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Haven't caught up with the work backup from attending AoM 2006 in Atlanta? Well...it's too late; time to get ready for 2007

**2007 Annual Meeting of the  
Academy of Management  
Doing Well By Doing Good  
August 3-8, 2007**

**<http://meetings.aomonline.org/2007/>**

The 2007 theme is focused on how firms can be financially successful and also accomplish some positive social goals, making life better for its employees and the communities where they operate.

**CALL FOR SUBMISSIONS OF PAPERS AND SYMPOSIA**

The submission website opens on November 1.

The submission deadline for papers and symposia is January 15, 2007 at 5:00 PM Eastern Standard Time (New York Time).

**PROFESSIONAL DEVELOPMENT WORKSHOPS (PDW)**

The deadline for submitting PDW Proposals is November 13, 2006.

**Photos from the 2006 Conference, Link is Active, Click:**

[http://division.aomonline.org/im/index.php?option=com\\_content&task=view&id=37&Itemid=2](http://division.aomonline.org/im/index.php?option=com_content&task=view&id=37&Itemid=2)

This requires a bit of work on your part, and patience over a dial-up line. The website will open in your PDF window and you can then select photos to view by clicking on the captions on the page.

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## Inaugural Message from Ravi Ramamurti, IM Division Chair Looking Back, Looking Forward

It is a privilege and delight to serve as the Chair of a division in such good health. Consider, for instance, the facts presented in the latest 5-Year report on IMD prepared by last year's division chair, Eleanor Westney.

Since 2002, our membership has grown faster than that of the Academy as a whole. Member participation rate in the feedback survey conducted as part of the five-year review was three times higher than in the last survey (2001). Non-US members account for 43 percent of our membership, and they participate more extensively as reviewers, discussants, and chairs in our division than in most other divisions, according to a recent Academy study. Our finances are in good shape, with new sponsors in place for the Eminent Scholar Award (Booz Allen Hamilton), the PDW reception (IMD-Lausanne), and the Doctoral and Junior Faculty Consortia (Northeastern U, Boston). And our division has been consistently innovative in the design of the annual program—to the point of getting some recognition from the Academy. In short, the state of our division is strong, and we must keep it that way.

We are deeply indebted to Eleanor Westney for working tirelessly last year on the 5-Year review. The report went through the Academy's review committee with flying colors, and Eleanor was "rewarded" for her efforts by being inducted into an Academy-wide committee to study the review process! Our thanks also to Tim Devinney and Tatiana Kostova for putting together an excellent program in Atlanta (for more, see their reports in this issue). Finally, a heartfelt thanks to the hundreds of members who served as reviewers, discussants, judges for awards, organizers of special events (e.g. consortia), and who helped carry out the many administrative functions of the division. Going forward, we would like to work on three fronts to further strengthen our division.

1. Deepen member involvement in IMD affairs: The five-year review showed loudly and clearly that IMD members would like to be more involved in the division's affairs. In the coming year, we are planning two initiatives to make this happen: (i) re-energizing the Membership Involvement Committee by expanding its leadership team and extending more support to it; and (ii) increasing the number of members participating in the affairs of the division, not only during the conference but in planning for the conference. We want to find newer and better ways to promote social interactions within IMD, e.g., based on topics or regions of common interest. Towards that end, we are creating a new Social Committee, chaired by Schon Beechler, to encourage interactions among members and help improve communications within the division. We also have a new chair for the Teaching Committee, Malika Richards, and a new chair for the External Relations Committee, Bernie Wolf. If you would be willing to serve on these or other IMD committees, please respond to the Call for Volunteers included in this newsletter!

2. Exploit potential synergies between IMD and BPS, and between IMD and AIB: Two striking facts about the IMD membership are that (1) fully 44 percent of them (as of October 2006) were also members of the BPS division; and (2) 54 percent of them, according to the 5-Year Report, are members of the Academy of International Business (AIB).

So, one challenge is to find ways to create greater synergy between the programs put together by IMD and BPS. Another is to find ways to attract more AIB members to attend the AOM meetings, to identify what unique benefits IMD offers AIB members and vice versa, and to find better ways to disseminate news across the two associations. Fortunately, IMD members also make up nearly half the AIB membership—and therefore have an important voice in AIB. A further piece of good news is that both the current and past presidents of AIB (Stefanie Lenway and Alan Rugman, respectively) are active IMD members, and Stefanie has graciously offered to work with us on new initiatives to strengthen ties between IMD and AIB.

