

# IMD NEWSLETTER—MARCH 2005



## Contents

- Icons of International Business: The Business of International Business is Management of Diversity, p. 2
- Call for Nominations: Executive Committee Election, p. 3
- IMD Outdoor Experience in Honolulu Preceding the Conference: Outrigger Canoeing, p. 4
- IMD Program—HONOLULU 2005, p. 4
- Announcement: International Management Division—Junior Faculty Consortium, p. 6
- Announcement: International Management Division Doctoral Student Consortium, p. 8
- March/April 2004 – IMD Treasurer’s Report , p. 13
- Treasurer’s Report, p. 9
- Julian Birkinshaw— IMD Division Research Committee Chair, p. 9
- In Memory—William Voris, p. 10
- OP-ED: Management Education in the Twenty First Century: a China-based Perspective, By Liu Ji, President, China Europe International Business School, Shanghai, China, p. 10
- Announcement: Fellows Award to a Promising Young Researcher, p. 13
- 2004—2005 List of Officers, p. 14
- International Management Division Academy of Management, Honolulu 2005 Professional Development Workshops Overview, p. 15

Waikiki Beach

The IM Division relies almost exclusively on virtual communication so it is very important that we have your current email address. The email addresses used by the IM Division is based on the information you provide to the Academy of Management. The AOM does not automatically update contact information for you! Please take a few minutes to go to the AOM website at

<http://www.aomonline.pace.edu/> and go to the “Membership Section” tab to ensure that your contact information is up to date.



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## Icons of International Business

### *The Business of International Business is Management of Diversity*



Rosalie L. Tung, Ph.D., FRSC  
2003-2004 President, Academy of Management  
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*"The 1990 edition of Bass's, Bass and Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications, was one the first publications to expand beyond white male leadership studies with chapters on "Women and Leadership" and "Leadership, Blacks, Hispanics, and Other Minorities". However, the studies surveyed in the chapter on women focus*

*on the various difficulties female managers have being accepted into white-male-oriented managerial cultures, and the chapter on men and women of color focuses on the difficulties for these populations entering this managerial culture."*

Should aspiration to the white-male-oriented managerial leadership culture be the goal of women and non-whites?

Even though some women and people of color might seek to do that, in my opinion, this is definitely passé. While it is undoubtedly true that there are still barriers to the advancement of women and people of color in the organizational hierarchy in North American and European organizations as evidenced by their low representation at these ranks, in light of changes in the dynamics of global competition in the recent past, there is growing recognition that today's business leaders and those of the future must possess new core competencies that could enable them to survive and thrive in this new economic world order.

As I see it, there are three principal managerial skills or core competencies to effective performance in the Twenty-first century where international strategic alliances across countries and firms from the same or different industries/sectors are the norm. These are: One, an ability to handle contradictions, such as balancing the conflicting demands of global integration versus local responsiveness; two, an ability to work in teams comprised of peoples from multiple functions/disciplines, different companies, and diverse industry backgrounds; and, three, an ability to manage and/or work with peoples from diverse racial/ethnic backgrounds. In my recent article, "Female Expatriates: A Model for Global Leaders?" *Organizational Dynamics*, Vol. 33, No. 3 (2004), pp. 243-253, based on a comparative study of a matched sample of male versus female expatriates, I argued that because women executives are, in general, more able to cope with and adapt to the isolation associated with new environmental settings, stronger in boundary-spanning and conflict mediating skills, and better listeners – skills usually called for in managing international strategic alliances – they appear to possess many of the characteristics required for success as global leaders.

Turning to people of color, while it would be very dangerous to generalize given the substantial individual and cross-national differences that exist among such a significant proportion of human-kind, I would venture to say that in the case of East Asians (a group that I am more familiar with), they tend to be more flexible, more adept at engaging in holistic thinking (attributes associated with the yin-yang principle), and better listeners. Again, these are core competencies and skills that are conducive to managing conflict and contradictions common in international strategic alliances. Interestingly enough, in my article, "Managing cross-national and intra-national diversity", *Human Resource Management Journal*, Vol. 23, No. 4 (1993), pp. 461-477,



## Icons of International Business

Continued from previous page

I hypothesized that there are important parallels between what Deborah Tannen (1991) has coined as “genderlect” (differences between male versus female patterns and styles of communication) and cross-national differences in communication styles, such as that between the Americans and the Japanese.

In light of the above, I believe it is counter-productive for women and people of color to aspire to become something, in this case, white males, which they could never be. Each group has its own distinctive strengths and limitations. So why not try to capitalize on one’s own strengths rather than seek to be weak imitations of others? In this way, the strengths of different groups can complement each other. Isn’t this what celebrating and valuing diversity is all about?

### Call for Nominations: Executive Committee Election Schon Beechler, International Management Division Chair

**Nominations are sought for election to the International Management Division’s Executive Committee, for the position of division PDW Chair.** The person elected to this post will each subsequent year automatically move to Program Chair, Past Program Chair, then to Division Chair, then to Past Division Chair. Hence, this is a 5 year commitment to the Executive Committee.

**Election Process:** One person will be nominated from the IM Membership at large while the second candidate will be nominated by the current EC members. Elections between the two candidates will take place online in May 2005. A notice will be sent out to each current IM Division member announcing the election and the deadline for voting.

Results of the election will be announced at the Members Meeting at the Academy of Management Annual Conference in Honolulu in August.

**Nominating Procedure for At Large Candidate:** This is a “primary” election prior the final election between two selected candidates. Anyone who is a current member of the IM Division can be nominated as a candidate in the election. However, they must receive at least 5 nominations to be placed on the ballot. You can therefore self-nominate, but must get at least 4 of your colleagues also to send in your name as a nominee. The person receiving the most nominations from the membership during the nominations period will become the at large candidate in the election.

The Division relies on volunteer efforts of our members so we encourage you to participate in these important nomination and election processes. To nominate a candidate, verify that they are willing to serve, and then send an email by **April 22** to: Schon Beechler, International Management Division Chair, at **SLB7@COLUMBIA.EDU**

**Candidate Qualifications:** Anyone who is an IM member can serve on the EC. However, the membership generally votes for individuals with strong publication, service, and/or scholarly record. Reminder, candidates must be able to commit to a five-year term of office and nominations are encouraged for individuals residing outside of the United States. We would like our EC to reflect the diversity inherent in our division membership.

## IMD Outdoor Experience in Honolulu Preceding the Conference



Once again, the IMD Executive Committee is arranging an outdoor experience preceding the conference. This year we will be providing training and activities relating to Outrigger Canoeing. Experience the magic of the Polynesian Outrigger Canoe. Since the dawn of Hawaiian civilization, the outrigger canoe, carved lovingly from a single massive Koa tree, has played a prominent role in religion, transport, trade, fishing and sport. Even today when these 42 foot long, 6 person canoes are made of fiberglass, the Hawaiians believe each canoe has a spirit.

Spend several hours with one of Honolulu's community and racing outrigger canoe clubs, Hui Lanakila, and learn about the history and technique of paddling the ocean in one of these fascinating boats. You will get to practice and experience paddling along the gentle waters of Waikiki with an experienced steersperson and paddlers to help you along. Take advantage of the opportunity to "race" your fellow Academy members in a fun (and short) round robin "race" at the end to showcase

your newly acquired paddling skills. No experience is necessary, and only a general level of health and fitness required.

Remember, Hawaiians of all ages, ranging from children to grandparents, participate in recreational canoe paddling. A truly Hawaiian experience never to be forgotten. Details to follow over IMD-L. Contact: t.devinney@unsw.edu.au

## IMD Program—HONOLULU 2005 Ravi Ramamurti, Program Chair

The division's program for Hawaii is coming together nicely, thanks to the contributions of IMD members, as authors, reviewers, and (soon to be) discussants, facilitators, and chairs. I hope you've booked your tickets and hotel and are ready to participate in an exciting program.

The process got off to a terrific start with an unprecedented response to the Call for Reviewers. Nearly 650 members—or, one in four IMD members—from 43 countries signed up to be reviewers, with nearly half of these being non-U.S. members. More than half the volunteers also offered to serve as Emergency reviewers.

