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Confederate Memorial Carving, Stone Mountain, Georgia

ATLANTA 2006—Stone Mountain Park Atlanta, fun comes in a variety of family options

- Children's activities range from an 1870s barn offering four floors of 21st century fun to an outdoor playground filled with kids adventures
- See Stone Mountain Lake from a Mississippi River style paddle wheel riverboat cruise
- Take a skyride to the top of Stone Mountain or scenic train rides around the mountain
- Enjoy a fantastic laser light show that culminates with an amazing fireworks finale
- Plus, enjoy a sightseeing tour on Ride The Ducks™ culminating with a big splash into Stone Mountain Lake.

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<http://www.aomonline.org/>

Inaugural Message from Eleanor Westney, International Management Division Chair

Each year, the annual meeting marks the handover of the role of Division Chair, and in taking over the position from Schon Beechler, I am very conscious of much I (and the Division) owe and will continue to owe to her leadership and her innovative energy. Indeed, in my term on the Executive Council, it has been a delight to work with a succession of outstanding Chairs: Sri Zaheer, Joe Cheng, Sully Taylor, and Schon Beechler. It is a challenge to live up to the examples they have set. Fortunately, the fate of the IM Division does not rest on the shoulders of the Chair: the Executive Council is a splendid team, and the leadership of the Division is increasingly shared by a broader group of extraordinarily able and dedicated people, including the Editors of this Newsletter.

The continuing growth of our Division is a source of great satisfaction to all of us: we now have 2,652 members, up from 2,403 in 2004. The number of non-U.S.-based members continues to grow rapidly, and each year, more are participating actively in the Annual Meeting. We owe much of this expansion in activity to the Membership Involvement Committee, established by Anne-Wil Harzing in 2001 and now chaired by Gerhard Apfelthaler. In one of those curious quirks of terminology peculiar to contemporary U.S. academia, the Academy likes to refer to its “international” members. “International” in this sense does not mean members of the IM Division; it has become the accepted term to describe people who are not citizens of the United States, or based in the United States. Were I an American, I think I would be irritated by the implication that people who live and work in the United States are by this definition not international. However, the wide acceptance of this meaning of “international” creates some problems for an “International Management Division”. International management does not mean management in any country that is not the United States, although its domain does include comparative management, with a concern for how the similarities and differences across countries affect the core focus of the IM field.

That core focus, in its simplest terms, is managing activities that cross country borders. Because the focus of our division is International Management, the IMD is potentially a very congenial home for the growing numbers of researchers focusing on the challenges of managing in international NGOs and in international government-anchored organisations such as the UN or the World Bank. Both the International Management and International Business fields have long recognised the importance of governments in cross-border business activity. The growing activism of NGOs and civil society organisations and their increasing international reach mean that even those members who define their domain as managing business enterprises need to understand the challenges of managing across borders in a much wider array of international organizations, which will shape the environment of international business in significant ways in the coming years. Our division can do much to welcome and encourage such cross-sector research and teaching.

Last year, in her inaugural “Message from the Chair”, Schon asked the question, “How can we maintain and enhance our division as a place of scholarship, collegueship, and enjoyment?” It is a question that we must address formally this year, in which we must conduct the Academy-mandated Five-Year Review of the Division. This Review is expected not only to assess what the Division has done in the last five years, but also to set out a direction for the coming five-year period. We shall be asking for your help in this important exercise – especially in responding to a Division survey that we shall be sending to you (the response rate to which is taken seriously by the Powers That Be in the Academy as an indicator of the dynamism of a division). It would also be an enormous help to us if you would each check your member profile on the Academy website, and make sure we have your most current address (both conventional and email addresses). We promise not to abuse our information by sending you too many messages!

If you already have ideas about what the IM Division can do better –or would like to tell us what we do well (we always want to hear about that) – please do not hesitate to let us know. The email addresses of the Division officers are in this Newsletter, and any of us would be delighted to hear from you. And of course, as the SPOC (Specified Point of Contact) for the Five-Year Review, I am especially eager to hear your views.

Live in a society with a high ‘Long Term Orientation’ index? Always have trouble meeting the Academy of Management PDW and paper submission deadlines? Start planning now for the 2007 conference in Philadelphia, Pennsylvania, USA (again), August 3-8, 2007, Philadelphia Convention Center and surrounding hotels.

Report from the Program Chair Ravi Ramamurti

IMD members who attended the Honolulu conference will know that our division had a rich and stimulating program. The weather was terrific, the conference facilities were good, and there was much food for thought. This report is mainly for the benefit of members who couldn't be in Hawaii.

The success of any conference hinges on the quality and quantity of submissions by members. On that count, 2005 was a banner year. We received a record number of 348 submissions, 22 percent more than last year. These were authored by an estimated 600+ authors from 40+ countries (we don't have a precise count of either). The intellectual contribution of these members was the foundation of our program, and we are delighted so many submitted their work to our division.

But more papers meant we needed more reviewers. And in that department too we had extraordinarily good luck. A record number of 650 members signed up to review for the division—more than double the past numbers. Their participation was facilitated by the new web-based manuscript submission and review system used by our Division (more on this later). Fully 45 percent of the reviewers were from outside the United States. For me, personally, this was one of the most gratifying developments last year.

These reviewers were also amazingly diligent about their work. The web-based system allowed us to match paper topics and reviewers' areas of expertise. We were also able to limit each reviewer's assignment to two papers, because of the large number of volunteers. The result was that 88 percent of reviews came in on time, the rest trickled in soon thereafter, and most reviews were thoughtful, detailed, and constructive.

Reviewers are the unsung heroes of any conference. We honor them every year by recognizing the best among them with the *Distinguished Reviewer Award*. This year, given the increase in the number of reviewers and the excellent work that so many of them did, we recognized 39 people (see Exhibit 1). Congratulations and thanks to all of them.

A successful conference also requires volunteers to serve as chairs and discussants. A terrific group of people agreed to take on these duties, including 28 discussants who painstakingly commented on 3-5 papers each in their fields of expertise.

The final ingredient in the mix, of course, is the audience. The pre-conference program began with stronger attendance than one might have expected, given the lovely weather outside, but Hawaii eventually exerted its powerful charm and conference attendance waned towards the end. Our special thanks go to those who steadfastly attended sessions on Tuesday afternoon and Wednesday morning!

We experimented this year with a new type of session, called the IMD Paper Development Workshop. It featured a dozen promising papers for which space was unavailable in the regular program. The Academy leadership offered us special space on Sunday morning to run it. Participants came from such countries as Brazil, China, Germany, Korea, Lithuania, Mexico, South Africa, Switzerland, and Taiwan. (Having attended the workshop, the authors of course also got to attend the rest of the conference.) Working in sub-groups of 3-4, each guided by a senior IM scholar, the authors critiqued each other's research in depth. The senior scholars who helped were Tatiana Kostova (who also helped run the session), Kendall Roth, Sully Taylor, and Eleanor Westney. The feedback from the session has been very positive and IMD's Executive Council has decided to repeat it in the future. The Academy may replicate this experiment in other divisions as a way of helping up-and-coming researchers and expanding international participation in the conference.

IMD's social functions were well attended, both on Saturday evening and Tuesday evening. At the Members' meeting, several prize winners were recognized:

- **Jasjit Singh** won the *Barry Richman Best Dissertation Prize*.
- **Barbara Pecherot-Pettit, Kannan Ramaswamy, and Mingfang Li** won the prestigious *IMD Best Paper Award*.
- **Tieying Yu and Mohan Subramaniam** won the *Doug Nigh Prize* for the best inter-disciplinary paper by a junior faculty member(s).
- **Susanne Blazejewski** won the prize for *Best Paper from an Under-represented Country*.