3. International outreach and improved communication: We want to strengthen IMD's role as a point of entry into the Academy of Management for non-US members by increasing IMD's visibility in management meetings outside the U.S. One initiative is to run an IMD-sponsored Paper Development Workshop at the Business Association of Latin American Studies (BALAS) meeting next April. We hope initiatives of this sort will encourage more non-US members to submit papers to the AOM meetings and participate in the IMD program. Similar initiatives in other parts of the world are envisaged. The MIC will undoubtedly be a great help in this regard.

The other aspect of outreach is to make the IMD website a more popular destination for our members (and potential members) by continually updating its content, encouraging more people to upload materials on to the website, and making it a reliable place to turn for news about IMD. We have made some strides in the last few months, under Charles Wankel's able guidance, but we need more hands on deck. We also need to do more to socialize new members into our division, and to help them find their way through the maze we call the Academy of Management.

With your help, I am sure we can make good progress on all these fronts in the coming year.

**Write a paper for the August 2007 Academy of Management meeting in Philadelphia. Hey it's two hours from Manhattan. Yeah, I'm a New Yorker! Details are at**

**<http://meeting.aomonline.org/2007/>**

**Cybercollegially,  
Charles Wankel**

## A Special Welcome for New Members! Ravi Ramamurti- IM Division Chair

Dear New Member,

On behalf of the IM Division, welcome to our professional association!

I hope you attended the annual meeting in Atlanta and found it useful. If not, do try to attend the next one in Philadelphia from August 3-8, 2007.

There are a few resources you should know about, if you haven't already heard about them.

First, please visit the IM Division's website periodically for news and events. The URL is

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

Second, consider joining IMD's Listserve to stay connected with hundreds of IMD members and the exchanges among them. You can drop out at any time and reconnect later if you wish. For more, go to

<http://aomlists.pace.edu/scripts/wa.exe?SUBED1=imd-l&A=1>. If you need help, please contact Listmaster Charles Wankel at [wankelc@stjohns.edu](mailto:wankelc@stjohns.edu).

Third, look out for the IMD Newsletter each quarter. You should receive an email with a link to the latest issue from the editors, Romie Littrell and Ilon Alon.

If you have any other questions, please use the Listserve to find answers from expert members. They can also help you find your way around the maze called the Academy of Management. You may have a PhD but nothing has trained you for the challenge of comprehending the ways of the Academy of Management!

Please also think seriously of submitting a paper or symposium proposal for the 2007 conference in Philadelphia. The deadline for submissions is January 15, 2007.

## IM Division Professional Development Workshops Andrew Delios

The International Management Division (IM) 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 corporate governance, corporate social and ethical responsibility, and advanced research methods. We encourage proposals that involve not just other divisions but also groups outside our normal mainstream; such as not-for-profit organizations, consultancies, NGOs and public sector organizations. We will also, of course, be offering doctoral and junior faculty consortia—this year the doctoral consortium is headed by Jonathan Doh of Villanova University.

If you are interested in organizing a PDW session, or just being involved, please contact Andrew Delios at [andrew@nus.edu.sg](mailto:andrew@nus.edu.sg) before submitting a detailed proposal. By first contacting Andrew, we hope to avoid a duplication of effort and to maximize our ability to integrate our proposals into a coherent program with the other divisions. Those wishing to know more about the IM Division can visit our website at <http://divisions.aomonline.org/im/>.

## Thanks to Those Who Volunteered to Serve Ravi Ramamurti- IM Division Chair

In the last 5-Year Review, IMD members expressed an interest in getting more involved with the division. The Call for Volunteers issued in response by Division Chair Ravi Ramamurti evoked a wonderful response. As a result, the search was concluded in just about one week. Three new committees are being formed this year -- for social activities, for doctoral students, and to improve communications within IMD. A brief description of each committee's role, along with those of the Teaching and External Relations committees, is provided below.

**Teaching Committee:** Its purpose is to identify teaching and learning-based issues of interest to members and suggest ways of helping members at the annual meetings, through the Listserve, or on IMD's website. The new chair is Malika Richards ([mur12@psu.edu](mailto:mur12@psu.edu)), who is taking over from Julia Gluesing.