This was followed by a record 351 submissions, 22 percent more than last year, including a doubling of the number of symposium proposals. No doubt, Hawaii induced a boost in submissions. Non-U.S. members accounted for 54 percent of submissions, with ten or more submissions from the U.K. (23), Canada (22), Australia (15), Taiwan (14), China, Hong Kong, and Singapore (10 each).

As many of you know, this year IMD employed a new web-based submission and review system, designed for us by a young computer whiz based in Copenhagen, Kasper Svendsen, who responded masterfully to my endless and shifting requests for this or that modification to the system. In addition, my assistants Sue Skalder and Ashish Gupta have put in many hours into running the system.

Every member who signed up to be a reviewer was assigned at least one submission, and most reviewers were assigned 2 papers or less, although a few generous souls reviewed three submissions. An amazing 88 percent of all reviews were uploaded on time, and, with the help of Emergency Reviewers, so were most of the rest. Thanks to the automated system, it was also possible this year to invite authors to nominate reviewers for the Distinguished Reviewer Award.

The Academy has decided not to organize Shared Interest Track sessions this year, but the Interactive Paper sessions, initiated by IMD when Schon Beechler was Program Chair, will continue to be featured in the 2005 conference. IMD's program will consist of 13 symposia proposals, 128 division paper presentations, 42 Interactive ↻



## IMD Program—HONOLULU 2005 Continued from previous page

Papers, and 43 Visual Paper presentations.

In addition, we are experimenting with a new type of session called the “Paper Development Workshop,” featuring a dozen promising papers for which space was unavailable in the regular program. Working in sub-groups of 3-4, the authors of these papers will critique each other’s work and look for ways to turn their papers into high quality publications. Each sub-group will be guided and assisted by a senior IM scholar. This year’s participants come from such countries as Brazil, China, Germany, Korea, Lithuania, Mexico, South Africa, Switzerland, and Taiwan.

Data on submissions and acceptances by topic areas are shown in Table 1. Cross-cultural issues and Alliances/JVs were the two most popular research areas, although interest in Emerging Economies is also high. Acceptances rates across topic areas are reasonably in line with submission rates, with one exception (Emerging Economies).

Although the schedule is still under construction as this Newsletter goes to press, here are the emerging conference highlights: The program will include a Welcome session bright and early on Monday morning, a Division Business Meeting on Tuesday evening, to be followed by the Division Social, and, finally, a Feedback session on Wednesday morning.

A rich collection of symposia is planned. IMD member Farok Contractor’s proposal on “International Outsourcing of Services” has been selected to appear as an All-Academy Symposium. Three others proposals submitted to IMD will be featured as Showcase symposia. All four symposia speak to the 2005 conference theme, “A New Vision of Management in the 21<sup>st</sup> Century.” Yli-Renko’s Showcase symposium will explore the internationalization of entrepreneurial firms; Chei Whee Chua’s panel will compare the experience with socio-cultural integration in cross-border M&As; and Alain Verbeke’s panel will reflect on Edith Penrose’s contribution to MNE strategic management. In addition, IMD is sponsoring nine Joint Symposia with divisions such as BPS, HR, OB, OCIS, OMT, and SIM. Details will become available soon through the AOM conference website.

IMD’s Practice Committee, led by Dave Thomas, is organizing a panel discussion featuring business leaders and academics, probably on Monday afternoon. Later that day, we will honor Bruce Kogut, the 2005 recipient of the Eminent Scholar Award. This session will be followed by a reception, hosted by Booz-Allen-Hamilton. On Tuesday, just before the Division meeting, the finalists for the Barry Richman dissertation award will make their presentations.

Running through the two-and-a-half days of the conference will be 128 division papers and 85 Interactive Papers/Visual Papers. Although details are yet to be finalized, it appears we will be able to run three concurrent sessions in three proximate rooms at the Hawaii Convention Center. In the next few weeks, the detailed schedule, including chairs and discussants, will fall into place.

We invite all members to attend the Business Meeting on Tuesday evening, when winners of the Richman Award, the Doug Nigh Award, the Best Paper Award, Best Paper from an Under-represented Country Award, and Distinguished Reviewer Awards, will be announced. Once a few other business matters are out of the way, members can head off to IMD’s Social, which has come to be known for its good food and conversation.

Topic Area	Submissions (papers+symposia)		Acceptances <sup>#</sup>	
	No.	%	No.	%
Alliances, JVs, networks, and cross-border M&As	53	15.1	42	18.8
Cross-cultural issues	77	21.9	48	21.4
Emerging economies	44	12.5	15	6.7
Global strategy	30	8.5	21	9.4
Governance and top management teams	13	3.7	9	4.0
International HR	31	8.8	17	7.6
International OB	17	4.8	13	5.8
Internationalization process and results	31	8.8	19	8.4
Knowledge management and organizational learning	17	4.8	13	5.8
Locations, clusters, and national competitiveness	13	3.7	9	4.0
Managing the MNC	17	4.8	12	5.4
Organization theory perspective	8	2.3	6	2.7
<b>TOTAL</b>	<b>351</b>		<b>224</b>	

<sup>#</sup>Acceptances include Symposia, Division paper presentations, Interactive paper presentations, and Visual presentations,

## International Management Division—Junior Faculty Consortium

The International Management Division will sponsor a **Junior Faculty Consortium** on **Saturday, August 6th from 8:00 a.m. to 5:30 p.m.**, during the pre-conference period of the 2005 Academy of Management annual meetings in Honolulu, Hawaii, USA.

**Open only to invited participants, who must apply and pre-register for this consortium.**

The purpose of the IM Junior Faculty Consortium is to enhance the scholarship, teaching and overall career development of faculty who have defended their dissertations and now are in the early stages of their academic careers. The consortium provides opportunities for structured discussion and informal interaction between early-career faculty and a broad-based 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.

One session 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 (one senior and one to three junior faculty members).

The final session of the day, held jointly with the IM doctoral consortium, will be a **Meet the Editors Panel**, where participants will have the opportunity to listen to and talk with the editors of *Academy of Management Journal*, *Academy of Management Review*, *Journal of International Business Studies*, *Organization Science*, and *Strategic Management Journal*.

To **qualify for participation** in the IM Junior Faculty Consortium, an individual must have:

- successfully defended his/her PhD dissertation by December 2004,
- be in his/her first through fourth year of teaching and research, and
- have a record of commitment to teaching and research in the International Management field.

Those interested in participating should **submit the following items**:

- a statement of teaching and research interests (one page maximum in total),
- a letter from the applicant's Dean or Department Head nominating the applicant to represent their school at the IM Junior Faculty Consortium, and
- a curriculum vitae (maximum five pages) that includes full contact information (mailing address, phone, fax, email).

**Application Deadline Extended: Applications must be sent by regular mail to the address below or by email to Lorraine Eden at [leden@tamu.edu](mailto:leden@tamu.edu) (sending by email is preferred) on or before June 14, 2005.** All accepted applicants/nominees will be notified by June 18, 2004.

Lorraine Eden, Chair, IM Junior Faculty Consortium, Professor of Management, TAMU 4221, Texas A&M University, College Station, Texas 77843-4221 USA. Phone 979-862-4053. Fax 979-845-9641.

Acknowledgements will be sent by return email. Individuals will be notified by **June 15** whether their application for the consortium has been accepted.

A **registration fee of \$35** will be assessed on accepted applicants by the International Management division to cover expenses. The registration fee must be paid to the International Management Division on or before **July 15** for final acceptance for the Consortium. Partial subsidies for the registration fee may be available for faculty teaching in developing countries; interested faculty should inquire after they receive initial notification of acceptance for the consortium.

If you are a junior faculty member interested in international management, we encourage you to apply. If you are a senior faculty member, please pass this information along to colleagues who

might be interested, and forward the names of anyone you wish to nominate as a participant. Women and minorities are particularly encouraged to apply.

Attendance is restricted to **forty (40) participants** so we urge your prompt consideration.