Pictures of prize winners are included in this Newsletter. The attached box also shows the names of all finalists for these prizes and the titles of their work. Hearty congratulations to all of them!

(Continued on page 4)

Continued, HONOLULU 2005 Ravi Ramamurti, Program Chair

(Continued from page 3)

Debbie Francis receives outstanding service award from Eleanor Westney. Several people worked very hard behind the scenes to pull off the 2005 program. We are grateful to the following members of the Research Committee, who helped pick all prize winners except the Doug Nigh Award: Julian Birkinshaw (Chair), Brad Kirkman, and Rajneesh Narula. The Doug Nigh winner was selected by Kendall Roth (Chair), Nick Athanassiou, and Steve Tallman.

Other important behind-the-scenes contributors included Kasper Svendsen, the web Maestro who worked patiently with me to design, modify, and operate the web-based submission/review system that I think made life better and easier for all of you. Copenhagen Business School, with Torben Pedersen's support, housed the conference computer server and files. The deans at Northeastern University—Jeff Born and Tom Moore—supported me every step of the way. Finally, the members of the IMD Executive Council were generous in their counsel and encouragement.

It has been a privilege to serve as your 2005 Program Chair. I have come to understand how much trust members place on office-holders in putting together the annual program. I also have a new appreciation for the service rendered by past Program Chairs to IMD, especially the brave souls who did this before the advent of email and the Internet.

2005 Awards

IMD's 2005 Best Reviewers

Paul Beamish	Tom Begley	John Clarry
Jacqueline Fendt	Mark Fenton O'Creivy	Laura Galarza
Axele Giroud	Arno Haslberger	Witold Henisz
Pol Herrman	Pursey Heugens	Robert Holmes Jr.
Heechun Kim	Balaji Koka	Mila Lazarova
Leonardo Liberman-Yaconi		Lei Li
Rafael Lucea	Yvonne McNulty	Ed Miller
Patricia Nelson	Sharon O'Sullivan	Taco Reus
Tom Roehl	Carlos Rufin	Ayse Saka
Ravi Sarathy	Weilei Shi	Robert Taormina
Florian Taube	Hildy Teegen	Satu Teerikangas
David Turnipseed	Paul Vaaler	Davina Vora
Jorge Wise	Lena Zander	Ivo Zander



Sully Taylor, IMD Chair for 2004-2005 received an Outstanding Services award from Schon Beechler, 2004-2005 IMD Chair



Debbie Francis, IMD Treasurer, received an Outstanding Services award from Eleanor Westney, 2005-2006 IMD Chair

2005 FINALISTS and WINNERS OF IMD PRIZES

Schon Beechler Presenting Barry Richman
Best Dissertation Award to Winner Jasjit
Singh



Barry Richman Best Dissertation Finalists

Renata Kosova, George Washington U.

(PhD from U. of Michigan, Chair: Francine Lafontaine)

*Do Foreign Firms Crowd Out Domestic Firms? Evidence from
the Czech Republic*

Leigh Anne Liu, U. of South Carolina

(PhD from Vanderbilt U., Chair: Ray Friedman)

Shared Mental Models in Negotiation

Jasjit Singh, INSEAD

(PhD from Harvard U., Chair: Tarun Khanna)

Innovation and Knowledge Diffusion in the Global Economy

Ravi Ramamurti Presenting Best Paper
Award to Winning Team Member Ming-
fang Li



IMD Best Paper Finalists

Ishtiaq Mahmood, Will Mitchell, & Chi-Nien Chung

*The Janus Face of Intra-Firm Ties: Group-Wide and Affiliate-Level Innovation in
Taiwan*

Barbara Pecherot Petitt, Kannan Ramaswamy, & Mingfang Li

*A Temporal Study of Diversification, Group Affiliation and Performance among
Indian Manufacturers*

Tieying Yu & Mohan Subramaniam

*Rivalry Deterrence in Global Markets: Contingencies Governing the Mutual
Forbearance Hypothesis*

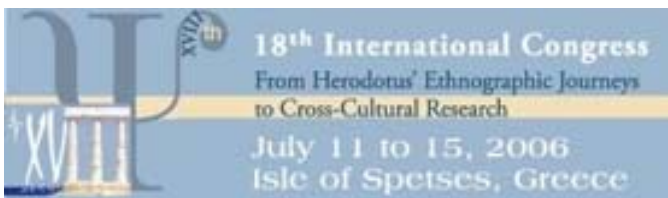
David Ralston et al (40 co-authors)

*How do You Climb the Corporate Ladder? The Ethical Preferences for
Influencing Superiors*

Ajai Singh Gaur, Andrew Delios, & Kulwant Singh

*Institutional Environments, Staffing Strategies & Subsidiary Performance:
Lessons from Japanese MNCs*

Business is a Social Science, July in Athens



<http://www.iaccp2006.com/>



<http://www.icap2006.com/>

2005 FINALISTS and WINNERS OF IMD PRIZES, continued



Ravi Ramamurti presenting Doug Nigh Award to Tiejing Yu and Mohan Subramaniam



Ravi Ramamurti Presenting Best Paper Award to Susanne Blazejewski

Doug Nigh Award Finalists

Jun Xia & Kimberly B. Boal

Institution Support and Foreign Entry Strategy: US Firms Entering the Eurasian Transition Economies

Anthony Goerzen & Stephen Sapp

Investor Response to FDI Risk: The Effects of Direct and Indirect Experience of MNCs

Tiejing Yu & Mohan Subramaniam

Rivalry Deterrence in Global Markets: Contingencies Governing the Mutual Forbearance Hypothesis

Dean A. Hennessy

External Entry and the Evolution of Industry Clusters in the Biotechnology Industry in Canada

Richard DeJordy

A Vision for Overcoming Challenges in Cross-Cultural Management Research and Practice

Best Paper from Under-Represented Country

Riikka Sarala & Jennie Sumelius

Knowledge Stock Development in MNC Subsidiaries: Knowledge Sources & Headquarters Control Mechanisms

Ramon Paz-Vega

International Transfer Pricing and Subsidiary Performance: The Role of Organizational Justice

Byung Hee Lee

An Examination of Wealth Creation of Global R&D Collaborations

Susanne Blazejewski

Transferring Value-Infused Organizational Practices in MNCs: A Conflict Perspective

Martin Hemmert & Ludwig Bstieler

The Development of Trust in Product Development Partnerships: A Comparison between Korea and Austria

Apply for an Award

The Barry M. Richman Dissertation Award—<http://divisions.aomonline.org/im/> : The International Management Division and the Anderson School at UCLA co-sponsor the Barry M. Richman Dissertation Award to recognize the best dissertation in international management. The award competition is open to all Ph.D. and D.B.A. students who successfully defend their dissertations during the calendar year prior to an Academy of Management conference. Dissertations are eligible even if submitted to other competitions. To be eligible, the dissertation must contribute to basic or applied knowledge on topics within the domain statement of the IM Division (see the website above). Application procedures are defined at the website, and must be submitted to the division chair, generally in February.

The IM Division focuses on content pertaining to the theory, research, and practice of management with a cross-border or cross-cultural dimension. (Dissertations that focus on a single country and have no international issues or implications should be submitted to another division of the Academy whose domain is appropriate for the topic.)

