

IMD Officers 2004-2005

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Message From the Chair—Schon Beechler

The International Management Division is a vibrant community of scholars and practitioners from around the world. Over the past year the Division has flourished under the able leadership of our past Division Chair, Sully Taylor and our other Executive Committee members. This coming year I look forward to continuing to build on the firm foundation put in place by our recent Division Chairs -- Sully, Joe Cheng, and Sri Zaheer -- while exploring some new initiatives.

Reflecting on where we have come from and where we are going, I see the IM Division as a place of scholarship, collegueship, and fun. As a place of scholarship, we meet regularly to debate new ideas, explore research findings and develop theoretical frameworks. As scholars, I believe that our role is both to explore new directions in the field of international management, as well as to most effectively leverage what we already know. The field of international management has reached an inflection point in its history. We now have a solid base of theoretical and empirical scholarship on which to build, but we are also struggling as we move forward to define our role in the future development of the field. As scholars, I believe we must build on the fundamental foundations of IM but also think deeply about where the field **is** headed and where it **should be** headed.

I also see the IM Division as a place of collegueship. We represent a network of people who support one another as colleagues, enhancing our knowledge-base, professional development, and teaching and research skills. Every AOM Conference, through the PDW and regular program sessions, gives us an opportunity to meet in person and build the IM Division as a place of scholarship and collegueship. In addition, there are also opportunities throughout the year at AOM regional meetings, as well as on-line discussions. IMD-L is our online community, where members can discuss ideas and approaches to teaching and research, ask for assistance, learn of job postings, and keep up with new developments in the field of international management. If you are not already a member and are interested in subscribing to this list-serve moderated by Charles Wankel, go to the Academy of Management website at www.aomonline.pace.edu, click on the tab "People and Communities" and then on "Listservs." Scroll down the list and click on IMD-L. You will be taken to the subscription page where it takes only a minute to join.

Finally, I see the IM Division as a place of enjoyment. The IM Division tries to create an environment that supports learning, experimentation, and opportunities to socialize with old friends and new acquaintances. From our "Water Adventure" at the start of every AOM program to our New Member's orientation and dinner with the Executive Committee, to our PDW and Division socials complete with live music, we are a Division that celebrates our vibrant intellectual and social communities.

How can we maintain and enhance our division as a place of scholarship, collegueship, and enjoyment? I believe this can happen only through active partnerships -- between our division and the other AOM divisions, between academics and practitioners, between the AOM and other professional and community organizations worldwide, and between our members and the Executive Committee.

Within the Division, we have a number of initiatives under way to strengthen our various partnerships. (Please see the other articles in this newsletter for more details.) To enhance the partnership between the Executive Committee and IM Division members efforts are underway to increase communications and member support by the Membership Involvement Committee, under the leadership of Gerhard Apfelthaler. Our newsletter editor and associate editor, Romie Littrell and Ilan Alon have revised our E-Newsletter using feedback from you to enhance its value, and Division Webmaster, Mark Lennon, is in the process of enhancing our IM Division website to provide useful information on the Division, research, teaching, and job opportunities for our members.

The other Executive Committee members and I are committed to serving you this year. If you have ideas about how we can enhance the quality of our Division and your membership, please let me know. At the same time, we need your partnership and your commitment to realize the potential we have as a vibrant community of scholarship, collegueship and enjoyment. I urge you to think about how you might contribute to the International Management Division and to contact me with any ideas that you may have.

What do you want in your IMD Newsletter?
Let us know. Send your suggestions to IMDNEWS@YAHOO.COM

Report from the Program Chair—D. Eleanor Westney

When I told a Houston-based friend that I was heading for New Orleans this August, her reaction was, “Are you kidding? *No one* goes to New Orleans in August – it’s even hotter and more humid than Houston!” Well, this August a lot of people defied common sense and went to New Orleans for the Academy meetings – a record number (over 7,200) were in attendance this year.

In what has become a tradition, the IM division launched the meetings with an IMD Adventure on Friday morning, with a plantation tour and an alligator encounter (some of the more intrepid members petted an alligator). Thirty-five people joined the adventure this year, and approximately 75 attended the Division Welcome on Friday evening. The other Professional Development Workshop events drew a record number of attendees this year: approximately 650 in total. This year’s PDW Chair, Ravi Ramamurti, arranged two joint sessions with the BPS Division: Conversations in IM, and Conversations in Strategy, which we expect will lead to a sustained cooperation on PDW events with that division in future. Another very successful PDW on Sunday, on Institutional Theory, organized by Aysa Saka, was jointly sponsored with the OMT Division. Joanne Oxley of Michigan and Withold Henisz of Wharton organized and led the Saturday Junior Faculty Consortium, and Andrew Inkpen organized and led the Doctoral Consortium, with support from last year’s organizer, Tatiana Kostova. The Division owed a debt of gratitude to them and to the faculty who participated in these day-long events. The IMD-IMD reception (sponsored by IMD in Lausanne) was a great success, with approximately 300 people in attendance. In all, there were 19 PDW sessions, plus the two consortia. It is clear that interest and attendance at these “pre-program” events is steadily increasing overall in the Academy, and this year it took a big jump upwards in our division, thanks to Ravi’s sterling work and the very high quality of the PDW organizers and participants.