Continued next page. ➡

## International Management Division—Junior Faculty Consortium Continued from previous page

### PRELIMINARY PROGRAM

We will have three panels during which speakers will give short remarks, followed by open discussion with participants. We will also have research breakout groups that will allow for more in-depth conversations between participants and panelists with shared interests, along with ample open time for informal interaction.

8:00 - 8:30 Breakfast and introductions

8:30 - 10:00am Transforming a good idea into a research stream

John Cantwell- "The advantages of a good grasp of the history of thought in the IM field"

Bernard Yeung - "How to tell an interesting story, and do it with a string of sequels"

Mariko Sakakibara - "Data collection and utilization in IM research"

Will Mitchell - "Integrating conclusions from one paper and introductions to the next"

Ulf Andersson - "Working in research projects"

Witold Henisz - "Your reputation among peers, at cocktail parties and with your grandmother"

10:00 - 10:30 Break

10:30 - 12:00 Getting the most out of the referee and evaluation process

Will Mitchell - "Writing responses to reviewers that the reviewers will never read"

Bernard Yeung - "Sit back, stay calm"

Xavier Martin - "Responding to reviews: Learning from successes, failures, and more"

Joanne Oxley - "An idiosyncratic perspective on journal and reviewer quality"

Mariko Sakakibara - "Tenure process: What do evaluators want to see?"

12:00 - 1:00 Lunch

1:00 - 2:30 Research break-out sessions (groupings TBD, based on participant interests)

2:30 - 3:00 Break

3:00 - 4:30 Academic careers in regional and international focus Witold Henisz - "Opportunities and limitations of bridging continents and disciplines"

Ulf Andersson - "Research Schools"

John Cantwell - "The advantages of international research contacts"

Xavier Martin - "What's in a place (for you)?"

Joanne Oxley - "Work and (the rest of) life: Finding the right balance"

4:30 - 5:00 Wrap-up

6:00 - 8:00 Reception for all IMD Consortia attendees.

**Organizer/Chair: Lorraine Eden, Texas A&M University,**

**Presenters:**

**Harry Barkema, Tilburg University**

**Nakiye Boyacigiller, Sabanci University**

**Tina Dacin, Queen's University**

**Michael Hitt, Texas A&M University**

**Robert Hoskisson, Arizona State University**

**Sheila Puffer, Northeastern University**

**Stephen Tallman, University of Utah**

**Hildy Teegen, George Washington University**

**Anne Tsui, Arizona State University**

**Alain Verbeke, University of Calgary**

**Bernard Yeung, New York University**

**Sri Zaheer, University of Minnesota**

## International Management Division Doctoral Student Consortium Saturday, August 6<sup>th</sup>, 2005: 8:00am-5:30pm

The International Management Division will sponsor a Doctoral Student Consortium on Saturday, August 6th from 8:00 a.m. to 5:30 p.m., during the pre-conference period of the 2005 Academy of Management annual meetings in Honolulu, Hawaii, USA, open only to invited participants, who must apply and pre-register for this consortium.

### **Organizer/Chair:**

**Andrew Delios**, National University of Singapore, [andrew@nus.edu.sg](mailto:andrew@nus.edu.sg)

### **Presenters:**

**Kwaku Atuahene-Gima**, City University of Hong Kong

**Lance Brouthers**, University of Texas, El Paso

**Tai-Young Kim**, SKK Graduate School of Business

**Haiyang Li**, Texas A&M

**Ishtiaq Mahmood**, National University of Singapore

**Ram Mudambi**, Temple University

**Mike Peng**, Ohio State University

**Madan Pillutla**, London Business School

**Rachelle Sampson**, University of Maryland

**Olav Sorenson**, UCLA

**Yan Zhang**, Rice University

The purpose of the IMD Doctoral Student Consortium is to enhance the scholarship, thesis development and overall career development of doctoral students who have defended their dissertations and are on the cusp of beginning their careers as faculty in a business school.

The consortium will provide opportunity for structured discussion and informal interaction between doctoral students and a diverse panel of faculty from around the world, on the themes of research, thesis writing and career development. One session will be devoted to thesis development, where doctoral student participants will have an opportunity to present and discuss their thesis research and papers in progress, in small groups. The last session in the late afternoon will be a 'Meet the Editors' session, where editors from leading journals in management and international business will lead a panel discussion. The consortium provides an excellent forum for exchanging ideas and tips about research and early career development, as well as expanding one's academic network. To qualify for participation in the 2005 IMD Doctoral Student Consortium, an individual must have:

- 1) successfully defended his/her PhD dissertation proposal by December 2004,
- 2) be in at least the third year of their respective doctoral program,
- 3) not have attended an IMD Doctoral Student consortium in the past
- 4) have research with an International Management focus or component .

Those interested in participating should submit the following items:

- 1) a statement of research interests, including a short description of the applicant's doctoral thesis research (one page maximum in total),
- 2) a letter from the applicant's thesis supervisor/advisor nominating the applicant to represent their school at the IMD Doctoral Student Consortium, and
- 3) a curriculum vitae (maximum two pages) that includes full contact information (mailing address, phone, fax, email).

Applications must be sent by regular mail to the address below or by email to Andrew at [andrew@nus.edu.sg](mailto:andrew@nus.edu.sg) (sending by email is preferred) **on or before May 15, 2005:**

Andrew Delios, Chair, IMD Doctoral Student Consortium  
National University of Singapore  
Singapore, 117592  
Republic of Singapore  
Phone 65-6874-3094, Fax 65-6779-5095

Acknowledgements will be sent by return email. Individuals will be notified by **June 15** whether their application for the consortium has been accepted.

If you are a doctoral student interested in international management, we encourage you to apply. If you are a faculty member, please pass this information along to doctoral students in your school or other schools who might be interested, and forward the names of anyone you wish to nominate as a participant.

**Attendance is restricted to forty (40) participants so we urge your prompt consideration.**



## March/April 2004 – IMD Treasurer’s Report – Debbie Francis

Greetings! One trend that helps our financial future is our membership growth. As of March 1, 2005, we have 2424 members, which is about a 5% increase over last year. As you can see below I am very conservative in my projections. I actually suspect that I have not seen all of the expenses from 2004 yet. Trying to hold down expenses at the meetings will be challenge and our officers are looking at various options, e.g. holding events outside of the main hotels who like to charge \$5 for one eggroll.

On the positive side, our officers have successfully found sponsors for the Best Paper Award, the Eminent Scholar Reception, and the PDW reception. These will be expiring in 2006, so if your institution may be interested in sponsoring an event contact one of your officers. Another positive trend is that interest rates on the endowment account are slowly increasing. For 2004 the interest rate was 3%. I used that rate for my projections. Beginning next year we will be funding two awards from the endowment account. Remember you can always make a tax-deductible contribution to the endowment account. Contact me if you would like more information on this.

You will note an increase in revenue in 2005. This is due to the innovation award for \$912 that our officers applied for and won. I am sure this is discussed in more detail elsewhere in the newsletter. The 2006 “other” budget reflects the cost of doing the 5-year audit.

Hope you are having a great year.