PDW REPORT
2005 AOM CONFERENCE, HONOLULU HAWAII
A Final View from the PDW Chair
Timothy Devinney

The 2005 Professional Development Workshops went off without a hitch and the numbers and responses have been great. So it is time to congratulate all those involved and to also take stock.

The Doctoral and Junior Faculty Consortia were a great success. The numbers this year were down a bit in all the doctoral consortia as many students found the combination of airfare and hotel costs in Honolulu beyond their budget. There were 18 attendees and 12 faculty at the Doctoral Consortium (down from 29 attendees in 2004) and 20 attendees and 13 faculty at the Junior Faculty Consortium (down from 29 attendees in 2004). Our special thanks goes out to the faculty involved and to Andrew Delios and Lorraine Eden for a wonderful job in organizing the day. This year we increased the overlap in the two groups by holding a joint luncheon and a final wrap session where the participants in the Consortia got to meet the editors of *Organization Science*, *AMJ*, *AMR*, *JIBS* and *SMJ*. Lorraine and Andrew's effort and innovations in their operations and content of the Consortia are a model for years to follow.

We can break down the remaining PDW sessions into those where the International Management Division was the lead sponsor and those where another division took the lead. In some sense, this is a bureaucratic distinction only but we have more information about those sessions we took the lead on than the others.

The **primary IMD PDWs**, garnered record attendance. The Division led 9 PDWs on the topics below and had approximately 309 attendees in these sessions.

- Internationalizing the Curriculum
- Doing International Research with Patent Data
- Introduction to Case Writing
- Research Opportunities and Career Development
- Measuring Culture
- Global Governance
- Dialogue with NGOs
- Interpretative Methods
- First Mover Advantages Revisited

We were very effective this year in cosponsoring PDWs with other divisions. We managed to **co-sponsor sessions** with all divisions and interest groups bar three, PNP, HCM and ENT (and this was not because of a lack of trying). This allowed us to increase our allocation of time from 35 hours to over 85 hours and gave IMD members much more choice. Overall, we co-sponsored 21 additional PDW sessions. Unfortunately, I was able to extract attendance figures for only 9 of these sessions so far. However, based only on these 9, we had a total of 766 attendees at IMD sponsored or co-sponsored PDWs. If we make some assumptions about similar levels of attendance at the other sessions, that implies that overall IMD PDW session attendance was over 1,000; an increase of over 30%. The IMD co-sponsored sessions are listed below.

- Dialogues on a New Vision of Career Management
- 21st Century Management Across Cultures
- Measuring Global Competences
- International Management Consulting
- Qualitative Data Analysis
- Creating the Next Generation of Leaders
- The Next Discipline in Organization Science
- Leadership: Intl Perspectives
- Best HR Practices in Latin America
- Hidden Diversity in the Workplace
- MNCs and Sustainable Development
- Measurement Equivalence
- Tips on International Research
- The Corporation

- Playing the US Publishing Game
- Management E-media Visions
- Mgt Education in Poor Countries
- American-Chinese Work Management
- Personal Transformation Through International Careers
- Methods for Measuring Knowledge
- Linked Micro and Macro Data

As always, IMD PDW social events were well attended. We had over 35 people out on the waters off Waikiki to take part in the Outrigger Canoeing Adventure. This is described elsewhere in the newsletter. In addition, a record number of people came to the PDW Welcome (over 75 with standing room only) and nearly broke our restaurant reservation capacity (I won't mention that Eleanor Westney stole my reservation at the Thai Restaurant!). The IMD (Lausanne) sponsor PDW Social was a roaring success once again with over 150 people jammed into a rather small room with a stunning view of the beach and ocean. The attendance was more impressive once the distance between the Convention Center and the Sheraton Hotel are factored into the equation. Once more we must thank IMD and in particular Martha Maznewski and Vladimir Pucik for their support of this event; they should be a role model to all (NOTE: a less than subtle hint!).

2006 AOM CONFERENCE, ATLANTA GEORGIA

A preplanning heads up from the Program Chair Timothy Devinney

The 2005 Conference had a record number of participants and I look forward to an even better level of attendance at the 2006 conference, scheduled to take place in Atlanta, Georgia, from 11–16 August 2006. The deadline for submissions is 9 January 2006. The Academy's Call for Submissions should reach you some time in October 2005 and will also be posted on the Academy of Management website (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.

The IM Division invites the submission of innovative empirical or conceptual papers, symposia, and panels that are specifically oriented to the 2005 all-Academy theme of "**Knowledge, Action and the Public Concern**". This year's theme explores the linkages among organizational knowledge, managerial action and the major issues that face people in the global and knowledge economy and we are particularly interested in symposia and panels that integrate academic, corporate, governmental and non-governmental civil society groups in innovative ways.

As always we are interested in content pertaining to theory, research, and practice with a cross-border or cross-cultural dimension. Major topics include: the cross-border management of operations, including multi-country, multi-unit strategy formulation and implementation; evolving organizational forms and management practices in cross-border business; the cross-border differential impact of cultural, social, economic, technological, political, and other institutional forces on strategies, organizational forms, and management practices; the international competitiveness of firms, industries, and nations; and comparative management studies involving two or more countries. Papers that focus on a single country and have no international issues or implications should be submitted to another division of the Academy whose domain is appropriate for the paper's topic.

Submission Instructions: This year the AOM will be using a complete end-to-end on-line submission and reviewing system. It is important that you familiarize yourself with the system when it becomes available. As this is the first time that the system will be in use, there will no doubt be some glitches. However, the deadline for submission will not be changed due to any individual problems. So it is important that you plan a little bit ahead this year. The submissions site will be open on 1 November 2005 at <http://submissions.aomonline.org> and closed at 5 PM EST (NY) on 9 January 2006.

Please note that 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 2006 Call for Submissions.

Call for Reviewers, Session Chairs, Facilitators and Discussants. As always, the IM Division requires your help in volunteering to act as reviewers, session chairs and discussants. You will be able to sign up to be a reviewer electronically through the AOM system. We encourage you to participate, as it is important both to spread the workload out amongst people but also to ensure that you have your input into the style and quality of papers presented at the conference. As we receive more than 300 papers and symposia proposals and each submission requires at least three reviewers, you can see that we need 300-400 reviewers at a

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2006 AOM CONFERENCE, ATLANTA GEORGIA

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minimum!

In addition, we will need dozens of *facilitators*, *discussants*, and *chairs*. Therefore, please volunteer to help in any or all of these capacities. Remember that you should indicate the capacity in which you are willing to volunteer

To sign up as a reviewer please go to: <http://program.aomonline.org/reviewers>. Please note that this website will be open beginning on 17 October and it is important that you register your interest early. Also note that even if you are already an IMD member or even if you signed up last year, you must do so again.

Symposium and Panel Pre-submissions: It is suggested (but not required) that individuals or groups thinking of submitting a symposium or panel consider providing the program chair with a brief outline of the symposium or panel topic, individuals involved and the general structure of the symposium or panel by 1 November (or earlier). As many symposia and panels cover similar topics this is meant to help you increase the likelihood of your symposia being accepted and also helping the division develop the most effective symposia possible for the membership. This is not meant to be anything more than a means of helping you maximize the effectiveness of your proposal.

Please note that 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, would be fine. For those that send me their ideas, I can make some recommendations.