## *IMD Needs Volunteers!!* *Continued from previous page*

**External Relations Committee:** Its purpose is to develop linkages with the business community to promote research, teaching, and outreach. Activities include organizing an executive panel during the annual AOM meeting, and arranging field visits to companies of interest in the conference city. The new chair is Bernie Wolf, York U. ([bwolf@schulich.yorku.ca](mailto:bwolf@schulich.yorku.ca)), who is taking over from Dave Thomas.

**Social Committee:** This new committee will try to increase interaction among members at the annual meeting, e.g. by organizing the "IMD Adventure," the "Dinner with the EC," and other events that bring together members around common research interests or regional interests. Former division chair, Schon Beechler ([schon.beechler@dukece.com](mailto:schon.beechler@dukece.com)), has agreed to get this committee up and running.

**Communications Committee:** This new committee will promote the gathering and dissemination of news and views across IMD through the Newsletter, the IMD website, and other means. One priority goal is to make the IMD website the destination of choice for news and views on International Management and IMD affairs. Co-chairing this committee are Newsletter Editor Romie Littrell ([imdnews@yahoo.com](mailto:imdnews@yahoo.com)) and Webmaster Charles Wankel ([wankelc@optonline.net](mailto:wankelc@optonline.net)).

**Doctoral Students Committee:** This is a new committee, whose purpose would be to address the issues of special concern to doctoral students, and find ways to make the annual meeting and IMD more helpful and responsive to their needs. IMD needs a highly motivated person to lead this activity, and others willing to work as a team, to make a real impact in this area.

## **CALL FOR DISSERTATION SUBMISSIONS** **The Barry M. Richman Dissertation Award 2007**

The award competition is open to all Ph.D. and D.B.A. students who successfully defend their dissertations during the 2006 calendar year, even if the dissertation has been submitted to other competitions. To be eligible, the dissertations must contribute to basic or applied knowledge on topics within the domain statement of the IM Division.

**Domain Statement:** The International Management Division focuses on research in management and organization theory, research, and practice with a cross-border or cross-cultural dimension. Major topics include: the international competitiveness of firms, industries, and nations; 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 institutional forces on strategies, organizational forms, and management practices; and comparative management studies involving two or more countries.

**How to Apply:** Submit electronically a 10-page, double-spaced abstract, set up with margins of one inch (2.5 cm) on every side and no smaller than 12-point font. This abstract should include a description of the dissertation's objective, theoretical foundations, relation to prior research, methodology, findings, limitations, and contributions to the field of international management. Listings of references are not included within the 10-page limit, but all other text, figures, tables or illustrations are included. Also, please note the following points:

1. Submit the Abstract in **PDF format** so that there is no author identification information.
2. Deadline for submitting abstracts is **FEBRUARY 9, 2007**.
3. Email abstracts to:

Professor Ravi Ramamurti,  
IM Division Chair  
Northeastern U.  
[r.ramamurti@neu.edu](mailto:r.ramamurti@neu.edu)  
Tel: (617) 373 4760

The research committee of the International Management Division will review the submissions. Three to five finalists will be selected based on the quality of their abstracts. These finalists will be notified by email by the end of March, 2007. They will be asked to submit their full dissertations to the members of the research committee.

### **Important Obligation for Finalists**

Being selected as a finalist is an honor. Finalists are required to present their dissertations at a specially designed session during the August 2007 Annual Meeting in Philadelphia, PA. Please submit your abstracts **ONLY** if you agree to this requirement, and agree to be present at the division's Business Meeting where the winner is announced.

# Annual Meeting of the Academy of Management “Doing Well By Doing Good” - Philadelphia, Pennsylvania, August 3 – 8, 2007 A Preplanning Heads Up Tatiana Kostova, IMD Program Chair

We are excited about the upcoming 2007 Annual Meeting of the Academy of Management (AoM). The meeting in Atlanta was a complete success and we look forward to organizing another great conference. The information below should give you a heads up for planning your submissions and attendance.

## Theme and Call for Submissions

The 2007 AoM theme is “Doing well by doing good”. It explores the social impact of organizations on the lives of their members and stakeholders and on the societies in which they operate. This theme is particularly relevant for the International Management (IM) Division given the important social role multinational companies play in both developed and developing economies. The IM Division invites submission of innovative empirical or conceptual papers, symposia, and panels that are specifically oriented to the theme. We are particularly interested in submissions that integrate academic, corporate, governmental and non-governmental perspectives in innovative ways.