### Financial Status Report Yearend 2004 OPERATING ACCOUNT

	Actual Seattle 2003	Actual New Orleans 2004	Hawaii 2005	Atlanta 2006	Philadel. 2007
Membership	2216	2403	2350	2350	2350
<b>ACADEMY FUNDS</b>					
Carry-Forward	7997	2713	9461	10175	7475
Allocation	19310	20444	22127	21650	21650
<b>TOTAL AOM FUNDS</b>	<b>27307</b>	<b>23157</b>	<b>31588</b>	<b>31825</b>	<b>29125</b>
<b>REVENUE</b>	<b>2225</b>	<b>8500</b>	<b>6912</b>	<b>5500</b>	<b>0</b>
<b>EXPENSES</b>					
Annual Meeting Activities	19605	19675	20725	20750	18450
Awards	2369	1500	1300	1300	1300
Newsletter	0	0	100	100	100
Endowment Contribution	2000	0	0	0	0
Other	2845	1021	6200	7700	6200
<b>TOTAL EXPENSES</b>	<b>26819</b>	<b>22196</b>	<b>28325</b>	<b>29850</b>	<b>26050</b>
<b>BALANCE</b>	<b>2713</b>	<b>9461</b>	<b>10175</b>	<b>7475</b>	<b>3075</b>
<b>Endowments</b>	<b>27,096</b>	<b>46,528</b>	<b>46,753</b>	<b>46,272</b>	<b>46,257</b>

## Julian Birkinshaw Appointed IMD Division Research Committee Chair

Julian Birkinshaw, of the London Business School has been appointed by the executive committee as the Chair of the Research Committee. Julian is Professor of Strategic and International Management; Senior Fellow, Advanced Institute of Management Research; Chair, Strategic and International Management Faculty. His publications include *Inventuring* (McGraw Hill, 2003); *Centres of Excellence in Multinational Corporations*, *Strategic Management Journal* (2002); *Leadership the Sven Goran Eriksson Way* (Captone, 2002); *Knowledge as a Contingency Variable*, *Organization Science* (2001); *Entrepreneurship and the Global Firm* (Sage, 2000); *Unleash Innovation in Foreign Subsidiaries*, *Harvard Business Review* (2000); *Processes of Subsidiary Evolution*, *Academy of Management Review* (1998); *Entrepreneurship in Multinational Corporations*, *Strategic Management Journal* (1997). Research interests are International management (foreign direct investment, global strategy), strategic management (corporate entrepreneurship, corporate strategy, knowledge management), innovation.

## In Memory

Dr. William Voris, a former chair of the International Management Division and president emeritus of Thunderbird (The American Graduate School of International Management) died in January 2005. He was 80 years old.

Bill was an active leader in a wide scope of activity. He authored two books in production management, was dean of business at the University of Arizona, and president of Thunderbird for 18 years before retiring in 1989.

In addition to his IMD work, he helped found the Western Division of the Academy and was elected a Fellow of the Academy. He was on the board of the AACSB and on the international committee of that organization and served several terms as chair during which he helped influence the AACSB to establish an international aspect to accreditation standards.

At Thunderbird he started overseas programs with the first in Guadalajara, Mexico and the latest in China. He developed a World Business Advisory Council that consisted of upper level executives in international business. During his tenure the school's enrollment grew substantially as did the physical facilities on the campus, which was a World War II air base laid out in the shape of a 'thunderbird' on the far outskirts of Phoenix. Better classrooms, an improved language center, a computer center, and beautification projects came about during his leadership.

Bill's interests included the Middle East and athletics. He taught for short periods in Tehran and at the American University in Beirut and after retirement for a time he continued teaching Middle East studies at Thunderbird. He was one of the initial developers of King Abdulaziz University in Saudi Arabia. Bill was an avid tennis player--in the sunshine of Arizona and Sun Valley, Idaho--and was known for his perpetual suntan. At the University of North Carolina he played basketball and football (captain of the team) and was a draft choice of the Pittsburgh Steelers.

Dr. Voris is survived by Mavis, his wife of 56 years, and two sons, Bill, of Canada, and Michael, of Amarillo, Texas, and three grandsons.

Anyone wishing to make a contribution to the William Voris Scholarship Fund in his memory may send a contribution to: Thunderbird, 15249 N. 59th Ave., Glendale, AZ 85306.

## OP-ED Management Education in the Twenty First Century: A China-based Perspective

By Liu Ji, President, China Europe International Business School, Shanghai, China

Business and Management Education in China is a collection of masterpieces presented by a group of leading domestic and international scholars. My sincere thanks should go to the editors, Dr. Ilan Alon and Dr. John R. McIntyre, who have been so kind as to invite me to write the foreword. From the unique standpoint of the office of the President of China Europe International Business School (CEIBS)—a “state of-the-art” educational joint venture between the People’s Republic of China and the European Union—these prefatory remarks are offered as ground-setting parameters within which to conceptualize the evolution and mutual influence of the long Chinese tradition of educating professionals and the Western management training techniques and philosophy. The mission and objectives of CEIBS is to develop entrepreneurs and business leaders skilled in the tools of international competitiveness and endowed with the global mindset that increasingly typifies management in the twenty first century.

Entrepreneurs differ from capitalists in that they are not necessarily owners of capital. Some public companies with diverse stock ownership have emerged as multinationals or global companies through technological, management, and system innovation in fierce global competition. The board chairmen and CEOs of these businesses undoubtedly deserve the honorable title of “entrepreneurs”. However, not all business leaders can claim themselves as entrepreneurs in the same way that not all school masters or university presidents are educators, or that not all people working in laboratories are scientists. Indeed, only those who have made huge contributions to education and science are respected as educationists and scientists. If this argument holds water, then the title of entrepreneur only belongs to those who have led their businesses to go from good to great through continuous innovations in management.

But are these people trained or born? The answer to me is somewhat obvious: if they are born, then what’s the use of human education? It’s true that talents are critical to entrepreneurs, educationists and scientists, but talents will come to nothing if they are not developed effectively. The development of talents can be realized through various channels, but without doubt, education is among the most important. The fundamental purpose of education is to provide understanding and tap human potential. It can make a huge difference in an individual. Admittedly, some generals have learned military arts through battles, but more are trained by military institutions like West Point.

In a word, management education offered by business schools has undeniable value in developing entrepreneurs. This is not a question; it has been proven by the practice of management education over a century.

If we all agree that the pivotal role of management education is to tap and maximize the potential of future entrepreneurs, then the next question will be what qualities a successful entrepreneur should possess?

The first quality is a high IQ (intelligence quotient). Without a high IQ, nobody can become an entrepreneur. To make an extreme example, a school can never turn an idiot or a retarded person into an entrepreneur, no matter how smart the training might be.

The second quality is a high EQ (emotional quotient). A high IQ itself is not enough for an entrepreneur. Chen Jingrun was a well-known Chinese mathematician who must have had a high IQ as evidenced by his contribution in proving “Goldbach’s Conjecture”. However, his EQ was so low that he could not even take care of himself. In this case, any effort to train him as an entrepreneur would have been in vain. A high EQ can help an entrepreneur not only become a charismatic leader and unite the individuals as a cohesive team, but to also establish a harmonious relationship with the external environment and win the market competition.

The last quality is a high SQ (spiritual quotient). This notion is often overlooked but it has proved its staying power and Chinese culture repeatedly identifies it as a critical ingredient for success. Starting a new venture or winning the fiercest of competitions requires courage and daring; seizing rare business opportunities requires courage and daring; managing crisis requires courage and daring. Lacking a high SQ, becoming an entrepreneur is all but impossible.

Therefore, the candidates’ potentials in IQ, EQ and SQ should be measured as important criteria in the selection process of any business school, and it is wise to give the same emphasis to the development of the three Qs as essential foundations for the mastery of management concepts and tools.

To develop entrepreneurs and business leaders with international competitiveness skills in the twenty first century, we need first of all to understand what the future social and competitive landscape will look like and what challenges it will pose for management education in the twenty first century. ➤Based on my understanding, the twenty first century will experience three major historical changes:

### **1. Scientific-Industrial Revolution**

The mid-twentieth century witnessed a new scientific and technological revolution represented by micro-electronics technology, marking the end of the industrial society begun in 1776. Defined by such catch phrases as “post-industrial society”, “the third wave”, “information society”, and “knowledge-based economy”, this new technological revolution is opening a new age and kindling a new industrial revolution, just as the steam engine did three centuries ago. Its basic feature is that scientific research has developed into an industry and gradually become the cutting edge sector in society. The key product of science-based industries is knowledge and information which are quickly becoming the most strategic resources of our own century. In a word, humanity is experiencing a vigorous scientific-industrial revolution, ushering a new scientific-industrial society whose contours are emerging. Just like an agricultural-rural economy was replaced by the industrial-urban economy, the industrial economy will be replaced by a scientific-industrial society. This is another epoch-making watershed in human history.