Please send any comments, questions, inquiries or symposium and panel ideas to: IMD2006Program@agsm.edu.au. I look forward to working with as many of you as possible!

Please note that those interested in All Academy Symposia, Caucuses and other events should go to the AOM website to get the relevant information.

ALL THE IMPORTANT DATES!

- **17 October 2005:** Sign up to be a reviewer, session chair, discussant and/or facilitator.
- **1 November 2005:** Pre-screening of potential panel and symposia suggestions should be sent to the Program Chair.
- **9 January 2006:** Absolute deadline for paper, panel and symposia submissions at 5 PM EST (NY). Note that this is an AOM deadline and the system will be shut down after this date.
- **15 January 2006:** Papers sent out for review (approximate date).
- **7 February 2006:** Deadline for completion of reviews (AOM date).
- **11–16 August 2006:** Conference dates.

THE USUAL WARNING: 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).

Information from the Academy of Management

2006 Annual Meeting of the Academy of Management—Knowledge, Action and the Public Concern Atlanta, Georgia - August 11-16, 2006—<http://meetings.aomonline.org/2006/>

The Academy once again invites management scholars from around the world to convene in Atlanta, Georgia for its 66th Annual Meeting. As always, there will be excellent conversation, good friends and, of course, good cheers. This year's theme explores the linkages among organizational knowledge, managerial action, and the major issues that face people in the global and knowledge economy. Please join your friends and colleagues in Atlanta to engage in the exciting discussion involving the interplay of "Knowledge, Action and the Public Concern".

**2005 PDW AND PROGRAM SESSIONS
SOON AVAILABLE ONLINE
(BUT GET YOUR SNEAK PEEK HERE!)
Timothy Devinney, IMD2006Program@agsm.edu.au**

The International Management Division was the recipient of an innovation grant from the Academy of Management that subsidized an experiment into the recording of sessions at the 2005 Meeting. The purpose of this grant was to provide members of the Academy access to selected sessions for future viewing.

Sessions were chosen based on a combination of broad interest appeal and availability of the equipment (a mundane factor but important!). Six PDW sessions were recorded (five on video and one on audio tape). All the videos will be accessible shortly through links on the IMD website. In addition, PDFs of the materials from these sessions will be available where the presenters have given us these rights.

The PDW sessions that were recorded, and where available, links to the preliminary versions of the video, are given below. Please note that this is only temporary and the permanent links will be on the IMD website along with links to the presentation materials from these sessions.

- ***Internationalizing the Curriculum (Available Shortly)***
- ***Introduction to Case Writing (Available Shortly)***
- ***Measuring Culture (Audio transcript only; Available Shortly)***
- ***Global Governance (Session 302)***

Organizer: Ruth V Aguilera, U. of Illinois, Urbana-Champaign

Panelists & Presenters: Brian Boyd, Arizona State U.; Igor Filatotchev, King's College, U. of London; Joshua D Margolis; Harvard Business School; Donald A Palmer, U. of California, Davis; Steen Thomsen, Copenhagen Business School; Parthiban David, U. of Notre Dame

- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_302_1st_intro_Ruth.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_302_2nd_Brian.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_302_3rd_Igor.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_302_4th_Steen.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_302_5th_Parthiban.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_302_6th_John.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_302_7th_Donald.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_302_8th_Group.wmv

- ***First Mover Advantages Revisited (Session 201)***

Organizer: Fernando F. Suarez, Boston U.

Panelists & Presenters: Rajshree Agarwal, U. of Illinois, Urbana-Champaign; Jaime Gomez, U. of Zaragoza; Jonathan Bohlmann, Michigan State U.; Marvin B. Lieberman, U. of California, Los Angeles

- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_201_1st_Fernando.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_201_2nd_Rajshree.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_201_3rd_jaime.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_201_4th_Jonathan.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_201_5th_Marvin.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_201_6th_Q&A.wmv

- ***Dialogue with NGOs (Available Shortly)***

Six paper/panel sessions and the Booz-Allen Hamilton/strategy+business Eminent Scholar award presentation were also recorded. For the Eminent Scholar award presentation materials please refer to the section of the Newsletter describing this separately. These sessions are listed below. Please note that this is only temporary and the permanent links will be on the IMD website along with links to the presentation materials from these sessions.

- ***National Culture and Managerial Behavior (Session 467)***

Organizer: David C Thomas, Simon Fraser U.

Panelists & Presenters:

- Richard DeJordy, Boston College, "A Vision for Overcoming Challenges in Cross-Cultural Management Research and Practice"
- David C Thomas, Simon Fraser U.; Elizabeth C Ravlin, U. of South Carolina; Kevin Au, Chinese U. of Hong Kong, "Cultural Variation and the Psychological Contract: The Mediating Effect of Exchange Ideology"
- David A Ralston, U. of Oklahoma; et al, "How do You Climb the Corporate Ladder? The Ethical Preferences for Influencing Superiors"

(Continued on page 11)

2005 PDW AND PROGRAM SESSIONS

(Continued from page 10)

- **Discussant:** Mansour Javidan, Thunderbird, The Garvin School of International Management
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_467_1st_Intro_David.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_467_2nd_Richard.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_467_3rd_David.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_467_4th_David_A.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_467_5th_Discuss.wmv

- **Edith Penrose's Contribution to the Theory of the MNE (Session 804)**

Organizer: Christos N Pitelis, Cambridge U.

Panelists & Presenters:

- Christopher Pitelis, "Introduction and Conclusion"
- Alain C Verbeke, U. of Calgary, "Penrose and MNE Strategic Management"
- Part 3: Anthony Goerzen, U. of Victoria, "The Effect (Penrosian) of Excess Expatriate Slack on Subsidiary Performance"
- Joseph Mahoney, U. of Illinois Champaign-Urbana; Dan Chi Tan, National Chengchi U., Taiwan, "The Dynamics of Japanese Firm Growth in U.S. Industries: The Penrose Effect"
- Mie Augier, Stanford U.; David Teece; U. of California, Berkeley, "Strategic Implications and Limitations of Penrose's Work" (Video is incomplete)
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_804_1st_intro_Christos.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_804_2nd_Alain.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_804_3rd_Anthony.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_804_4th_Joseph.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_804_5th_Danchi.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_804_6th_David.wmv

- **Expatriates and Knowledge Flows in MNCs (Session 1009)**

Organizer: Naomi A Gardberg, Baruch College

Panelists & Presenters:

- Dev K. Dutta, U. of Western Ontario; Paul Beamish, U. of Western Ontario, "MNE Tacit Knowledge and IJV Performance: When Do Expatriates Make a Difference?"
- Brian Connelly, Texas A&M U.; Angelo DeNisi, Texas A&M U., "Expatriate Managers and Corporate-Level International Strategy"
- Martine Haas, Cornell U., "Cosmopolitans and Locals: Knowledge Gathering and Project Quality in Transnational Teams"
- Hyondong Kim, Ohio State U., "Expatriate Capabilities, Knowledge Transfer, and Foreign Direct Investment Performance"
- **Discussant:** Martha Maznewski, IMD
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1009_1st_Dev.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1009_2nd_Brian.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1009_3rd_Martine.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1009_4th_Hyondong.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1009_5th_Discuss_Martha.wmv

- **Management of Sociocultural Integration (Available Shortly)**

- **Knowledge Management in MNCs (Session 1092)**

Organizer: Robert Doktor, U. Hawaii

Panelists & Presenters:

- Bo B. Nielsen, Western Washington U.; Snezhina Michailova, Copenhagen Business School, "Designing Knowledge Management Systems in Multinational Corporations: A Managerial Framework"
- Manuel Anibal Portugal Ferreira, U. of Utah; Stephen B Tallman, U. of Richmond, "Building and Leveraging Knowledge Capabilities Through Cross-Border Acquisitions"
- Riikka Sarala, Swedish School of Economics and Business Administration; Jennie Sumelius, Swedish School of Economics and Business Administration, "Knowledge Stock Development in MNC Subsidiaries: Knowledge Sources & Headquarters Control Mechanisms"
- **Discussant:** Robert Salomon, U. of Southern California
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1092_1st_Intro_Robert.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1092_2nd_Bo.wmv

(Continued on page 12)

2005 PDW AND PROGRAM SESSIONS

(Continued from page 11)

- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1092_3rd_Manuel.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1092_4th_Riikka.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1092_5th_Discuss_Robert.wmv

- **International HR Policies (Session 1094)**

Organizer: Sully Taylor, Portland State U.