In addition, as usual, the IM Division invites submission of papers, symposia, and panels on management and organization theory, research, and practice with a cross-border or cross-cultural dimension. Major topics include: the international competitiveness of firms, industries, and nations; 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 institutional forces on strategies, organizational forms, and management practices; and comparative management studies involving two or more countries.

We welcome submissions from all division members and particularly encourage those who reside outside of North America. We are delighted that our division serves as a popular “entry point” into the Academy for non-U.S. scholars. However, please note that single country papers and papers with no international management content should NOT be submitted to the IM Division.

## Division Award

The IM Division gives three awards every year (\$500 each):

- Best Competitive Paper
- Douglas Nigh Award - given to the most innovative paper that adopts an interdisciplinary perspective
- Barry Richman Award - presented to the best dissertation submitted to the International Management Division.

## Submission Instructions

Submission deadline for all regular program papers and symposia is January 15, 2007. Detailed submission guidelines are posted on the AoM website,

[http://meeting.aomonline.org/2007/index.php?option=com\\_docman&task=cat\\_view&gid=39&Itemid=16](http://meeting.aomonline.org/2007/index.php?option=com_docman&task=cat_view&gid=39&Itemid=16).

The submission website will open on November 1, 2006, which should give you enough time to carefully check and finalize your submissions. Please note that the submission process is completely automated and any submission that is not finalized or doesn't follow all the guidelines will NOT be considered. I encourage you to submit early and allow yourself time to make any necessary corrections before the deadline. Papers should only be submitted to one division, so make sure that your submission fits our division's domain statement.

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).



Eleanor Westney, 2006 IMD Chair,  
presents “Outstanding Service Award to  
Past IMD Chair Schon Beechler for 2006



## Report from the 2006 Program Chair Timothy Devinney

IMD members who were in Atlanta will remember the interesting sessions and panels, not to mention the contrast with last year's venue (the beach was much, much further away!). 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, 2006 was another banner year. In 2005 we received a record number of submissions (348) with a 22 percent increase from the prior year. This year we had 319 submissions, which, while a decline, was significantly less of a decline than seen by the AOM as a whole. Hence, overall the IM Division was allocated more time and space than ever before, allowing us to accept many more papers. This year we had 168 papers in 40 sessions as compared to 128 papers in 30 sessions. As always it our intellectual and collective interaction that matters and we are delighted that we could involve many more people in the program.

The program was packed with lots of interesting sessions and symposia. This year we achieved considerable success in getting showcase symposia arranged (9 of our symposia where showcase symposia and 1 was an all academy symposium). This allowed us to open even more space in the program for the IM Division.

Once again we held the IMD Paper Development Workshop, featuring over a dozen promising papers for which space was unavailable in the regular program. This year the workshop was coordinated by Jennifer Spencer and included Sherry E Moss, Carolina Gomez, Jeffrey Furman and William Newburry as facilitators. In addition, a special MIC roundtable was held to canvas ideas for further membership involvement, particularly outside the US.

This year's BAH/strategy+business Eminent Scholar in International Management was CK Prahalad. CK's presentation was followed by a commentary from Yves Doz and both the presentation and a video of the event is available through the IM Division website. In addition, a special symposium was held on "Management in an Age of Disruption" with Dov Zackheim (USDOD), PV Kannan (24/7), Paul Leonard (Habitat for Humanity) and CK Prahalad. Video and materials from this are also available on the IM Division's website.

The division's social functions were well attended. At the Members' meeting, several prize winners were recognized:

- **Gurneeta Vasudeva** won the *Barry Richman Best Dissertation Prize*.
- **Jing'an Tang & Paul Beamish** won the prestigious *IMD Best Paper Award*.
- **J. Muir Macpherson** won the *Doug Nigh Prize* for the best interdisciplinary paper by a junior faculty member(s).
- **Dirk Michael Boehe** won the prize for *Best Paper from an Under-represented Country*.

Pictures of prize winners are included in this Newsletter and additional information on the finalists are included in the exhibit at the end. Congratulations to all of them!

Several people worked very hard behind the scenes to pull off the 2006 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. Personally, I would like to thank Ravi Ramamurti for helping smooth the transition from last year and all my colleagues on the EC for their support.

Other important behind-the-scenes contributors included Omer Konacki, Nidhida Perm-Ajcharyawong, Linda Camilleri and Pauline Olive at the AGSM.