This emerging scientific-industrial society poses a series of revolutionary challenges to business management:

- The organizational form of businesses must be changed. Integration of medium and small-sized technology companies, venture capital and second board will be the common practice, and virtual businesses will emerge as a result of the ever growing use of electronic networks.
- The main object of business and management education is knowledge workers whose creative labor calls for a rethinking of management approaches.
- The extensive use of information, intelligence and technology in business management has not only transformed the internal structure of businesses but also presents sharply distinct and new requirements for the management of quality and the quality of management.

### **2. Economic Globalization**

The most important sign of economic globalization is the emergence of global companies who build their strengths not on size, but on the effective allocation of capital, technology, production, management and other elements on a worldwide basis. As the most advanced mode of production, it will invariably yield maximum economic benefits. Economic globalization is thus an irresistible trend in the twenty first century.

It will also pose new challenges to global business management in the twenty first century:

- Global competition will intensify, and global companies will become more powerful. Consequently, infusing a global perspective in business strategy formulation and execution has become the paramount issue in management.
- The national characteristics of businesses are fading while their global characteristics are asserting themselves, making many popular and traditional management philosophies obsolete.
- As autonomous economic actors with their influence extending to every corner of the world, the vitality of large-scale global companies depends on their choice of internal structures to create appropriate synergy.
- A global company’s management philosophy and team should be multi-culturally relevant and competent, as the suc-

# Management Education in the Twenty First Century: A China-based Perspective. By Liu Ji

## Continued from previous page

cessful resolution of conflicts generated by the blending of cultures often determines optimal outcomes.

### 3. China is the Locomotive of the World Economy.

With its annual income per capita exceeding one thousand U.S. dollars, China has reached the turning point on a rapid growth curve, well known to experts in development economics; with its population of 1.3 billion, China now boasts the largest consumer market in the world; endowed with cheap and high-quality human resources, it has become “the world’s factory”; finally, with World Trade Organization accession, companies from all countries are flooding to China as Chinese companies step onto the world’s commercial stage. All these are patent confirmation of recent historical trends that China is fast becoming the world’s locomotive, as predicted by numerous entrepreneurs and economists.

Given such a shifting competitive landscape, any business must adapt rapidly to the emerging tendencies, and more importantly, develop the ability to manage multi- and cross-culturally, if it wishes to succeed. History has amply proven that Western Chinese cultures are each the depositor of large reservoirs of vitality. Hence, it is not unreasonable to expect Chinese businesses to acquire the “global perspective” manifest in the Western cultural mold and Western businesses to acquire a deep appreciation for the unique “Chinese martial arts” in engaging the complex process of economic globalization. The creative integration of a “global perspective” and of “Chinese martial arts” perspective is keystone in reaching leading ranks in the global competition race.

Who was recognized as the best business school in the twentieth century? British-based *Financial Times* rankings show that the list has often been topped by a few American schools. Indeed, people always think about Wharton, Harvard or Sloan whenever they talk about the best business schools. A few years ago, however, I was surprised to find, in an influential US magazine, that the answer should be “West Point”. Why a military institution? According to my own survey, West Point has produced more than 1,500 board chairpersons and CEOs for Top 500 and 5,000 business leaders at the board director level – an achievement hardly matched by any business school in the world. What is the most critical factor behind this resounding success? In my exclusive interviews with numerous business gurus, I have been given various reasons, among which one impresses me most - “business schools teach us leadership, but West Point teaches the lifestyles of leaders.” This might be the source of the leadership gap between the education provided by a business school and that of a West Point-type institution, which calls for a reconsideration of business education in the twenty first century.

In my opinion, business schools can learn from West Point. They should not only continue to invite good faculty for classroom instruction, but also develop a new learning style for business leadership. This can be understood as the revival of seminal ideas advocated in traditional Chinese culture in the new century - “Education should enlighten people along with knowledge dissemination”, and “students should learn how to be a worthy human being before they learn how to do things.” A good faculty member should not only teach knowledge, but also teach how to be a “man,” and in the case of a business school, how to become a great entrepreneur. In the selection chain from recruitment to placement, business schools ought to stress the exercise of leadership and train accordingly--a prerequisite for visionary, innovative leadership. The former requires sustained efforts by the faculty while the latter requires innovative reforms of curriculum. China is uniquely positioned to respond to this professional educational challenge.

However, we would be remiss to copy the educational philosophy of a West Point blindly or turn a school into a military camp. It is the spirit and philosophy underpinning the success of a West Point that matters most, and better results can be achieved in the twenty first century within the canons of current business education.

**INTERNATIONAL FRANCHISING SERIES: CCH Inc. publishers offers a series of books intended to help companies enter new markets. Two of the books focus on emerging markets, regions of the world that are becoming hotbeds for marketing new goods and services. Two other books focuses on international franchising in established industrial markets. The series editors are Dr. Dianne H.B. Welsh, Executive Director of the Muldoon Center for Entrepreneurship at John Carroll University and Dr. Ilan Alon, Associate Professor of International Business at Crummer Graduate School of Business, Rollins College. More information: CCH Inc. , P.O. Box 5490, Chicago, IL 60680, Internet: <http://onlinestore.cch.com>**

## Fellows Award to a Promising Young Researcher Sponsored by the Wandel & Goltermann Foundation

The EIBA Fellows were established by the European International Business Academy (EIBA) Annual Meeting in Paris in December 2001. The EIBA Fellows consist of a group of senior scholars that represent, between them, a distinctively European contribution to thinking in the field of international business studies. The Fellows are engaged in a number of initiatives in support of EIBA and its objectives.

The EIBA Fellows are pleased to announce a new EIBA Fellows Research Award for a Promising Young Scholar in International Business. The winner of the Young Scholar's award will receive Euros 15,000. The purpose of this award is to help to broaden the research program of promising younger scholars in the international business field, to widen their network of research contacts and open a new research collaboration for them at an early stage of their academic careers, and to enhance the formation of international research exchange arrangements amongst international business scholars. The award is given for the conduct of some specified piece of original research in a new host institution, and not for the completion of any coursework requirements. Currently registered doctoral students who are working on an international business topic, or those that have successfully defended such theses within the last three years are eligible to apply. The award represents a contribution towards the living expenses of the recipient, and is to be paid directly to the awardee.

The closing date for applications is 30th April 2005

Applications should be made by doctoral or recent post-doctoral candidates themselves, but they should be supported by a proposed supervisor of the intended research that holds a professorial appointment in a host institution that is outside the candidate's country of citizenship (or, if it is different, the country of normal residence that one's family considers home). The host institution cannot be the university at which the candidate is or was registered for a PhD. The host institution should further list the names of all its existing faculty that are likely to be involved in supporting the project locally, and to specify the name of at least one junior faculty member that will be directly engaged in cooperating actively on the research project with the recipient of the award. The host institution also needs to supply an assurance that they support the application, and if successful, that they will provide the necessary office, computing and library facilities to the candidate to enable the proposed research project to proceed, and the funding of any other such additional project-related support that they (the host institution) deem to be necessary. Currently registered doctoral students should also have the support of their own PhD supervisor and of the home institution at which they are registered for a PhD. Projects should be of one year's duration, to run during the academic year 2005-06 (or as close to that period as is feasible). The successful candidate will be expected to make reference to the support of the award in all publications that directly result from the visiting year abroad.

Candidates are asked to submit a research proposal on a form that will be provided upon request, which includes the outline of a project that can be reasonably undertaken within a year. The outline of the proposed project should be contained in a maximum of 5 pages (not including bibliography), and must include the following sections: (i) specific aims; (ii) theoretical and empirical relevance (the body of literature to which the project most relates); (iii) methodology; (iv) hypotheses or expected findings; (v) significance for your longer term objectives, and plans for dissemination; (vi) advantages of the proposed collaboration and host institution for the conduct of this project; and (vii) bibliography. The evaluation process will include an assessment of the value and feasibility of the project itself, as well as the capabilities of the candidate, and the capacity of the supervisor and host institution to support the proposed research. At the conclusion of the award, the recipient is required to provide the Fellows with a report of the progress made on the project, the key findings, an evaluation of the collaboration, and an indication of any unanticipated difficulties that were encountered. Proposals will be considered by a committee of the EIBA Fellows established for this purpose, which will be chaired by Professor Klaus Macharzina. Proposals should be sent by the deadline to the Secretary of the EIBA Fellows, Professor John Cantwell, [Cantwell@rbsmail.rutgers.edu](mailto:Cantwell@rbsmail.rutgers.edu), from whom an application form can be obtained.