The IM Division was well-represented on the program this year. We received a total of 272 paper submissions (fourth among the divisions) and 16 symposia proposals, nearly as many as we had for last year’s meetings in Seattle. We enlisted the services of a record number of reviewers (248, of whom 59% were based in the U.S., 21% in Europe, 8% in Asia, 6% in Australia and New Zealand, 4% in Canada, and 2% in the rest of the world). Based on the reviewers’ assessments, we accepted 165 papers, which ranked us 4th in the number of papers on the Program among the divisions, after BPS, OB, and OMT, all of which are significantly larger divisions in terms of membership. Of the accepted papers, 37 were presented in Visual Paper Sessions and 97 in panel sessions. An additional 27 were accepted by the Academy for Interactive sessions and 4 for Shared Interest Track sessions.

Nine of the symposia were accepted: three were chosen by the Academy as Showcase symposia, four were jointly sponsored with two other divisions, one was sponsored with one other division, and one was solely sponsored by IMD.

Among the other events at the meetings, several stand out. On Monday, Professor Alan Rugman of Indiana University received the first presentation of the Division’s new Strategy + Business/Booz Allen Hamilton Eminent Scholar in International Business Award, in recognition of his scholarly contribution to the field of International Management. Professor Rugman is also the incoming President of the Academy of International Business, so this award marks a significant point of integration across two major professional associations in international business and management. Professor Rugman presented a witty, thoughtful, and wide-ranging overview of his past and current work, followed by commentaries on Alan’s extensive portfolio of research and on his contributions to the field from two long-time colleagues, Professor Lorraine Eden (whose portrayal of Alan as a dragon-slayer will long be remembered) and Professor Alain Verbeke (whose presentation challenged us all to build on and extend Alan’s models). The forum was followed by a reception, sponsored by Booz-Allen-Hamilton, and the entire event was seen as a high point of the Program.

On Tuesday, the finalists for the Barry Richman presented their research:

- Klaus Weber, Ph. D. from the University of Michigan, now at Northwestern University, “Does Globalization Lead to Convergence? The Evolution of Organizations’ Cultural Repertoires in the Biomedical Industry”
- Cyril Bouquet, Ph. D. from the Ivey School at the University of Western Ontario, now at the Schulich School of Business, York University (Toronto), “Determinants and Performance Implications of a Global Mindset: An Attention-Based Perspective”
- Peer Fiss, Ph. D. from the Kellogg School of Management and the Department of Sociology at Northwestern University, now at Queen’s School of Business, “Corporate Governance and the Symbolic Management of Stakeholders: The Emergence of a Shareholder Value Orientation in Germany”
- Michel Cao-Tuan Phan, Ph. D. from the University of New South Wales, now at ESSEC Business School, “An Investigation of Relational Competence in International Business Partnerships”
- At the IMD Business Meeting that followed, the Richman Award was presented to Klaus Weber.

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On Monday and Wednesday, all the IMD sessions were held in the Marriott Hotel, where the air conditioning, though over-generous, protected us from the worst of the New Orleans climate. However, on Tuesday, because our section of the Marriott meeting space had to accommodate the Presidential Luncheon, our sessions were scattered across the four conference hotels, meaning that IM Division members had to rush across the scattered sites and endure more of the New Orleans heat and humidity than was comfortable. A surprising number braved the steamy atmosphere to attend the Business Meeting in the Fairmont Hotel, and applauded the other Division award winners, who were:

- Best Paper Award: L. Felipe Monteiro, Niklas Arvidsson, and Julian Birkenshaw: "Knowledge Flows within Multinational Corporations: Why are some subsidiaries isolated?"
- Best Paper from an Under-Represented Country: Daphne L. Sim, Mahfooz A. Ansari, and Muhamad Jantan: "Delegation Styles and Leadership Perceptions: A Comparison of Malaysian and American Managers"
- Best Reviewers 2004: Lorna Doucet, U. of Illinois Champagne-Urbana, Patricia Nelson, U. of Edinburgh, Winfried Riegler, U. of St. Gallen, Lisa Riddle, George Washington University, Ayse Saka, U. of Mugla, Paul Vaaler, Tufts University, Davina Vora, U. of Texas Dallas, Mary Zellmer-Bruhn, U. of Minnesota

In addition, the Division expressed its appreciation to Joe Cheng, who had served the Division for five years on the Executive Committee and stepped down this year as Past Division Chair.