*Photo. CK Prahalad, the 2007 Booz Allen Hamilton/strategy+business Eminent Scholar in International Management Awardee with his wife, Gayatri, Art Kleiner, Editor strategy+business, and Yves Doz (Insead)*

*Photo. Management in an Age of Disruption Panelists. From left to right: CK Prahalad, PV Kannan (CEO, 24/7), Paul Leonard (Ex-CEO, Habitat for Humanity), Dov Zakheim (Ex Asst Secr of Defense), Art Kleiner (Booz Allen Hamilton)*



## 2006 IMD Award Winners

As expected, papers needed reviewers and we again proved excellent on this dimension. And in that department too we had extraordinarily good luck. We had 642 people sign up to review this year, only 8 less than last year's record (which was double the year before); 53 percent of the reviewers were from outside the United States, up from 45 percent last year.

Given this was the first year of the new AOM reviewing system, the process went very well. Much of this is due to the diligence of the reviewers (for which I am profoundly grateful). 91 percent of reviews were on-time and the quality of these reviews was exceptional. Reviewers are the unsung heroes of any conference. We honor them every year by recognizing the best among them with the *Distinguished Reviewer Award* (see insert). Congratulations and thanks to all of them.

It has been a privilege to serve as your 2006 Program Chair and I am sure I missed thanking someone; but rest assured that everyone with whom I interacted on the development of the program in the last year, deserves a handshake.

A full copy of the PowerPoint review of the conference is available on the IM Division website.



**Gurneeta Vasudeva** won the *Barry Richman Award*



**J. Muir Macpherson** won the *Doug Nigh Award*

### IMD's 2006 Best Reviewers

Elitsa Banalieva	Ted London	Weilei Shi*
Lyubov Bogun	Heechun Kim*	Sabina Tacheva
Keith Brouthers	Elisabetta Marafioti	Florian Taube*
Mikelle Calhoun	Monia Mtar	Satu Teerikangas
Ronald Camp	Lilach Nachum	Edmund Thompson
Andreas Hartmann	Michael Nippa	Vartuhi Tonoyan
Regina Herzfeldt	Dorota Plaskowska	Olga Tregaskis
Kate Hutchings	Roberto Ragozzino	Michael Triolo
Edgar Hutte	Taco Reus*	Christopher Voisey
Srividya Jandhyala	Thomas Roehl*	Loong Wong
Andreas Klosek	Elizabeth Rose	Mark Young
Mila Lazarova*	Carlos Rufin*	

### Barry Richman Dissertation Award Finalists

- Jon Erland Lervik**, Norwegian School of Management (Phd Awarded from NSM, Rolv Petter Amdam & Laura E. Mercer advisors)  
*Managing Matters—Transferring Organization Practices within Multinational Companies*
- Ted London**, U. of Michigan (Phd Awarded from University of North Carolina, Chapel Hill, Stuart L. Hart advisor)  
*How are Capabilities Created? A Process Study of New Market Entry*
- Shameen Prashantham**, Strathclyde U.,  
*Social Capital, Knowledge and Internationalization: A Study of Indian Software*
- Gurneeta Vasudeva**, Indian School of Business (Phd Awarded from George Washington University, Jennifer Spencer & Hildy Teegeen advisors)  
*How National Institutions Influence Firms Knowledge-Building Alliance Strategies: A Longitudinal Study of Fuel Cell Technology Development*

### Doug Nigh Award Finalists

- Guy Holburn & Bennet Zelner**  
*Domestic Experience and International Investment Strategy* (Session 565)
- J. Muir Macpherson**  
*Spanning the Global Network: Cross-Border Acquisitions and the MNC* (Session 859)
- Guohong Han**  
*Helping You Out While I'm Away: Examining Tenure Diversity, Leader Support and OCB in Global Teams* (Session 1287)
- Desislava Dikova & Padma Rao Sahib**  
*The Effect of Institutional Context and Firm Specificities on Merger Abandonment and Completion* (Session 1288)
- Christina Lea Butler & Steve Michael Price**  
*Local Time Global Change: Differences Between Kenyan and British Perceptions* (Session 1449)