Panelists & Presenters:

- Richard A Posthuma, U. of Texas El Paso; Mark V Roehling, Michigan State U.; Michael A Campion, Purdue U. “Employment Discrimination Law Exposures for International Employers: A Risk Assessment Model”
- Chei Hwee Chua, U. of South Carolina, “Foreign Subsidiary Managerial Staffing Strategy: Agency Theory and Institutional Theory Perspectives”
- Ajai Singh Gaur, National U. of Singapore; Andrew Delios, National U. of Singapore; Kulwant Singh, National U. of Singapore “Institutional Environments, Staffing Strategies & Subsidiary Performance: Lessons from Japanese MNCs”
- **Discussant:** Jian Han, Peking U.
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1094_1st_Intro_Sully.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1094_2nd_Chei.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1094_3rd_Ajai.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1094_4th_Richard.wmv
- mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_1094_5th_Discuss_Jian.wmv

At the time of the Newsletter’s publication, we are still in the process of editing video and collecting materials from the presenters (what appears to be a simple task until you try and do it!). More information will be posted on the website and through the AOM and AOM division listservers. In addition, we would appreciate any comments you have about our experiment (please send them to me at IMD2006Program@agsm.edu.au). Your reaction, as members of the Academy, will be critical in determining whether this experiment moves forward to the next stage. So we really need your input.

Finally, it should be noted that this was an entirely volunteer effort. The following individuals should be applauded for their willingness to take the time to be involved with this endeavor and to help in the recording of sessions.

- Natalia Nikolova
- La Verne Higgins
- Darlene Alexander-Horre
- Beto Pallares
- Abhijeet Vadera
- Ricardo Flores
- Michael Nippa
- Emmanuel Abegunrin
- Helena Barnard
- Edward Murphy, Pauline Olive and Kerem Konacki aided in the creation of the final videos and the website. In addition, all of the session chairs and presenters should be thanked for being involved. Again, I encourage all of you to look at this material and send me any comments or suggestions

2005-06 Global Competitiveness Report

The World Economic Forum have released their annual ranking of worldwide competitive conditions. Finland, the US and Sweden lead the way, with five Nordic countries placing in the top 10. The results challenge the conventional wisdom that high taxes and large safety nets undermine competitiveness, suggesting that what is important is how well government revenues are spent, rather than the overall tax burden per se.

<http://www.weforum.org/site/homepublic.nsf/Content/Growth+Competitiveness+Index+rankings+2005+and+2004+comparisons>

**2005 BOOZ ALLEN HAMILTON STRATEGY+BUSINESS
EMINENT SCHOLAR IN INTERNATIONAL MANAGEMENT
Timothy Devinney**

Once again this year the International Management Division teamed up with *strategy+business* to honor one of our community for their contribution to the discipline. The award is in recognition for a body of scholarship that has informed and changed international management and business scholarship and practice.

This year's award winner was Professor Bruce Kogut of Insead. Bruce was recognized not for a narrow contribution within the field but for his influence both within the field and in serving as an ambassador of international business and management thinking to other fields of management and to the mother disciplines, particularly economics and sociology. The quality and quantity of Bruce's work and his influence on others almost goes without saying. The quality of his work is recognized in having won both the *Journal of International Business Studies* Decade Award and the *Strategic Management Journal* Best Paper award a combination of three times. However, a major determinant of his selection was his broad contribution to the field and his influence (positively) on the careers of junior colleagues and his ability to bridge disciplinary boundaries. Our congratulations go out to Bruce.



Bruce Kogut and Art Kleiner

Bruce's remarks can be viewed on the IMD website. In addition, just like last year, the video of the presentation and commentaries are also available. The direct links to the videos are given below (in windows media format):

- Introduction by Timothy Devinney (AGSM)
mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_858_1st_Tim.wmv
- Presentation by Bruce Kogut (Insead)
mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_858_2nd_Bruce.wmv
- Comments by D. Eleanor Westney (MIT)
mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_858_3rd_Eleanor.wmv
- Comments by Gabriel Szulanski (Insead)
mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_858_4th_Gabriel.wmv
- Comments by Art Kleiner (Editor, *strategy+business*)
mms://wimpstream.edtec.unsw.edu.au/agsmconference/Ses_858_5th_Art.wmv

A large part of the arrangement with *strategy+business* is to help increase the visibility of their journal as well as serve as a source of interaction with the Academy of Management. We encourage you to view their excellent site at www.strategy-business.com. Finally, our thanks go to Art Kleiner, the new editor of *strategy+business*, for his support and willingness to not only continue the involvement with the International Management Division, but also potentially expand our partnership.

Strategy+Business website: <http://www.strategy-business.com/>

The World Bank "Doing Business" Database

The Doing Business database provides objective measures of business regulations and their enforcement. The Doing Business indicators are comparable across 155 economies. They indicate the regulatory costs of business and can be used to analyze specific regulations that enhance or constrain investment, productivity and growth.
<http://www.doingbusiness.org/>

October 2005 – IMD Treasurer’s Report – Debbie Francis
Membership Growth Improves Forecast—Expiring Sponsor Commitments Threaten Awards

Financial Status Report
Second Quarter 2005
OPERATING ACCOUNT

	<u>Actual</u> Seattle Seattle 2003	<u>Actual</u> New Orleans 2004	Honolulu 2005	Atlanta 2006	Philadelphia 2007
Membership	2216	2403	2610	2525	2500
ACADEMY FUNDS					
Carry-Forward	7997	2713	9461	7675	7715
Allocation	19310	20444	22127	23990	23225
TOTAL AOM FUNDS	27307	23157	31588	31665	30940
REVENUE	2225	8500	6412	5500	0
EXPENSES					
Annual Meeting Activities	19195	19675	20525	22150	19250
Awards	2369	1500	1300	800	1300
Five Year Review	0	0	0	1500	0
Endowment Contribution	2000	0	0	0	0
Miscellaneous Expenses	3255	1021	8500	5000	5000
TOTAL EXPENSES	26819	22196	30325	29450	25550
BALANCE	2713	9461	7675	7715	-8916
Endowments	27096	45199	45391	44924	44910

Most of you missed the business meeting in beautiful Honolulu. I guess the distractions of the incredible surroundings kept attendance down at both the meeting and the social. We did not run out of food and it was easy to carry on conversations. The chart in this article is the one I presented at the meeting. Interest rates are slowly increasing which is helping the income-generating capability of the endowment accounts. The interest rate for 2004 was 3% and this is the rate I am using for planning purposes. We were able to fund two awards from the endowment accounts this year. The other awards are funded from the operating account.