The Business Meeting was followed by the IMD Social, a legend in its own time, at which over 450 people enjoyed New Orleans cuisine and were entertained by a New Orleans jazz quartet, In Harmony.

Very few of the other divisions had the faith in their membership needed to schedule a final panel for 2:30 on Wednesday afternoon (neither BPS nor OMT, the two largest divisions, had the courage to do so), but a final session on "Expanding Abroad: Research on the Internationalization Process" (chaired by Bernie Wolff of the Schulich School) drew over 50 people and stimulated a lively discussion.

Thanks to those who submitted papers, those who reviewed them, and those who served so capably as Chairs and Discussants at the sessions, the Division once again had a lively and stimulating Program. If New Orleans in August can draw so many of our members, just think what Hawaii – where the beach is superb, the cuisine thoroughly international, and weather idyllic all year round – should do! See you next year.

Preparing for Honolulu 2005 Ravi Ramamurti, Program Chair 2004-05

Hopefully, a record number of you will participate in the 2005 conference, scheduled to take place in lovely Honolulu, Hawaii, from August 5-10, 2005. The deadline for submissions is **January 10, 2005**. The Academy's Call for Submissions should reach you some time in October 2004 and will also be posted on the Academy of Management website (<http://www.aomonline.org/>). We especially look forward to submissions from members located outside the United States. The IM Division is delighted to serve as a popular "entry point" into the Academy for many non-U.S. scholars. I would like to draw your attention here to a few aspects of the Hawaii meeting, starting with the conference's theme.

2005 Conference Theme. The theme for the 2005 conference is "A New Vision of Management in the 21st Century." Program Chair Ken Smith believes the age of consensus under which modern management theories evolved in the 20th century is now over. "We live in a divergent world of stark contrasts and difficult tensions," he notes, "faced with totally new questions and challenges, both as human beings and as scholars of business." The conference organizers invite us therefore to rethink our vision of management theory and practice. Hawaii, with its own history of alternating periods of geological upheaval and tranquility, offers an inspiring setting for pondering such questions.

The Call for Submissions identifies several reasons why we need to rethink conventional theories of management, including rapid globalization and the sharp increase in interdependence among nations and societies. IM scholars therefore have much to offer in terms of advancing the goals of the Hawaii conference. Keep this in mind as you write your papers and put together symposia proposals; for instance, you might want to propose an all-Academy symposium that looks at the implications of globalization for the conference theme.

New Submission Process for 2005 Conference. We will be adopting a NEW web-based manuscript submission process for the IM Division for the Hawaii conference. Please be sure to follow the new process, details of which will be e-mailed to IMD members in November and will also be posted on IMD's website (<http://divisions.aomonline.org/im/>).

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The new process will allow authors and reviewers to upload or download documents from IMD's website, rather than sending these to the Program Chair as e-mail attachments. We hope this will speed up and simplify the process, and reduce errors. The new submission process will entail two steps:

Step 1. Visit the Academy's manuscript submission website (which will be opened on or about November 3, 2004) to obtain a 5-digit Submission Identification Number, which will be used by the Academy to identify and track all submissions.

Step 2: Visit IMD's 2005 conference website, via the IMD's homepage if necessary, to review the manuscript or symposium proposal checklist. Make sure that you conform to every item on the Checklist, so that your submission qualifies for review. Then upload the final version of your manuscript or proposal.

Proposals for *symposia* can be submitted to up to three divisions, and the chances of acceptance are slightly higher for proposals submitted to more than one division; for instance, IMD has a large overlapping membership with the BPS division, so submitting to IMD, BPS, and a third division, if appropriate, might be a good strategy. *However, papers should only be submitted to one division—so pick that division carefully, based on each division's Domain Statements.* The latest version of IMD's Domain Statement can be found in the 2005 Call for Submissions.

Volunteer to be a Reviewer! This brings me to the next point—our desperate need for volunteers to review the 300+ papers and symposia proposals that are likely to be submitted. With each submission requiring at least three reviewers, you can see that we need 300-400 *reviewers* at a minimum.

In addition, we will need dozens of *facilitators*, *discussants*, and *chairs*. Therefore, please volunteer to help in any or all of these capacities. In October, you will receive an e-mail inviting you to volunteer—*please be sure to use the link provided in that e-mail to sign up online to be a reviewers, chair, facilitator, and/or discussant.* And thanks in advance.

Remember the “Rule of Three”. The “rule of three” stipulates that no one may submit more than three things to an Academy Meeting (papers and/or symposia), or appear in more than 3 sessions during the refereed scholarly program from Sunday noon to Wednesday noon. Appearances include roles as presenters, co-authors, chairs, discussants, and/or facilitators (this does not include the Professional Development Workshops that precede the regular meeting program).