## 2006 IMD Award Winners



**Jing'an Tang & Paul Beamish** won the *IMD Best Paper Award*.



**Dirk Michael Boehe** won *Best Paper from an Under-represented Country*.

### IMD Best Paper Finalists

- Guy Holburn & Bennet Zelner**  
*Domestic Experience and International Investment Strategy* (Session 565)
- Jing'an Tang & Paul Beamish**  
*Which Ties Matter When? The Strategic Impact of Network Linkages on Foreign Subsidiary Survival* (Session 666)
- Arjen Slangen & Jean-Francois Hennart**  
*Do Greenfields Outperform Acquisitions or Vice Versa? The Role of Subsidiary Integration* (Session 859)
- Israel Drori, Benson Honig & Ari Ginsberg**  
*Transnational Entrepreneurship: Toward A Unifying Theoretical Framework* (Session 1098)
- Desislava Dikova & Padma Rao Sahib**  
*The Effect of Institutional Context and Firm Specificities on Merger Abandonment and Completion* (Session 1288)

### Best Paper From An Under-Represented Country

- Dirk Michael Boehe (Brazil)**  
*Subsidiary Interdependencies in New Product Development and Local Linkages* (Session 459)
- Shay Tzafrir & Keren More (Israel)**  
*Trust as a Mediator Between Organizational Justice and Work Behaviors in a Cross-Cultural Context* (Session 981)
- Hilla Peretz & Zehava Rosenblatt (Israel)**  
*The Role of National Values in Organizational Training: A Comparative Study in 16 Countries* (Session 1092)
- Lyubov A. Bogun & Dmitro A. Sokolov (Ukraine)**  
*Cultural and Geographic Distance and Dynamics of Foreign Economic Activity* (Session 1290)
- Yaakov Weber, Arie Reichel & Shlomo Yedidia Tarba (Israel)**  
*International Mergers and Acquisitions Performance: Acquirer Nationality and Integration Approaches* (Session 1299)

## Financial Report—October 2006 Deborah H. Francis

Interest rates are slowly increasing which is helping the income-generating capability of the endowment accounts. The interest rate for 2005 was 3.5%, but I am using 4% for planning purposes. We were able to fund three awards from the endowment accounts this year. The other award was funded from the operating account. The continual growth in membership has really helped our financial position. This year we also received donations from Thompson/Southwest Publishing and University of Minnesota and picked up a new sponsor for the Consortia, Northeastern University. Booz Allen Hamilton has renewed their commitment to the division for another three years and increased their donation amount. IMD's sponsorship has expired. The amount shown in the revenue column for 2006 is large because it includes both 2005 and 2006 donations.

July 2006 IMD Operating Account	Actual 2004	Actual 2005	ATL 2006	PHIL 2007	ANAH 2008
<b>REVENUES</b>					
<i>Academy Funds</i>					
Carry-Forward	2713	9461	8,382	15,422	16,248
Allocation	20444	22127	23990	25376	25700
<i>Total AOM Funds</i>	23157	31588	32372	40798	41948
Other Revenues	8500	3973	15700	8000	8000
<b>TOTAL REVENUES</b>	31657	35561	48072	48798	49948
<b>EXPENSES</b>					
PDW Activities	9221	7046	11650	10650	10650
Conference Activities	10454	13231	14500	16200	16200
Awards	1500	3500	1000	1000	1000
Website	0	3000	1500	1500	1500
Other	1021	402	4000	3200	3200
<b>TOTAL EXPENSES</b>	22196	27179	32650	32550	32550
<b>BALANCE</b>	9461	8382	15422	16248	17398
Endowments	45199	46528	46190	44910	44858



## PDW Report

### 2006 Academy of Management Annual Meeting, Atlanta, Georgia

#### Tatiana Kostova, PDW Program Chair

As always, the Professional Development Workshop (PDW) program was a great way to kick-off the 2006 Academy of Management conference. It included a diverse set of enriching academic sessions and fun social events that brought our collective knowledge to new heights and our membership closer together.

The Doctoral and Junior Faculty Consortia were a great success. The Doctoral Consortium organized by Mary Zellmer-Bruhn (U. of Minnesota) hit a record high of 45 attendees (up from 18 attendees in 2005). The faculty panelists included J. Myles Shaver (U. of Minnesota); Alvaro Cuervo-Cazurra (U. of South Carolina); Cristina Gibson (U. of California, Irvine); Subramanian Rangan (INSEAD); and Heather Berry (U. of Pennsylvania).