**Asia Pacific Journal of Management Call for Papers: CONGLOMERATES AND BUSINESS GROUPS IN ASIA-PACIFIC.** This Special Issue of the Asia Pacific Journal of Management welcomes papers that deal with any aspects of business groups, provided the context for the study is the Asia-Pacific region. The deadline for receipt of papers for this Special Issue of the APJM is 15 July 2005. Authors will be asked to present their work during the APJM Conference in Singapore on 16 and 17 December 2005 (dates to be confirmed). Invited authors will be provided with free board and lodging for the two days of the conference. Contacts: Americas and Europe: Mike W. Peng, [peng.51@osu.edu](mailto:peng.51@osu.edu) / [peng\\_51@cob.osu.edu](mailto:peng_51@cob.osu.edu), From outside the Americas and Europe: Andrew Delios, [andrew@nus.edu.sg](mailto:andrew@nus.edu.sg)

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**International Management Division  
Academy of Management, Honolulu 2005  
Professional Development Workshops Overview  
Timothy Devinney, IMD PDW Chair**

We have put together what we think are an exciting selection of Professional Development Workshops (PDWs) for this year's annual conference in Honolulu. With the theme "A New Vision of Management in the 21<sup>st</sup> Century" we have worked hard to develop and select sessions that are broad in conception and look at new and different aspects of management. As usual, the PDWs include the staples—the doctoral student and junior faculty consortia—but now we have added more open sessions that address teaching and career related issues. In addition, there is more emphasis this year on governance, social responsibility, and research methods and measurement issues. A "pre-publication" version of the PDW schedule and short descriptions is given below organized into relevant topics: (1) Career and Personal Development; (2) Research Methods (both with general and specific applications); (3) Social Responsibility; (4) Theory Development; and (5) Practice Development (including International HR). Please note that the schedule may change so remember to consult the official program when it is published.

In addition, this year we have received an "enterprise award" from the AOM and will be recording, both with "Scribes" and by video a number of the PDW sessions. These will then be available on the IMD website for future review and use. This will not only allow people who are unable to attend the meetings to have access to some of the activities from the conference but will also allow those at the conference to make choices with less concern about "too many sessions but too little time".

I look forward to welcoming you to Honolulu and please let us know if there are any questions and other pieces of information that you may require.

### **Short Descriptions of IMD Sponsored PDWs**

#### **Career Development**

##### **Research Opportunities and Career Development in IM and Business Strategy**

Short Title:

Research Opportunities in IM

Abstract:

This PDW will bring together a diverse group of leading scholars to engage in a stimulating conversation with attendees, eliciting ideas to enhance research and career development. Topics to be discussed in this PDW include idea generation and identification of research goals, managing and positioning of cross-disciplinary research, cross-fertilization between IM and BPS research, data and resource gathering, managing the research team and co-author relationship, career development related to international management and beyond, and non-US and continent-spanning career tracks.

Sponsors: IM/BPS/MEN

##### **Internationalizing the Curriculum: Comparative Approaches to Teaching International Management**

Short Title:

Internationalizing Curriculum

Abstract:

This PDW will offer a range on perspectives on: Teaching management concepts in various regions/cultures Teaching IM/IB in various regions/cultures Teaching Culture in various regions/cultures Teaching Styles / Didactics and Learning styles in various regions/cultures Resources for teaching IM/IB/culture in various regions/cultures

Pre-registration required: contact Julia Gluesing by email at [j.gluesing@wayne.edu](mailto:j.gluesing@wayne.edu)

Sponsors: IM

#### **Case Writing Workshop**

Short Title:

Introduction to Case Writing

Abstract:

This PDW will review: how to identify a suitable case subject; preparing for fieldwork; writing the lead paragraph; case organization; data requirement identification; preliminary teaching note; revision and editing stages; obtaining a corporate release for the case.

Pre-registration required. Please contact Paul Beamish [pbeamish@ivey.uwo.ca](mailto:pbeamish@ivey.uwo.ca) for registration.

Sponsors: IM/BPS/OB/GDO/OM/MED

### **Playing the U.S. Publishing Game: Tacit Rules for Publishing from Outside North America**

Short Title:

Publishing in U.S. Journals

Abstract:

Come join editors (AMJ, HRMJ, JOB), reviewers, and scholars in a lively discussion about breaking the tacit code of publishing in U.S. journals. We will facilitate a group dialogue about successes in publishing from outside North America. This workshop is targeted toward non-native English speakers, global senior faculty just starting to publish in U.S. journals, and junior faculty from all locations.

Sponsors: HR/CAR/IAM/RM/IM

### **Management E-Media Visions**

Short Title:

Management E-media Visions

Abstract:

The strategic and tactical direction of e-media supporting management scholars and practitioners, including electronic discussion forums, websites, e-newsletters, and e-journals, is the focus of this session. Visions of new international collaborations will be developed and associated networking initiated in this session.

Sponsors: MED/BPS/CAR/CMS/GDO/HR/IM/ITC/MC/MH/OB/OM/OMT/RM/TIM/ENT

### **Using The Film, “The Corporation” To Revision) Management In The 21<sup>st</sup>. Century**

Short Title:

Showing of “The Corporation”

Abstract:

The purpose of this PDW is to show “The Corporation” and to present a variety of perspectives for how this important film can be used to revision management theory and education (conference theme). The topics of critical pedagogy, organizational change, and ethics as examples will be explored against the backdrop of the film.

Sponsors: CMS/IM/GDO/ODC/OMT/RM/MED

### **Research Methods with General Applications**

#### **The Power Of Richness: The Why, When, Where and How Of Qualitative Research Methods**

Short Title:

Qualitative Research Methods

Abstract:

Qualitative research methods can as varied and diverse as quantitative research. The contribution that these methods can make lies in their richness and depth and their ability to capture the phenomena under study in this way while often capturing the dynamics of it across time. As a result, our ability to gain deep insight, induce causality and especially new theory from these methods is typically exceptional. The question, however, is why, when, and where to use these invaluable methods (and the tools that aid in these methods) and how to do it exceptionally well.

Sponsors: BPS/OMT/ONE/TIM/RM/MH/IM/OB

#### **Interpretative Methods in International Management Research: The State of the Art**

Short Title:

Interpretative Methods

Abstract:

Some of the leading names in interpretive methods will be presenting cutting edge techniques and demonstrating how these methods can lead to new theoretical insights in management. Specific focus will be given to ground breaking methods that are currently not well represented in management literature, such as video ethnography and multi-sited ethnography.

Pre-Registration requested (Not Required). Email Giana Eckhardt (gianae@agsm.edu.au).

Divisions, Groups & Sponsor(s): IM

#### **Five Major Tips for Conducting International Research**

Short Title:

Tips for International Research

Abstract:

Our primary goal to provide guidelines for conducting international research, using specific examples to illustrate these points, and to discuss problems others are having conducting international research and help them move towards a solution (during Q&A section). A side benefit for the audience would be the networking with others who attend the session and a possible continuing sharing of information during the meeting and after via internet.

Pre-Registration required with Mark Gavin at rmdpdw@okstate.edu.

Sponsors: RM/IM/ITC



### **Linked Macro and Micro Firm Data: New Opportunities for Research in Management**

Short Title:

Using Linked Firm Data

Abstract:

The pre-conference workshop is designed to increase awareness of linked macro and micro firm data in several countries that have recently been made available to researchers. These databases may link information at the overall firm level to within firm information on plants, establishments or employees.

Pre-Registration requested (Not Required). Email Rajshree Agarwal (agarwalr@uiuc.edu).

