Chair

For all of you who are Academy members from outside the US and/or are strongly interested in establishing contacts with Academy members from other countries, the Meeting holds something in store for you.

- First, there will be a PDW titled "Interactive Teaching Methods in International Management" which will involve division members from around the globe. This PDW which is co-sponsored by the International Management Division (IMD) and the Teaching Theme Committee (TTC) will highlight several interactive teaching methods which have been used successfully in International Management teaching in various countries. Presenters will share their experiences with didactic elements such as role plays, simulations, experiential exercises, and many other innovations in teaching. The PDW will run from 8:00am - 12:00pm on August 13 at the Atlanta Marriott Marquis (Trinidad room).
- Then, on Monday, August 14, from 12:20PM - 2:10PM a meeting of the Membership Involvement Committee (MIC) is held. Country representatives and regional representatives will meet and discuss ways of improving involvement of international members into the work and activities of the division. All those who are interested in meeting other division members from around the globe are welcome to the meeting.

Contact: Gerhard.Apfelthaler@fh-joanneum.at

### The Academy of Management's 2006 New Doctoral Student Consortium Atlanta, Georgia - Saturday, August 12, 2006

The New Doctoral Student Consortium (NDSC) is part of the Academy of Management's commitment to the professional development of its student members and prospective members. The NDSC is designed by doctoral students for doctoral students and is aimed at students in their first or second year of a doctoral program. The consortium is designed to address the real life issues that exist for doctoral students from getting started on the thesis all the way through the publishing process. The NDSC provides an opportunity for new doctoral students to interact, discuss, and learn from the Academy's leading members and the world's leading academics. The NDSC will be held in Atlanta, Georgia on Saturday August 12, 2006 from 8:55am to 4:30pm. By attending this year's consortium, new doctoral students will meet some of the Academy's most distinguished members and academicians, as well as other doctoral students who also share similar experiences and interests! The sessions at the 2006 NDSC will include: getting started in academia, the Academy of Management and you, perspectives on doing research, reaching for the future, and much more.

Light refreshments and lunch will be served during the consortium and an "NDSC Reception" will also be held following the consortium at 6:00 pm for all doctoral students and faculty presenters. The NDSC is also co-sponsoring joint sessions on Sunday August 13<sup>th</sup>.

The NDSC is becoming a major pre-conference event for doctoral students! **Pre-registration is required.** Attendance is limited to 150 participants. **Registration is free and now open at:** <http://groups.aomonline.org/ndsc/>  
You may contact the Pamela Steverson, Marketing and Registration Chair, at [ndsc\\_06@yahoo.com](mailto:ndsc_06@yahoo.com) for more information.

## CALL FOR PAPERS AND PARTICIPATION

The International Business And Economy Conference & The New England Business Administration Association Invite You To The 2006 IBEC & NEBAA Summer Symposium

Pacific Rim Economies:

Business Issues And Opportunities

Friday & Saturday, July 14 & 15, 2006

To Be Held On The Campus Of

Iona College, New Rochelle, New York.

Submission To Be Emailed To: [jmanley@Iona.Edu](mailto:jmanley@Iona.Edu)

Submission Deadline: June 25th

Status Notification Will Be Sent Via Email By July 1<sup>st</sup>.

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**Call for Books: CROSS-CULTURAL MANAGEMENT**—Series Editor: Kwok Leung: Multinational business, work-place diversity, joint ventures, multi-country careers, overseas assignments, and international negotiations are all now the norm. Which means that the issue of culture has never been so important. This series will define and shape this new field by integrating existing research and by identifying avenues for wholly new research. This new interdisciplinary and pluralistic series is intended for academics and graduate students in business and related fields and for practitioners who want a more in-depth treatment of this topic.

[BOOKS PUBLISHED IN THIS SERIES](#) click for information on published and forthcoming books in this series)

### [SUBMITTING A BOOK PROPOSAL FOR THE SERIES](#)

The Publisher welcomes new book proposals for this series. Please click on the heading above for details on how to submit a book proposal in this series to the publisher, [Brendan George](#), or to the series editor below:

Professor Kwok Leung  
City University of Hong Kong  
Tat Chee Avenue  
Kowloon, Hong Kong  
Email: [mkkleung@cityu.edu.hk](mailto:mkkleung@cityu.edu.hk)

## I'm Outta Here — Academic Job Sites on the Internet Have a favorite not listed—let us know: [IMDNEWS@YAHOO.COM](mailto:IMDNEWS@YAHOO.COM)

USA, Canada, and International:

AACSB: <http://www.aacsb.edu/jobs2/>

Academic Careers: <http://www.academiccareers.com>

Academy of International Business: <http://aib.msu.edu/careercenter/>

Chronicle of Higher Education Online: <http://chronicle.com/jobs/>

Higher ed jobs: <http://www.higheredjobs.com>

<http://www.ujobbank.com/index.html>

Job openings for Economists: <http://www.aeaweb.org/joe/>

Meta-site: <http://www.academic360.com/>

Australia: <http://www.CareerOne.com.au>

EU: <http://www.academicjobseu.com/>

Primarily UK: <http://www.jobs.ac.uk/>

UK and International: <http://www.jobs.ac.uk>

The London Times: <http://www.jobs.thes.co.uk/>

Fee sites:

AoM Placement Service: <http://apps.aomonline.org/placement/main.asp>

Academy of International Business Conference Site: <http://aib.msu.edu/careercenter/>

## Member Contribution

### **MBA Programs - Ethics, Law, Etc. In Preparation Of Managers.**

**Ray Vegso, March 2006**

Management & Marketing Department, Canisius College  
2001 Main St., Buffalo, New York 14208, USA, Phone: +1 716 888 2643

*Response to the debate about an ethics course versus a law course in international business programs in the previous IMD newsletter*

First a brief summary of the nature and purpose of MBA programs. The purpose of MBA programs is to educate students to become wise managers, not narrow technical specialists. Hence MBA programs are mostly generalist in nature, providing at least some coverage of each of the functional areas of business, and of the traditional functions of managers (planning, organizing, leading controlling, etc.). They also strive to help students understand the larger role managers must play in leading, coordinating, and integrating the business functions to implement corporate strategy. Typically, if not always, programs include at least one special course in strategic thinking involving the planning, implementation, and control of strategy as a continuous process. Case studies are usually used to give students simulated experiences in dealing with real or realistic situations typical of what managers must deal with. Decision-making processes, concepts, and tools or aids are normally given much attention in many of the courses. An MBA program concentrating on international business will have some different courses and some different selections of what to emphasize in each course, but the overall purpose and general structure of the curriculum is the same, it simply stresses the different contexts and cultures one operates in.

The external environments and the interplay of the firm with society or parts of society are normally given most attention in three courses: Strategy; Marketing, and typically a Business and Society type course. This latter type of course has very large scope and typically includes ethics, government regulation, social responsibility, and many other areas where there are conflicts or challenges between the firm and society.

Historically, I would say in about the mid 1970's, the Business and Society courses replaced their fore-runner course usually called The Legal Environment, which was seen as being too narrow in scope and with an insufficient managerial orientation. Business ethics courses per se also appeared but were not generally seen as sufficiently germane to the interests and needs of students because of an emphasis on theory over application, being taught by people without significant business background, and other reasons. So the Business and Society type courses have become the replacement for both of the two previous courses. I prefer to call my course in this field The Managerial Environment to emphasize the managerial orientation in the course. This is intended to avoid the students seeing the material as something separate from normal management decision-making and action. The managerial environment includes the sub categories of social, legal, ethical, economic, ecological, political, international, and technological environments.

While a case can be made for including some kind of law course that covers such things as contracts and commercial law in any MBA program or even undergraduate program, it cannot serve as a replacement for the coverage of ethics with a managerial orientation as is normally done in the Business & Society courses or Managerial Environment courses. A law course is too narrow in scope, too specialized and technical, and in addition few lawyers have the business education background necessary to help students become better prepared to carry out the larger role of managers. Specialized legal advice is normally available to executives as needed from in-house lawyers or from outside law firms.



## CALL FOR PAPERS AND PARTICIPATION

### *The Globalization of Chinese Enterprises: The Advent of a New Age Multinational Enterprise*

Dates: Thursday, November 30-Friday, December 1, 2006, Venue: Rollins College

Organized by Rollins China Center, Rollins College and Georgia Tech CIBER

**Proposal deadline:** August 15, 2006, **Paper submission deadline:** October 15, 2006

The objectives of this international research conference are:

- \*Disseminate knowledge on the emergence of globalizing Chinese firms
- \*Assess the impact of Chinese business on global business and environments
- \*Facilitate an understanding of the Chinese corporate presence overseas
- \*Assess Chinese firms, effectiveness, best practices, successes and failures
- \*Address the issues relating to corporate sustainable development and outsourcing
- \*Consider the role of human capital and institutions in Chinese MNE
- \*Bring together a community of interdisciplinary China research scholars

Papers ranging from the macro-environmental perspective to the individual case study focusing on the globalization of Chinese firms are sought. Selected papers will be published in an edited volume. Contact:

Prof. Ilan Alon  
Petters Chair of International Business  
Executive Dir., Rollins China Center  
[ialon@rollins.edu](mailto:ialon@rollins.edu)

or

Prof. John McIntyre  
Exec. Director.  
GT CIBER, Atlanta, GA, USA  
[ciber@mgt.gatech.edu](mailto:ciber@mgt.gatech.edu)

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### **Call for Papers-International Academy for Intercultural Research 2007 conference University of Groningen in the Netherlands, 9-12 July 2007.**

Jan-Pieter van Oudenhoven, [iairconference@rug.nl](mailto:iairconference@rug.nl)

will be co-ordinating the conference, with the theme

#### **“Globalization and Diversity: Theoretical and Applied Perspectives”**

On-line abstract can be submitted. Please go to: [http://www.interculturalacademy.org/groningen\\_2007.html](http://www.interculturalacademy.org/groningen_2007.html)

The IAIR website is <http://www.interculturalacademy.org>

#### **Fellows Workshop**

A unique feature of this conference is a one-day workshop for members (Fellows and Associate Fellows) of the Academy. The day will be devoted to fostering intense interchange among the members around the theme of the conference. For more information and the Call for Proposals:

[http://www.interculturalacademy.org/fellows\\_workshop.html](http://www.interculturalacademy.org/fellows_workshop.html)

## 2006 List of Officers

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