Although we were fortunate to have another 8% growth in membership, I tried to keep spending on events the same as in previous years. We are fortunate to keep growing. As of September 29, 2005, we had 2654 members. This increase in membership has meant that you are not seeing deficit spending in the out years like you usually do with my budget. However, we can not get complacent. Next year, sponsorships from IMD and Booz Allen Hamilton are due to expire and, at present, there is no sponsor for the Best Paper Award. There are many ways to contribute and many events that can be sponsored. In the past, some schools have sponsored a portion of the Doctorial Consortium or the Junior Faculty Consortium.

Note: In 2006, the Doug Nigh Award will not be given out as it is being reevaluated. In 2007, money spent on annual meeting activities is cut due to lack of sponsors.

THE GOOD OLD DAYS

Edgar Busch, IMD Division Historian and a past IMD chair

Many months ago I was asked to write a history of the early years of the International Management Division. I agreed and got off to a reasonable start but came up against several obstacles--not the least of which was very little information in the Academy archive at Cornell. In addition, some division chairs are deceased or jettisoned their files and have forgotten what happened during their terms. I, too, no longer remember much from the 1975-1984 era. Consequently, I want to strongly encourage those who are leaders in any organization to keep records and if the organization has an archive to send the files there.

There are a few paragraphs on IMD history on the website so I will try to avoid repeating all of that content. The division founders were like the founders of the United States--work was accomplished over time and in addition to normal work requirements. Further--and this carried on into the 1980s as I know from personal experience--expenses very often came out of their own pockets.

With only, say, 200 members and two dollars per member 'rebated' by the AOM office there was little for postage to mail a 6-8 page newsletter much less pay for a cocktail party at the annual meeting with finger foods costing a dollar each. Of course, much of the expense (high use of long distance telephone and printing costs) were paid by our employers but we may have had to negotiate that. When I was a newsletter editor for three years at two different schools after getting the dean's budget to absorb the cost, the printing supervisor was not at all happy with the extra work three times a year and diplomacy was needed to assure that the newsletter was expeditiously accomplished. Back then election ballots were sometimes included as part of the newsletter as a postage-saving action. I have no idea when positions started being filled by member vote rather than finding someone willing to take on the burden. Leon Megginson of LSU was an early appointed chair and the only person who headed the division for two terms. Bill Voris, the president of Thunderbird and active in international affairs of the AACSB, arranged for the IMD chair to be part of the AACSB's International Affairs Committee and thus be on a par with AIB. The travel to committee meetings might be covered by an employer but certainly not by a \$400 IMD budget even though the purpose was to benefit the AOM and IMD. Another out-of-pocket expense.

All of this was before e-mail and desktop publishing helped to simplify some of the leadership work. It is not to say that division responsibilities today are less demanding but that a simple lack of money meant that in the good old days officers had to personally pay or scrounge for money to cover what would now be called the basics.

Teaching Committee & Membership Involvement Committee Reports

Julia Gluesing & Gerhard Apfelthaler

At the AOM Meeting in Honolulu this summer, the Teaching Committee (TC) and Membership Involvement Committee (MIC) jointly conducted a PDW on comparative approaches to teaching international management with an emphasis on internationalizing the curriculum. Presenters and participants who teach in Asia, Europe, Latin America and the U.S. shared their approaches and techniques for reaching both traditional students and executive audiences and some of the specific issues they face in different parts of the world. Four shared challenges to internationalizing the curriculum emerged from the very lively discussion: 1) whether or not to universalize content or to localize it in different contexts, 2) how to appropriately vary approaches, content and teaching style for novice or parochial audiences versus more experienced or diverse audiences, 3) how to vary tools and techniques to teach the same concepts in different ways tailored to particular contexts, and 4) how to manage discussion when "hot topics" are raised that are politically or socially charged, such as war, religion and gender. Gerhard Apfelthaler is compiling the presentation materials from the PDW to share on the IMD web site.

This coming year we will continue the dialogue we began in August and involve more of you in the discussion of these four themes by featuring a column in the IMD newsletter that will focus specifically on teaching tips that came out of the PDW on comparative approaches. We are also considering a discussion forum on the IMD website that can be accessed via a "Hot Topics" button where you can raise questions and particular challenges you face in addressing political or social issues in various classroom contexts, or share teaching techniques that work for you and could benefit others. Both the Teaching Committee and the Membership Involvement Committee are seeking ideas and help with the column, the website and with other projects, too. Please contact either of us to offer input or otherwise get involved to creatively contribute to the way international management is taught: Julia Gluesing, Teaching Committee Chair, j.gluesing@wayne.edu and Gerhard Apfelthaler, Membership Involvement Committee Chair, gerhard.apfelthaler@fh-joanneum.at.

Art Export: A New Frontier in International Management

Kuniko Maruyama

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Recently I was approached by a business student who heard about my efforts to promote export of Native American tribal art. His mentality, which typifies that of many other business students, shocked me for several reasons” (1) His idea of art export is to sit in front of a computer to do “business”; (2) He is not interested in studying the tribal cultures from which he wants to export; (3) He has no philosophical or aesthetic understanding of art; (4) for him, business is clerical information processing; (5) He does not realize that starting a new type of business (entrepreneurship) requires creativity, not just information processing.

Many of the business school courses depend too much on computer simulation, computer games, etc., and ignore the necessity of students’ experiential learning using their own eyes, ears, smell, touch, taste and all other senses, by getting their feet wet and hands dirty in the sense of anthropological field work and sociological participant observation. Furthermore, business courses teach the students how to follow prescribed steps, but do not develop the students’ ability to make use of unexpected social contexts, and unfamiliar cultural traditions, in order to get ahead of competing firms who throw such “unexpecteds” and “unfamiliar” into the bag of random “contingencies” instead of turning the “crises” into “opportunities”.

Moreover, before doing anything, the students must have a vision as to the purpose and usefulness of the type of business activities they want to initiate. They must be futurogenic, instead of being reactive or anticipatorily proactive. For the futurogenic export of Native American art, there is a complex background which must be understood: (a) Many tribes, especially in California, have come to depend on “quick money” from gambling casinos, forgetting their precious tradition of art work; (b) Before the emergence of gambling casinos, many tribes depended on income from federal funding primarily for school buildings and salary for teachers. But federal funds fluctuated unpredictably with the political winds in Washington DC; (c) Therefore it is economically and culturally imperative to organize art marketing as an income source independent from federal funding and gambling casinos; (d) Some tribes have a sizable art marketing system within USA, for example Navajo Arts and Crafts Enterprises in Arizona, and Ho-Chunk Inc. of Winnebago Tribe in Nebraska. But they have not yet begun to export; (e) A graphic artist of Haida Tribe in Pacific Northwest has already sold thousands of copies of his illustrated Haida myths books in Korea and Japan; (f) Japanese consumers are already buying folk art products from Africa, New Guinea and Indonesia, but are still unfamiliar with North American Native Art Products; (g) In Japan there are two types of stores which sell foreign art for consumers: large department store chains; and small connoisseur fashion stores. To gain entrance to them, a great deal of legwork is required, because face-to-face contacts are necessary in Japan.