Sponsors: BPS/HR/ONE/TIM/IM/RM

### **Measurement Equivalence/Invariance in Cross-Cultural Research**

Short Title:

Measurement Invariance

Abstract:

Cross-cultural researchers are increasingly concerned with testing for measurement invariance; that is, determining if items used in survey-type instruments mean the same things to members of different groups. This intermediate-level SEM workshop will go through the process for conducting each invariance test with LISREL syntax. Sources of non-invariance in cross-cultural research will be examined and suggestions for future studies that utilize invariance tests in answering substantive cross-cultural research questions will be addressed.

Pre-Registration required with Mark Gavin at rmdpdw@okstate.edu. There is a \$5.00 registration fee for non members of Research Methods.

Sponsors: RM/IM/ITC

### **Research Methods with Specific Applications**

#### **Doing Intl Research with Patent Data: From the Basics to the State of the Art**

Short Title:

International Patent Research

Abstract:

This PDW is intended for colleagues interested in developing skills in using patent data for empirical research in management studies. The PDW is organized to offer both instruction and demonstration.

Sponsors: IM/BPS/TIM/PTC

#### **Methodologies For Research On Knowledge Flows Using Patent and Non-Patent Data**

Short Title:

Methods for Knowledge Research

Abstract:

This PDW brings together scholars pushing the frontiers of empirical research on knowledge flows, within and across organizations. We are expanding the scope of the PDW to include non-patent based methodologies for conducting research on knowledge flows.

Pre-Registration requested (not required). To register, e-mail Kwanghui Lim (k@kwanghui.com) with subject heading: AOM

Sponsors: BPS/IM/OMT/OCIS/TIM/RM

#### **Conducting Research on International and Comparative Corporate Governance**

Short Title:

International Governance

Abstract:

This PDW is intended to provide a stimulating discussion on how we conduct research on international and comparative corporate governance by examining existing studies and discussing future avenues for research.

Sponsors: IM/BPS/OMT/ONE/SIM

#### **How to Measure Culture and Leadership across Cultures**

Short Title:

Culture and Leadership

Abstract:

Presentations and discussions of the instruments, global projects, and findings of cross-cultural studies, including considerable time for questions and discussion.

Pre-registration required. Contact littrellaom@yahoo.co.nz

Sponsors: OB/OMT/MED/IM/HR

### **That Certain Global Something...: Conceptualizing And Measuring “Global Competencies”**

Short Title:

Measuring Global Competences

Abstract:

Increasing globalization pressures have brought into the spotlight the importance of employees that are capable of working across borders, managers that must operate on a global scale, and leaders that can inspire culturally diverse employees. This PDW attempts to disentangle the web of interrelated constructs and illuminate the most promising venues for moving research/practice forward. Issues related to measurement will be highlighted and implications for management education and development will be explored.

Registration is not required but is suggested. Please contact Mila Lazarova, mbl@sfu.ca

Sponsors: IM/BPS/HR/MED/OB/RM

### **Social Responsibility**

#### **Collaboration or Conflict? A Dialogue on International Corporate-NGO Relations**

Short Title:

Corporate NGO Relations

Abstract:

In this PDW session, representatives of the International Management and Social Issues in Management communities who study corporate-NGO interactions will engage in a structured dialogue with each other and NGO representatives on these evolving relationships. The purpose of the session is to explore emerging relationships between corporations and NGOs in areas such as environmental protection and sustainable development, human and labor rights, and economic development and poverty relief.

Sponsors: IM/SIM/ONE

#### **Multinational Corporations And Sustainable Development: Toward A New Vision Of Management**

Short Title:

MNCs And Sustainable Development

Abstract:

The workshop brings together people from different academic fields, in order to stimulate a discussion on the possibility for MNCs to become important agents of sustainable development. It will provide a forum for a discussion pointing out the need for MNCs to accept their responsibility for the future of our planet and the likely approaches through which MNCs could make a great contribution to secure the future of the humankind.

Sponsors: ONE/IM/CM/ITC

#### **Management Education’s Role In The Poor Areas: Reflections On Experience And Dialogue**

Short Title:

Management Education’s Role

Abstract:

This panel brings together four panelists each of whom has extensive experience working in poor areas of the world to explore the question: What role should management educators play in these areas?

Sponsors: MED/CMS/IM/ONE

#### **Bottom Of The Pyramid Research Workshop**

Short Title:

BOP Research Workshop

Abstract:

“BOP” is focused on the private sector’s potential role in poverty alleviation and economic development for the world’s four billion poorest inhabitants - referred to as the “base (or bottom) of the economic pyramid.” The goal of this workshop is to bring together those already conducting theoretical and empirical work in the area as well as those who might have interest in contributing to the field of inquiry through their research in the future.

Sponsors: ONE/BPS/TIM/IM/SIM

### **Theoretical Development**

#### **Leadership: International Perspectives**

Short Title:

International Perspectives

Abstract:

Leadership is viewed in different ways in different cultures. This session will examine cross-cultural differences in leadership with regard to both theory and practice.

Sponsors: OB/IM/PNP

### **The Next Discipline in Organization Science**

Short Title:

Organization Science

Abstract:

Where is the field of organization science headed next? Traditionally, theories from economics, finance and psychology have found a fertile ground in explaining organizational phenomena. In the future, will researchers draw from a new discipline, or recombine the old?

Pre-registration is requested at rkatila@stanford.edu

Divisions, Groups & Sponsor(s): BPS/TIM/OMT/MOC/IM

### **First Mover Advantages Revisited: Building Blocks For A Better Theory**

Short Title:

First Mover Advantage

Abstract:

Despite the concept's enormous appeal, academic research has been unable to provide conclusive empirical evidence in support or against the existence of first mover advantages (FMA). We aim to help create a fresh interchange of ideas between researchers that are interested in the FMA topic from different perspectives – an interchange that would hopefully stimulate new theoretical insights.

Sponsors: TIM/BPS/IM

### **Practice Development**

#### **International Management Consulting For The 21<sup>st</sup> Century**

Short Title:

International Mgmt Consulting

Abstract:

The goal for this workshop is to provide Academy participants with a rich, experienced-filled, understanding of the issues involved when consulting in foreign countries – defined specifically as foreign to the consultant. Some of the knowledge gained will be specific in nature, such as how national cultures influence consulting.

Divisions, Groups & Sponsor(s): ODC/MC/IM

#### **Creating The Next Generation Of Leaders**

Short Title:

Creating The Next Generation

The Leadership Consortium is one of Australia's most important leadership development organizations. Founded in the 1992 it now has a membership of 20 of Australia's largest and most important organizations. Over the last 12 years it has worked collaboratively with its membership to design and deliver as suite of very innovative and challenging leadership programs that have had a long-term impact on participants and on member organizations.

An interactive session on The Australian Leadership Consortium's innovative leadership programs.

Divisions, Groups & Sponsor(s): MED/IM/BPS/ODC

#### **Best HRM Practices in Latin America**

Short Title:

HRM in Latin America

Abstract:

This PDW is part of a global initiative on the internationalization of Human Resources Management research and practice. This proposal showcases some of the current research conducted in the Latin American HR research network.

Sponsors: IAM/HR/IM

#### **How Eagles can Soar in the Land of the Dragon: US-Chinese Work Management Issues in the New Century**

Short Title:

American-Chinese Management

Abstract:

Business interactions between Americans and Chinese have increased steadily in recent decades as U.S. firms have taken advantage of China's Open Door Policy to establish joint ventures and wholly-owned foreign enterprises in the world's most populous country. With China's entry into the World Trade Organization, American corporations have accelerated the relocation of their operations to the "factory of the world" and their entry into the world's fastest-growing market. Interactions between Americans and Chinese take various forms, including face-to-face, online, and as members of cross-cultural virtual teams. Unfortunately, these cross-cultural interactions are commonly hindered by problems such as basic miscommunication and differences in values, attitudes, expectations, and behaviors.