Casual Attire in Honolulu. The Academy's 2005 meeting will take place on the beautiful island of Oahu. Two of the Convention hotels are on Waikiki beach, with oceanfront restaurants and gorgeous views. The temperature is likely to be in the high 80's F (low 30's C). Conference organizers note that “the dress code for Hawaii is more casual than the usual AOM conference.” Polo/golf shirts, lightweight clothing, and Aloha shirts (sold all over the island) are all acceptable.

I look forward to working with you to generate an exciting and rewarding Academy program for 2004 and hope to see you in Honolulu.

Professional Development Workshops for AoM 2005—Timothy Devinney

The International Management Division is dedicated to research and Teaching pertaining to the theory and practice of cross-border or cross-cultural management. Our focus in the Professional Development Workshops (PDW) is on the development, enhancement and creation of professional and personal skills associated with international scholarship, research and teaching. With this in mind, we are looking for innovative, provocative and exciting proposals that bring together an international community of scholars interested in enhancing international business and management scholarship.

This year we are particularly interested in expanding the PDW series to include training and discussion in the areas of international governance, international social responsibility, security issues, socio-economic integration and advanced research methods. In addition we encourage proposals that involve not just other divisions but also groups outside our normal mainstream; such as corporations, consultancies, NGOs and public sector organizations. We will also, of course, be offering doctoral and junior faculty consortia this year, headed up by Andrew Delios of Singapore National University and Lorraine Eden of Texas A&M, respectively.

It is suggested that those interested in organizing a PDW session, or Just being involved, should contact Timothy Devinney at BOTH of the email addresses: IMD_PDW@agsm.edu.au and T.Devinney@agsm.edu.au, before submitting a detailed proposal. By adopting this process, we hope to avoid duplication of effort and to maximize our ability to integrate our proposals into a coherent program with the other divisions. The initial deadline for expressions of interest is 1 October; however you are strongly encouraged to be earlier rather than later as we will be developing the program on a rolling basis. Those wishing to know more about the IM Division are encouraged to visit our website at <http://divisions.aomonline.org/im/>.

September 2004—IMD Treasurer's Report—Debbie Francis

Most of you missed the business meeting in steamy New Orleans, as it was located far from the Social. Hence, the chart I presented is shown below. The low interest rates continue to take a toll on the income-generating capability of the endowment accounts, thus requiring us to rely heavily on the operating account to fund awards at the levels we desire. The interest rate for 2003 was 2.35%. I am using 2.5% rate for planning purposes. Only one award was funded from the endowment accounts this year. I am projecting that two awards can be funded in the future as the Doug Nigh endowment is now fully funded and we will benefit from interest earned on its funds.

Although we were fortunate to have an 8% growth in membership, I tried to keep spending on events the same as in previous years. Hence, we may have run out of food sooner than anticipated at our social events. In the future, our officers are going to explore less expensive venues for our social events. You do not get many egg rolls when they cost \$5 each. Our officers have found a sponsor for the PDW social through 2006, a sponsor for the eminent scholar reception through 2006, and a sponsor for the Best Paper Award through 2005. Of course with budget cuts at so many universities, some of our officers are not getting the support they once did and the division will try to help out where possible. The Program Chair is given a small stipend to help them deal with their mounds of paper, etc. We are also developing an online paper management system and have set aside \$3000 for this project. The 2006 budget reflects the cost of doing the 5-year audit.

The out-year projections always appear grim (deficit spending), but somehow we manage to grow our membership, find sponsors, and create great programs. Our officers have some creative ideas of how to stretch a nickel, which they will be sharing.

Financial Status Report—Second Quarter 2004—OPERATING ACCOUNT

	Seattle Actual 2003	New Orleans 2004	Hawaii 2005	Atlanta 2006	Philadelphia. 2007
Membership	2216	2403	2300	2300	2300
ACADEMY FUNDS					
Carry-Forward	7997	2713	1457	784	-3416
Allocation	19310	20444	22127	21200	21200
TOTAL AOM FUNDS	27307	23157	23584	21984	17784
REVENUE	2225	8000	5500	5000	0
EXPENSES					
Annual Meeting Activities	19605	20100	20700	21300	19100
Awards	2369	1300	1300	1730	1300
Newsletter	0	100	100	100	100
Endowment Contribution	2000	0	0	0	0
Other	2845	8200	6200	7700	6200
TOTAL EXPENSES	26819	29700	28300	30400	26700
BALANCE	2713	1457	784	-3416	-8916
Endowments	27,096	44,299	44,269	43,769	43,756