Even though management books have dealt with management of symphony orchestras and art museums, mostly as “non-profit organizations”, the management of art transactions, even inside each country, has not been systematically studied, perhaps because such transactions were considered to be unsystematizable, to be left to the personal relationships between the artists and brokers or agents. As for “international trade” of art, it is still an unexplored field, which needs a great deal of on-site legwork of students and teachers.

My first and second paragraphs summarized the shortcomings of the present learning/teaching systems. My third and fourth paragraphs indicated what can be developed beyond our present horizon. For all of them, obviously we have to mobilize resources outside the present business schools. The students and teachers must learn from anthropology and sociology. This depends on the availability of needed talents among social science faculty which differs from university to university. An important consideration is not to overload students or teachers. Nowadays universities compete in increasing the requirements, with the result that there is less and less time for students to think independently and creatively. Furthermore, at the Ph.D. level, students find out that in order to be academically “successful”, they have to show allegiance to fashionable theories and methodologies, and to inbreed into grantsmanship and journal manuscript selection systems which exclude those who do not please the inbreeders. Finally the geographic environment of each university must be considered. Some are located in cities where there are many firms from many countries, and where therefore the students can do their field work, by observing and comparing the actual performance of many types of firms. I was fortunate to teach in two such cities: Singapore and Tokyo. Students must examine what the firms actually does regardless of what they say, using anthropological and sociological observation methods to study how the firms treat their clients, suppliers, subcontractors and competitors. The students must work out three qualitatively (not quantitatively) different scenarios of future business environment which takes into consideration unforeseen technological innovations and international politics, and determine the probable losers among the firms they studied, work out recommended changes for the losers, go to their executives and see how these executives react, for example they may blame their competitors for unfairness. If any of the readers of this article are located in cities where students can do similar field work, I can mail to you several articles on this topic. Feedback and comments from foreign countries are welcome.

What Happened to Japan?

Ilan Alon

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Despite the economic slowdown of Japan in recent years, Japan is still the second largest economy in the world, based on its gross domestic product. Kono and Clegg (2001) argued that the economic problems of Japan are based on its financial and bureaucratic systems and not on its managerial systems. They also argue that the Western business world can still learn much from Japanese management practices. Management systems in Japan have exhibited unparalleled dynamism throughout history and have been studied around the world.

Japan's economic influence over the past decades has led to substantial interest in Japanese management practices. Further, many ask "will the Japanese management system become more like the one in the United States or will it remain a hybridized system of management embodying a mix of Eastern and Western cultural elements?" For example, some authors have contended that Japanese and Western approaches to corporate governance are converging (e.g., Simeon, 2001), while others have contended that, despite recent changes in Japanese management style, important differences continue to exist (e.g., Kono and Clegg, 2001).

In their book, Trends in Japanese Management: Continuing Strengths, Current Problems, and Changing Priorities, Kono and Clegg (2001) suggested that in the last decade significant changes have taken place in the Japanese system of management. Among them are: the empowerment of shareholders, the emphasis on value added economic activities, the development of career paths and skill enhancement in young managers, the introduction of merit pay, the decentralization of decision making, and the formation of alliances outside the boundaries of the traditional *keiretsu*. This suggests that Japanese management approaches are changing.

Masui and Kakabadse (2002) reported on the changes in the decision-making process that need to occur in Japanese companies. According to these writers, Japanese organizations need to overhaul their management systems including shareholders' meetings, introduce an officer system to reduce the number of board members, abandon the seniority system and identify young professional at an early stage, and accept individual responsibility in decision making. This suggests a need for change, rather than ongoing change. (One wonders also whether the authors are suggesting implanting a Western concept of management onto the Japanese corporate culture).

In contrast to these views, there is evidence to suggest that management practices are unlikely to change, or will change only slowly:

- Japanese firms operate in a special cultural context, one that is based on complex rules, interpersonal relationships, a unique history, a homogeneous population, distinctive political, educational, and institutional systems, and a hierarchical structured culture (Nishiyama, 1999). To explain the unique nature of Japanese institutions, corporate networks, and management, Bhappu (2000) used an anthropological approach. Her research suggests that the Japanese management systems can be traced to the evolution of the Japanese family, and that social capital is instrumental in the development of political and business environments and the persistence of the Japanese management system
- Decision-making processes are quite different in Japanese organizations when compared to Western firms. Ala and Curdier (1999) wrote about the Japanese philosophy of *ringiseido*. According to this philosophy, participative decision-making is preferred utilizing opinions from multiple levels of management. The *ringi* decision making process stimulates group harmony, conformity and togetherness, provides a feeling of participation and moral suasion for enforcing group compliance, and creates a sense of hierarchy and loyalty to the group. In contrast to Western management, where one person in control exerts strong influence over the direction of the company; the Japanese management system places limited responsibility on individual decision makers.
- Research and Development (R&D) is another area in which Japanese companies differ from their Western counterparts. Using citation analysis in a cross-national study of a high-technology industry (flat-panel display), Spencer (2001) found that Japanese university research is less influential than Japanese corporate research as compared to the US, where University and corporate research showed a marginal difference. The Japanese seemed to be focused more on applied rather than basic research when compared with the United States. Matsushita, for example, has shifted toward applied research over the years. In 1984, 54% of its R&D was basic research, compared with 25% in 1995. Interestingly, much of the research in Matsushita has become contract-based (Nathan, 1999).

Member Contribution—Continued

- The applied orientation pervades the human resource development aspect as well. In an interview with Sony's Yoshihide Nadamura, Beamish (1999) reported that while Sony provides opportunities to their employees to pursue graduate education, the company prefers on the job training and development as a general guiding principle. Japanese management systems remain unique in that they focus on longer term strategies, they emphasize human resource investment, and they balance shareholders' value with that of other stakeholders of the organization, such as employees, banks, suppliers, and customers (Kono and Clegg, 2001).

While the Japanese management system may adopt, and adapt, certain practices from the United States, and the United States may do the same with Japanese practices, it seems unlikely that management practices will converge. The evidence suggests that Japanese culture has been slow to change and that it has a pervasive and persistent impact on the political and economic institutions of Japan. These, in turn, have a pervasive and persistent impact on organizations and their management practices. Japan has been different and will likely remain different for the foreseeable future. It is important to recognize that Japanese organizations remain among the most competitive in the world, and much can be learnt from them on issues of human resource management, organizational structure, global management, and R&D development. The recent negative developments in the Japanese economy should not be used as a reason to dismiss the management systems and global strategies, which the Japanese employ.

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Management and Organization Review
Special Issue on "Building Competitive Advantages in China's Emerging Market"

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Submission Deadline: July 15, 2006

Management and Organization Review <http://www.blackwell-synergy.com/loi/more> is pleased to announce a call for papers for a special issue on strategies for building competitive advantages in China's emerging market. Papers for the special issue should be submitted electronically to both the *MOR* office at iacmr.mor@asu.edu and Robert.hoskisson@asu.edu.

IMD Outrigger Adventure Timothy Devinney, PDW Chair



Jennifer Pollard from Hui Lanakila Canoeing Club training the untrainable (Thorsten Teichert looks on excitedly in the background)

The Honolulu AOM Conference started auspiciously with over 30 adventurous souls taking to the water for outrigger canoeing training and racing. The weather was great and the Hui Lanakila Canoeing Club took time out of their training for the Hawaii State Championships (where they came in fourth amongst the women’s clubs) to give a selected group of International Management Division members a crash course in the # 1 outdoor activity in Hawaii.