Sponsors: OCIS/IM/MED/PTC

### **Exploring the Forces Operating When Hidden Identities Intersect in the U.S. and Global Workplace**

Short Title:

Hidden Diversity at Work

Abstract:

Hidden identities are those that cannot be easily determined from visible clues. The PDW is structured in order to provide participants with a deeper understanding of the “curious” tensions that often exist at the intersection of religious affiliation, sexual orientation, secular views, and other stigmatized life experiences found in many complex, modern organizations.

Sponsors: GDO/MSR/IM

### **Personal Transformation Through International Careers: Butterfly or Moth?**

Short Title:

Transformation and Careers

Abstract:

Empirical evidence suggests that individuals pursuing international careers often experience personal change. But transformation may be a ‘double-edged sword’. Osland suggests that one dimension of this transformation is questioning oneself, one’s culture and interpersonal relationships. This interactive workshop focuses on the implications of such questions for individual careers and career management.

Sponsors: CAR/IM/ITC

### **Dialogues on a New Vision of Career Management**

Short Title:

Dialogues on a New Vision

Abstract:

The boundaryless career or careers that transcend a single organization have become a hot topic in domestic and international organizations and in research on careers. The boundaryless careers paradigm informs research and practice by suggesting that competitive realities such as globalization have put increased economic pressure on organizations.

Sponsors: CAR/MED/HR/IM

### **Flexible, Fluid And Responsive Management: Working Across Current Cultural Differences**

Short Title:

Management Across Cultures

Abstract:

The ever quickening pace at which globalization has been occurring has drawn attention to issues of diversity and intercultural sensitivity. This has placed increasing demands on leaders to be evermore proficient in the areas of relating across differences, communicating effectively, showing empathy, reframing to broaden perspectives and demonstrating emotional resilience. To ensure the transfer of knowledge and skills gained in the workshop, there will be time designated for the participants to begin to apply these tools to real-life situations back in the workplace.

Register with Ilene Wasserman at [iwasserman@icwconsulting.com](mailto:iwasserman@icwconsulting.com) or 610.667.5305

Sponsors: MED/GDO/ODC/IM/PTC

### **Preliminary Program**

This preliminary timetable is subject to change. It relates the short titles of the PDWs and the organizers with dates and times. Remember to check the official schedule for finalization of the times and the ultimate locations of the events.

Continued on next page.

**Carnegie Bosch Institute Call for Presentations: “Innovation and the Growth of the International Firm”, 7th Biennial International Conference of the Carnegie Bosch Institute, Stuttgart, Germany, September 8-10, 2005.** See <http://cbi.tepper.cmu.edu> for a current conference schedule. Presenters of accepted abstracts will receive a conference registration waiver for the entire conference and complimentary hotel accommodation. A limited amount of travel support is also available. Presenters are expected to provide a final version of their extended abstract by July 1, 2005. You can receive further information for this conference and its forums from Michael Trick, President of Carnegie Bosch Institute, at [trick@cmu.edu](mailto:trick@cmu.edu).

## Tentative PDW Schedule

### Friday, 5 August 2005

13:00 13:30 14:00 14:30 15:00 15:30 16:00 16:30 17:00 17:30 18:00 18:30 19:00 19:30 20:00 20:30 21:00	<table border="1" style="margin: auto;"> <tr><td>Qualitative Research Methods</td><td>Measuring Global Competence</td></tr> <tr><td>DAY</td><td>LAZAROVA</td></tr> <tr><td>10190</td><td>10624</td></tr> </table>	Qualitative Research Methods	Measuring Global Competence	DAY	LAZAROVA	10190	10624	<table border="1" style="margin: auto;"> <tr><td>Mgt Across Cultures</td></tr> <tr><td>WASSERMAN</td></tr> <tr><td>10611</td></tr> </table>	Mgt Across Cultures	WASSERMAN	10611
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	<table border="1" style="margin: auto;"> <tr><td>Roadmap to the Conference</td></tr> <tr><td>IMEXECUTIVE COMMITTEE(EC)</td></tr> <tr><td>Dinner on the Town with the EC</td></tr> </table>		Roadmap to the Conference	IMEXECUTIVE COMMITTEE(EC)	Dinner on the Town with the EC						
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### Saturday, 6 August 2005

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	<table border="1" style="margin: auto;"> <tr><td>Doctoral Consortium</td><td>Junior Faculty Consortium</td></tr> <tr><td>DELIOS</td><td>EDEN</td></tr> <tr><td>10141</td><td>10143</td></tr> </table>	Doctoral Consortium	Junior Faculty Consortium	DELIOS	EDEN	10141	10143	<table border="1" style="margin: auto;"> <tr><td>Internationalizing the Curriculum</td></tr> <tr><td>GLUESING APFENTHALER</td></tr> <tr><td>10149</td></tr> </table>	Internationalizing the Curriculum	GLUESING APFENTHALER	10149	<table border="1" style="margin: auto;"> <tr><td>International Patent Research</td></tr> <tr><td>REITZIG, GRAHAM</td></tr> <tr><td>10147</td></tr> </table>	International Patent Research	REITZIG, GRAHAM	10147	<table border="1" style="margin: auto;"> <tr><td>Transformation and Careers</td></tr> <tr><td>RICHARDSON (10539)</td></tr> </table>	Transformation and Careers	RICHARDSON (10539)		<table border="1" style="margin: auto;"> <tr><td>Leadership: Intl Perspectives</td></tr> <tr><td>MUMFORD (10241)</td></tr> </table>	Leadership: Intl Perspectives	MUMFORD (10241)													
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	<table border="1" style="margin: auto;"> <tr><td>Doctoral Consortium</td><td>Junior Faculty Consortium</td></tr> <tr><td>10142</td><td>10144</td></tr> </table>	Doctoral Consortium	Junior Faculty Consortium	10142	10144	<table border="1" style="margin: auto;"> <tr><td>Case Writing Workshop</td></tr> <tr><td>BEAMISH</td></tr> <tr><td>10150</td></tr> </table>	Case Writing Workshop	BEAMISH	10150	<table border="1" style="margin: auto;"> <tr><td>Methods Knowledge Research</td></tr> <tr><td>LIM</td></tr> <tr><td>10415</td></tr> </table>	Methods Knowledge Research	LIM	10415	<table border="1" style="margin: auto;"> <tr><td>Measurement Invariance</td></tr> <tr><td>CHEUNG (10543)</td></tr> <tr><td>Tips for Intl Research SULLIVAN (10553)</td></tr> </table>	Measurement Invariance	CHEUNG (10543)	Tips for Intl Research SULLIVAN (10553)	<table border="1" style="margin: auto;"> <tr><td>First Mover Advantage</td></tr> <tr><td>SUAREZ (10291)</td></tr> </table>	First Mover Advantage	SUAREZ (10291)	<table border="1" style="margin: auto;"> <tr><td>Best HR Practices in Latin America</td></tr> <tr><td>DAVILA</td></tr> <tr><td>10413</td></tr> </table>	Best HR Practices in Latin America	DAVILA	10413	<table border="1" style="margin: auto;"> <tr><td>MNCs and Sustainable Development</td></tr> <tr><td>ELINKOV (10530)</td></tr> <tr><td>Publishing in US Journals</td></tr> <tr><td>MAYRHOFER (10403)</td></tr> <tr><td>BOP Workshop</td></tr> <tr><td>LE (10779)</td></tr> </table>	MNCs and Sustainable Development	ELINKOV (10530)	Publishing in US Journals	MAYRHOFER (10403)	BOP Workshop	LE (10779)	<table border="1" style="margin: auto;"> <tr><td>Hidden Diversity at Work</td></tr> <tr><td>KIRBY</td></tr> <tr><td>10471</td></tr> </table>	Hidden Diversity at Work	KIRBY	10471
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### Sunday, 7 August 2005

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Pre-Registration Requested
  Pre-Registration Required
  Consortium Attendees ONLY

The IM Division relies almost exclusively on virtual communication so it is very important that we have your current email address. The email addresses used by the IM Division is based on the information you provide to the Academy of Management. The AOM does not automatically update contact information for you! Please take a few minutes to go to the AOM website at <http://www.aomonline.pace.edu/> and go to the "Membership Section" tab to ensure that your contact information is up to date.