IMD Teaching Committee — Julia Gluesing

I am pleased to be your new Teaching Committee Chair and am looking forward to continuing the good work accomplished by the previous Chair, Alan Bird. Recent PDWs have emphasized broadening the range of international management teaching by focusing on new simulations for teaching cross-cultural issues and on how to teach international strategy cases effectively, using new cases. In the coming year, the committee will be pursuing three broad activities, with the support and involvement of the IMD membership and in coordination with the IMD Executive Committee:

- Activity 1: Teaching international management from a non-Western perspective
- Activity 2: Gathering and sharing web-based learning resources for teaching international management
- Activity 3: Reviewing international management teaching journals

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IMD Teaching Committee — continued from previous page

These activities complement the goal of the MIC to boost participation from around the world. The committee hopes to further broaden and enhance teaching in IMD and the Academy by showcasing a diversity of perspectives and techniques on teaching, particularly on teaching the concept of culture itself in different contexts and from different points of view.

The challenge for the committee is to obtain input from as many members as possible, especially those around the globe. I invite all of you who are international members to take advantage of this opportunity to creatively contribute to the way international management is taught.

If you have an interest in the three activities the committee has planned or would like to contribute to seminars and upcoming conferences, or if you have additional suggestions for committee activities or an interest in teaching in general, please contact me at j.gluesing@wayne.edu.

Educating for the Future—Editorial

In October 2003, Analysts Jim O'Neill, Paulo Leme, Sandra Lawson, Warren Pearson, and regional economists at Goldman Sachs, in "Global Economics Paper No. 99: Dreaming with BRICs: The Path to 2050", predicted that Brazil, Russia, India, and China, over the next 50 years could become much larger forces in the world economy. The forecast is that the largest six economies will be the "BRIC", along with Japan and the U.S.A. (Notice any region that's missing?). The paper contains a thorough description of the methodology.

Defining terms, the "largest" refers to the total size of Gross Domestic Product (GDP), rather than by income per capita (how "rich" people are). These kinds of issues make strategic choices for international businesses complex. Do we emphasize production of products for the relatively small number of "rich" consumers (several hundred million), or focus on products for very large national economies consisting of relatively poor consumers (more than two billion)? Can businesses from highly developed countries conceive of and develop products for consumers earning a few hundred U.S. dollars per annum?

For example, the statement, "China is a nation of 1.3 billion consumers" should have a high "roll-your-eyes" factor. *The Economist* and *People's Daily Online* report a study of China's social classes published August 2004, by the state-run Chinese Academy of Social Sciences (CASS), rejecting the term "middle class" (explaining in a footnote that the word "class" has negative connotations). The survey says that this "middle stratum" is still very small, amounting to about 15% of the working population compared with 60% in the U.S. Nonetheless, this would still amount to about 110m people, or about half of the urban population in employment. The report states the size of China's "middle status" to be "unsatisfactory" and the number of farmers, 44% of total population, is "too big".

The CASS study varies somewhat from the World Bank estimates of China's middle class, 23% of the population (approx. 300 million). Estimates of middle class size in developing countries vary wildly by source. From the World Bank, the current middle classes of the rest of the BRIC: India, 9% and 92 million, Russian Federation, 45% and 66 million (<http://therussiajournal.com> says 25%), and Brazil, 35% and 58 million.

Are you emphasizing the total BRIC in your international management and business courses?

(Refs: <http://www.gs.com/insight/research/reports/99.pdf>, http://www.economist.com/world/asia/displayStory.cfm?Story_ID=940833 and http://english.people.com.cn/200408/02/eng20040802_151568.html)

New Books by IMD Members

Research in Management Education and Development Series, Series Editors
Charles Wankel, St. Johns University and Robert DeFillippi, Suffolk University

The Cutting Edge of International Management Education

Information Age Publishing Inc., PO Box 4967 Greenwich, CT, USA.

<http://management-education.net/rmed3/>

The Global Practicum as an Innovative Pedagogical Tool for Learning International Management

By Ilan Alon

“I hear and I forget, I see and I remember, I do and I understand” Confucius c. 450 BC

In order to enhance their students' competitive advantage in the marketplace and provide practical knowledge to their students, business schools have embraced a variety of experiential learning models in recent years. The proposed innovation seeks to explain a unique experiential model for providing international management experience to MBA students in a high-ranking small MBA program in Florida.

Background on the Global Practicum. The Global Practicum is an international consulting project that allows students to earn credit and gain international experience. Students work on real-world projects whose success depends on their intellectual and practical application of key business concepts. The global consulting project is experiential in nature. A number of scholars, such as Burnard (1989), Joplin (1981), and Kolb (1984), have argued that experiential learning is superior to traditional methods. Experiential learning requires active participation; it is student-based; it allows students to build on subjective evaluations and perceptions; it is inductive and explorative. Experiential learning assignments in Business classes are more likely to develop students' interpersonal and communication skills, understanding of course concepts, teamwork and team building, listening skills, and critical-thinking and problem-solving skills. The net effect according to proponents of experiential learning is that students become more interested and engaged, retain the information better and for longer periods, and learn how to apply otherwise elusive theoretical constructs.