So our thanks to Jody, Laurie, Michelle, Heather and Arlene for the time they spent in training the untrainable and to Jennifer Pollard for organizing the event and being so patient both before and during the event. Teams spent a beautiful morning learning the ins and outs of outrigger canoeing (such as signing the legal waiver form and how to carry a boat into the water), practicing their technique on the shores of Waikiki Beach (where they learned to dodge even less clued-in holiday makers in rubber rafts), and utilizing that technique in a series of round robin races that revealed even amateurs can be imperious when they win and less than gracious when they lose (just kidding)! And congratulations to the winners of the round robin racing event: Sully Taylor, Christelle Tornikoski, Erno Tornikoski, and Ronald D. Camp II.

A boat arrives in shore after a training run.



“Flawless” handover



Preparation for the first round of racing



The winning team. The result was inevitable.



IMD News
Have some news of interest to the members? Send to imdnews@yahoo.com

IMD-L has a new address

The Academy of Management International Management Division's Discussion Forum, has moved to a new address: IMD-L@AOMLISTS.PACE.EDU ; from now on messages will come to you from this new email address and to post to the list you must use this new email address. This virtual community is now on a new server with the latest software to enhance safety and aesthetics.

Subscribers can manage the format of their mail, join/leave this group, or send messages readily at:

<http://aomlists.pace.edu/archives/imd-l.html>

**An invitation to Academy of Management International Management
Division members to contribute articles to the newsletter**

he IMD newsletter archives can be found at <http://divisions.aomonline.org/im/>

The IMD Newsletter invites you to contribute articles of interest to the IMD members; e.g., thought pieces on relevant and contemporary topics in international management. Articles can address a pedagogical approach, a debatable topic (we will entertain point-counterpoint series), a short company or country commentary, or international management in the news. Papers should be kept to about 1000 words, however, length is not a critical issue.

Initially send a query describing your desired submission to Ilan Alon, IALON@Rollins.edu , who will contact you concerning a full submission.

Conferences & Calls for Papers

IACMR 2006 CONFERENCE, NANJING, CHINA, June 15, 2006 - June 18, 2006
<http://www.iacmr.org>, Jing Zhou, phone: 713-348-5330, fax: 713-348-6296,
email address: jzhou@rice.edu

Have a paper already written and looking for a conference? Abstracts due 15 October 2006
8th INBUSH 2006 - Biggest International Business Summit and Research Conference of Asia
To be held on 22nd-24th February 2006
Call for Papers, contact inbush2006@abs.amity.edu

Leadership & Management Studies in Sub-Saharan Africa 2006 Conference
25-20 June 2006, Stone Town, Zanzibar, Tanzania
Conference announcement and call for papers
<http://www.crossculturalcentre.homestead.com/LMSSSA.html>

AoM Calls for Papers: http://apps.aomonline.org/Calls/cfp/paper_list.asp

Conference Site: AoM News: <Http://Gloaledge.Msu.Edu/Academy/Conferences/Index.Asp>

Conference Diary: Emerald Library:
<Http://Taddeo.Emeraldinsight.Com/VI=3808104/CI=76/Nw=1/Rpsv/Conferencecentral/Index.Htm>

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

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CIBER Research Institute Conferences: [Http://Www.Ciberinstitute.Org/Conferencesmain.Htm](http://www.ciberinstitute.org/conferencesmain.htm)

Conference listing websites

Greece: [Http://www.erasmus.gr/](http://www.erasmus.gr/)

Global: [Http://www.conferencealerts.com/](http://www.conferencealerts.com/)

**Annual Conference on Corporate Strategy (ACCS)
Positions, Paths, and Processes
May 19-20, 2006
Berlin/Germany**

Focusing on Positions, Paths, and Processes, researchers as well as practitioners in the field of corporate strategy have to find answers to questions such as: How does historical development affect future decisions and performance? Do firms learn from previous experience and how can they use this experience? Are certain patterns of growth more successful than others?

All submissions must be received by October 31, 2005.

Please visit our website— www.corporate-strategy-conference.com — or contact the Conference Co-Chair Professor Thomas Hutzschenreuter (th@whu.edu) to gain deeper insights.

-Continued on next page

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

USA, Canada, and International:

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

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

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

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

Higheredjobs.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>

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

CALL FOR AD HOC REVIEWERS for MERLOT's IBUS Digital Teaching Modules

While online teaching in higher education has grown in popularity over the last decade, access to high quality online teaching materials in international business for faculty is severely lacking. Online teaching modules in international business will be developed, peer-reviewed and made publicly available through the MERLOT website (www.merlot.org).^[1] This project involves an expansion of the digital collection of IBUS modules within MERLOT. Resources that will be added to the collection will include simulations, tutorials, animations, references, case studies, assignments, and other digital materials that can be integrated within the larger context of a course focusing on international dimensions of business, the global management of innovation and technology, export and international trade.

The project is being funded by the U.S. Department of Education's Business International Education (BIE) program. San Francisco State University's College of Business was recently awarded a \$191,544 Business and International Education (BIE) grant from the U.S. Department of Education to support academic and community outreach projects with the local wine industry to develop better global marketing strategies. The two-year grant is the largest federal grant the College has ever received. Seven faculty members from four departments -- Management, Information Systems, Marketing and Decision Sciences -- created and will participate in the grant project.

The grant will fund three academic and two community outreach projects through 2007. One project will develop a digital collection of online teaching modules in international business for MERLOT (Multimedia Educational Repository for Learning and Online Teaching), a free online catalog of education modules created by a consortium of higher education institutions. A second project will create software called "Global Wine Match" that pairs small wineries with distributors according to product attributes and distribution goals. Another outcome will be creation of a family-owned winery conference on international trade, developed with the College of Business's Family Business Center.

CALL FOR IBUS REVIEWERS

A unique feature of this project is online teaching and learning modules in international business will undergo a rigorous peer review process, utilizing MERLOT's Business Discipline Editorial Board. The MERLOT project has well established process for the peer review of instructional technology, and the BIE Project Director, Dr. Ronald E. Purser, already serves as a MERLOT Associate Editor. Currently, over 140 faculty members from institutions in the United States, Canada and Australia are collaborating on MERLOT's peer review process.

This initiative seeks qualified faculty from other institutions in North America, Europe, Asia and Australia to serve as ad hoc reviewers who will work in collaboration with the MERLOT Business Editorial Board. Reviewers will receive training that will be conducted through online tutorials and conference calls. Steps in the training for peer review will include triaging existing modules in the MERLOT collection, understanding peer evaluation criteria, and posting of reviews to MERLOT. Peer reviews of online international business teaching modules will be posted publicly on the MERLOT website, allowing faculty to select and use the highest quality materials within their existing courses. Because MERLOT is a free gateway, faculty at any institution in the world could access the International Business modules within MERLOT.

In addition to enhancing the digital collection of peer-reviewed international business modules within MERLOT, this project will also develop a portal on the MERLOT site devoted to Teaching International Business online. This portal will direct faculty to specific modules in International Business, illustrating how they have actually been used by other faculty in the classroom. The portal will serve as a public forum for enhancing the scholarship of teaching and learning in International Business.

Faculty interested in serving as ad hoc reviewers for the MERLOT/BIE project should contact: Professor Ronald Purser, Department of Management, San Francisco State University. Email: rpurser@sfsu.edu

[1] The MERLOT website is compliant with Section 508, which requires that Federal agencies' electronic and information technology is accessible to people with disabilities, as well as MIS Global Learning Consortium metadata specifications.

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