Each global consulting project is unique and the deliverables are defined jointly by the company, the students, and the professor. For example, in 2002, students worked on a project to help internationalize the operations of a small electronics manufacturer of capacitors from Upstate New York – Custom Electronics Incorporated (CEI) – in establishing additional business in Germany. The student group focused on Germany because sales have dropped to almost nothing in the country over the last couple of years. To achieve this purpose, specific objectives were developed prior to departure for Europe, which allowed the students to better understand the electronics market in Germany. Five MBA students and their professor traveled to Germany to investigate the situation, interview experts, meet with the distributor, examine alternative distributors, and explore other ways to market into Germany.

Learning Objectives. A number of learning outcomes can be directly attributed to this project as they relate to international business education.

First, students learned to *interact and communicate in a cross-cultural international setting with top governmental officials and business constituents*. Meetings include discussions with various officials and business people.

Second, the *students developed intimate knowledge, both tacit and explicit, of a foreign market*, namely Germany. In structuring the report to the company, the students had to write up a summary of the German economy and culture in addition to analysis of the electronics markets in which CEI competes.

The third student outcome is *learning how to work as a team on an international project*. The total involvement in each others' lives, the day-in day-out interaction with one-another, is a source of additional stress not encountered in a classroom setting. This immersion requires from the students and the supervising faculty a greater level of flexibility, patience and maturity.

Finally, students *learn how to write a professional business report that is presentable to top managers* in a real company. The report writing stage begins prior to the international trip through background research and ends after several iterations are completed after students return and are able to digest the materials that were collected during the trip.

Content Requirements. The international business consulting trip is a high-level preparatory experiential class that requires a high level of coordination and preparation by the students and faculty alike. Thus, it is probably more appropriate for an MBA program than an undergraduate program. Even within an MBA program, it is more appropriate for students who have some training in international business and who have a certain level of maturity and business experience. An application process is highly recommended and the team makeup should be examined in detail prior to departure.

The practicum counts as 3 credits and students receive a grade at the end. The consulting project is a semester long project, out of which one week is used for field research, usually during the mid-semester break. It is an elective international business course. The school runs these consulting projects twice a year.

Students are chosen by examining their academic and professional background. Oftentimes, these students are identified by the professor while they are taking his/her class. This way, the professor can better assess their academic qualifications

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The Global Practicum as an Innovative Pedagogical Tool for Learning International Management—continued from previous page

and interpersonal skills. About five students participate in each consulting project. Most students that participate in the consulting project have some work experience, but students with no work experience that are in the second year of their MBA are also allowed to participate.

The learning outcomes from an international business practicum complement the traditional class setting and give the students perspectives which are difficult to bring into the classroom. The students value these experiences because they provide an element of realism which is difficult to emulate in the classroom and allow the students to synthesize and apply the courses they have already taken. Given the positive outcomes that are possible, MBA programs are advised to develop experiential international business education curriculum to their students in order to prepare them for managerial positions in the global business environment of the future.

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Journal Review—Journal of Teaching in International Business

The *Journal of Teaching in International Business* focuses on successful methods and techniques for better business teaching. It offers insights and perspectives to international business educators and practitioners to share concerns, problems, opportunities, and solutions to the teaching and learning of international business subjects. Practical articles show teachers of international business how to teach effectively with given resources. As such, the journal enables the interested individuals to acquire the nuts and bolts of developing successful courses in international business for different cultural milieu, areas, or regions of the world. It contains original, significant, and applied articles that:

- Say something meaningful to international business curriculum developers
- Enrich the classroom presentations of teachers of international business
- Facilitate research endeavors of international business consultants, researchers, business education foundations, and institutions of higher learning

The Editor is Erdener Kaynak, Chair of the Marketing Program and Professor of Marketing at the School of Business Administra-

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

Free sites, membership in organisation may be required:

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/>

Higherjobs.com: <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/>

UK and International:

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

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

Fee sites:

AoM Placement Service, charges US\$50:

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

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Conferences and Calls for Papers

You now have an excuse to go almost anywhere, most announcements include a website that includes the call for papers:

General Sites:

Conference Site: AoM News: [Http://Globoledge.Msu.Edu/Academy/Conferences/Index.Asp](http://Globoledge.Msu.Edu/Academy/Conferences/Index.Asp)

Conference Diary: Emerald Library: [Http://Taddeo.Emeraldinsight.Com/Vl=3808104/Cl=76/Nw=1/Rpsv/Conferencecentral/Index.Htm](http://Taddeo.Emeraldinsight.Com/Vl=3808104/Cl=76/Nw=1/Rpsv/Conferencecentral/Index.Htm)

Conference Calendar, in Spanish, <http://www.iberpymeonline.org/>

CIBER Research Institute Conferences: [Http://Www.Ciberinstitute.Org/Conferencesmain.Htm](http://Www.Ciberinstitute.Org/Conferencesmain.Htm)

Specific Sites—random order:

Call for Papers Oct. 15: The 9th International Conference on Global Business and Economic Development, Seoul, Korea, May 25-28, 2005, "Management Challenges in Times of Global Change and Uncertainty", Submission dates: Abstracts / proposals: October 15, 2004, Final papers: February 1, 2005, <http://sbus.montclair.edu/cib>

4th International Critical Management Studies Conference, 4-6 July 2005, Cambridge University, UK, No Website Provided, Contact Dr Diana Sharpe, Department Of Management, Monmouth University, West Long Branch New Jersey 07764, Email: Dsharpe@Monmouth.Edu

Inaugural San Francisco-Silicon Valley Global Entrepreneurship Research Conference, March 9 - 12, 2005 In San Francisco, U. S.A, Organized By The University Of San Francisco School Of Business And Management Entrepreneurship Program, Conference Paper Submission Deadline: October 15th, 2004, <http://www.usfca.edu/sobam/nvc/research.htm>

4th Global Conference on Business & Economics, Sponsored by: Association for Business & Economics Research, 26 to 28 June 2005, Oxford University, Oxford, Oxford, United Kingdom, <http://www.facultyforum.com/gcbe>

International Journal of Business & Economics, June 26-28, 2005, Oxford University, Oxford, UK, Submission Deadline: November 30, 2004, <http://www.facultyforum.com/gcbe>

The Center for the Study of Western Hemispheric Trade, The Tenth Annual Conference: Western Hemispheric Development Challenges in the Global Context, Laredo, Texas, April 21-23, 2005, <http://freetrade.tamtu.edu>

The 6th Annual International Business Research Forum: Global Security Risks and International Competitiveness, Philadelphia, April 1-2, 2005, no website listed, jim@sbm.temple.edu

2005 Information Resources Management Association International Conference, May 15-18, 2005, U.S. Grant Hotel, San Diego, California, USA, Conference Theme: Managing Modern Organizations with Information Technology, <http://www.irma-international.org>

Inaugural San Francisco-Silicon Valley Global Entrepreneurship Research Conference, March 9 - 12, 2005 In San Francisco, U. S.A., Intercontinental Mark Hopkins Hotel, Organized By The University Of San Francisco, [Http://Www.Usfca.Edu/Sobam/Nvc/Research.Htm](http://Www.Usfca.Edu/Sobam/Nvc/Research.Htm).

Eleventh Annual Organizational Science Winter Conference: Major Controversies In Organizational Science, February 3-6, 2005, Steamboat Springs, Colorado, Steamboat Sheraton Resort, [Http://Faculty.Fuqua.Duke.Edu/Oswc/](http://Faculty.Fuqua.Duke.Edu/Oswc/)

International Business & Technology Research Conference (IBTR), Cancun, Mexico March 9 - 12, 2005, [Http://Www.Jaabc.Com/Cancun.Html](http://Www.Jaabc.Com/Cancun.Html)

2005 International Business & Management Research Conference, Honolulu, Hawaii. Third Annual Management Forum. June 8 - 11, 2005, Hilton Hawaiian, [Http://Www.Jaabc.Com/Hawaii.Html](http://Www.Jaabc.Com/Hawaii.Html)

32nd Annual Conference, UK Chapter Academy Of International Business, 8 To 9 April 2005, University Of Bath, UK, [Http://Www.Bath.Ac.Uk/Management/Aibconference/Call.Html](http://Www.Bath.Ac.Uk/Management/Aibconference/Call.Html)

4th Annual International Business And Economy Conference, January 6-9, 2005, Honolulu, Hawaii, Waikiki Beach Marriott Resort & Spa Hotel, [Http://Userwww.Sfsu.Edu/~Ibec/](http://Userwww.Sfsu.Edu/~Ibec/)

International Academy of Business and Economics-2005 Annual Conference, Las Vegas, October 16-19, 2005, <http://www.iabe.com/>

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Conferences Continued

Society for Advancement of Management 2005 International Business Conference, April 3 - 6, 2005, Harrah's Hotel, Las Vegas, Nevada, [Http://www.Cob.Tamucc.Edu/Sam/Conferences/2005/Participate.Html](http://www.Cob.Tamucc.Edu/Sam/Conferences/2005/Participate.Html)

International Business Association, *2005 Annual Conference, May 3 - 7, 2005, Vancouver, B.C., Canada*, [Http://www.Iba-Website.Org/Conference2005/Call2005.Pdf](http://www.Iba-Website.Org/Conference2005/Call2005.Pdf).

International Academy of Business and Public Administration Disciplines (IABPAD) Conference: New Orleans, Louisiana, 1/6/2005 To 1/9/2005. Submissions Due: 10/1/2004, <http://www.iabpad.com/>

2005 Information Resource Management Association International Conference: San Diego, California, USA, 5/15/2005 To 5/18/2005. Submissions Due: 10/4/2004, <http://www.irma-international.org/conferences/index.asp>

Lisa Forum Europe Automating Global Business Processes: Marne-La-Vallee, France, 10/11/2004 To 10/14/2004. Submissions Due: 10/6/2004, <http://www.lisa.org/events/2004paris/index.html>

International Conference on Information Science, Technology and Management (Cistm2005): Delhi, India, 7/24/2005 To 7/26/2005. Submissions Due: 1/1/2005, <http://www.cistm.org/>

Third International Conference On Business Process Management, Nancy, France, September 6-7, 2005, [Http://Bpm2005.Loria.Fr/](http://Bpm2005.Loria.Fr/)

The 5th Annual (2005) Conference Of The International Academy Of E-Business (In Collaboration With The Academy Of E-Commerce), Hyatt Regency San Francisco Hotel, San Francisco, California, USA, March 24-27, 2005, [Http://www.Iaeb.Org/2005conference.Html](http://www.Iaeb.Org/2005conference.Html)

BIS, 8th International Conference On Business Information Systems, BIS, Poznan, Poland, April 20-22 2005, [Http://Bis.Kie.Ae.Poznan.Pl/](http://Bis.Kie.Ae.Poznan.Pl/)

Business & Economics Society International 2005 Conference, Flagstaff - Grand Canyon / Arizona, USA
July 22-25, 2005, Radisson Woodlands Hotel, [Http://www.Besiweb.Com/Hkantar2.Html](http://www.Besiweb.Com/Hkantar2.Html)

The 5th Annual Hawaii International Conference On Business Will Be Held From May 26 (Thursday) To May 29 (Sunday), 2005 At The Waikiki Beach Marriott In Honolulu, Hawaii. [Http://www.Hicbusiness.Org/](http://www.Hicbusiness.Org/)

2005 International Conference on Business and Information, July 14-15, 2005, Harbour Plaza Hotel, Hong Kong, [Http://Atisr.Org/Conference/](http://Atisr.Org/Conference/)

International Association For Business and Society 2005, Annual Meeting - Sonoma Valley, California, March 31-April 3, 2005, [Http://www.Iabs.Net/](http://www.Iabs.Net/), French: [Http://216.147.69.24/Welfr.Html](http://216.147.69.24/Welfr.Html), Spanish: [Http://216.147.69.24/Welspa.Html](http://216.147.69.24/Welspa.Html)

The 15th European Business Information Conference Will Be Held At The Hotel Alfonso Xiii, Seville, Spain, 2-4 March 2005. [Http://www.Tfpl.Com/Thought_Leadership/Ebic.Cfm](http://www.Tfpl.Com/Thought_Leadership/Ebic.Cfm)

Sixth International Conference On "Enterprise In Transition", 26 - 28 May 2005, Faculty Of Economics Split, Matice Hrvatske 31, 21000 Split, Croatia, [Http://www.Efst.Hr/Eitconf/](http://www.Efst.Hr/Eitconf/)

International Society For Business Education, U.S. Chapter, 31 July – 5 August, 2005, Boston, Massachusetts, Suffolk University, [Http://www.Siec-Isbe.Org/](http://www.Siec-Isbe.Org/)

United States Association for Small Business and Entrepreneurship, 2005 World Conference, Crystal Gateway Marriot Washington, DC, 15-18 June 2005. <http://www.usasbe.org/conference/2005-ICSB/index.asp>

International Association for Conflict Management (IACM), 18th Annual Conference, June 12-June 15, Seville, Spain, <http://iacm-conflict.org/>

Business & Economics Society International Conference, July 22-25, 2005, Flagstaff - Grand Canyon / Arizona – USA, Radisson Woodlands Hotel, [Http://www.Besiweb.Com](http://www.Besiweb.Com)

COMING TO CAIRNS? 8th Conference on International Human Resource Management "Making a Difference in a World of Differences", CAIRNS AUSTRALIA 14-17 June 2005, <http://www.ihrm2005.com/>

Involved with a conference that is not listed, send a notice to IMDNEWS@YAHOO.COM

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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.