Mary Zellmer-Bruhn , Doctoral Consortium organizer



Mike Peng, Junior Faculty Consortium organizer

For the Junior Faculty Consortium organized by Mike Peng (U. of Texas at Dallas), there were 18 registered participants, out of which 12 attended (down from 20 attendees in 2005). The faculty panelists included David Ahlstrom (Chinese U. of Hong Kong); Lance Brouthers (U. of Texas at El Paso); Andrew Delios (National U. of Singapore); Mike Hitt (Texas A&M U.); Klaus Meyer (U. of Reading); Sheila Puffer (Northeastern U.); Alan Rugman (Indiana U.); and Jane Salk (U. of Texas at Dallas).

The two consortia had a joint luncheon and a joint “Meet-the-Editors” session with the editors of AMJ, AMR, Asia Pacific Journal of Management, JIBS, Org. Science, and SMJ. We express our appreciation and gratitude to the consortia organizers and panelists, as well as the generous consortia sponsors, Northeastern University, University of Minnesota, and Thompson Publishing Group Inc.

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The remaining PDWs included an exciting range of topics that reflect the collective interests of the IM Division members in the areas of research, teaching, and career development. IM Division was the lead sponsor for 9 PDWs: Doing High Impact Research on China

- Doing Business Research in Emerging Economies
- New Directions in International Entry Mode Research
- IMD Paper Development Workshop
- Next Generation Global Talent Management: Insights from McKinsey and Company
- Interactive Teaching Methods in International Management
- Business in Developing Countries: Interaction Btw Local Institutional & Global Economic Dynamics
- Bringing External Innovation Inside
- Strategies For Collecting Data Overseas

The PDWs drew an immense amount of interest and had more than 500 attendees. At a few PDWs, even those starting at 8 a.m., the attendees overflowed the room capacity. Additional chairs had to be brought in and some attendees even had to stand at the doorway.

We would like to take this opportunity to thank all our PDW organizers and presenters for such an excellent program, as well as the PDW Chairs of BPS, AAM, ITC, OMT, CAR, MC, TTC, TIM, and ODC for their gracious co-sponsorships of our PDW events.

## 2006 PDW Report Continued From Previous Page

This year, we continued our collaboration with various AoM divisions and interest groups and co-sponsored 18 PDWs. This increased our allocation time of 35 hours to over 80 hours and enabled us to expand the range of PDWs offered to our members to cater to their multidisciplinary interests. The co-sponsored PDWs included:

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

As usual, IM Division PDW social events were a roaring success! Almost 50 people joined us for an exploration of the Georgia Aquarium on Friday morning (This is described elsewhere in the newsletter).

About 50 people (many of whom are new faces) turned up for the PDW Welcome. Following the Welcome session, Eleanor Westney, Ravi Ramamurti, Timothy Devinney, Tatiana Kostova, Schon Beechler, Debbie Francis, and Andrew Delios each brought a group of members to various restaurants to enjoy different kinds of cuisine and good conversations. As you know, the



*Dinner group led by Tatiana Kostova. 13 nationalities are represented in this group. Can you guess who's from where?*



*Bala Chakravarty and a group of IMD (Switzerland) faculty welcoming IM Division members and friends to the PDW reception*

IM division is known for its international diversity of members. This was aptly reflected by the composition of the dinner groups. In fact, one of the dinner groups took a count and found that 13 nationalities were represented. Our PDW Reception, sponsored by IMD, Switzerland, drew hundreds of division members and friends. Attendees enjoyed an assortment of canapés, hors d'oeuvres, and Haagen Daz Ice Cream Sundaes. An informal survey indicated that the IM Division is gaining a reputation of providing good food and good cheer at its receptions. Of course, many thanks to IMD, Switzerland for its continuous support for this event! In their group of 14 members!

**IMD Adventure - An Exploration of the Georgia Aquarium**  
**“Dear Diary” by the organizers, Tatiana Kostova and Chei Hwee Chua**  
**Source for descriptions of the aquarium: <http://www.georgiaaquarium.org/memory!>**

The IM Division PDW program at the 2006 Academy of Management Annual Meeting in Atlanta kicked off on Friday morning with a visit to the Georgia Aquarium, the World’s Largest Aquarium. Almost 50 IM Division members and their guests joined us in exploring this “undersea world” of 8 million gallons of fresh and marine water, and more than 100,000 animals representing 500 species from around the globe.

The aquarium was divided into 5 themes. At “Cold Water Quest”, we caught a glimpse of the rich variety of life found in cold ocean waters. Just to name a few, they included Beluga whales, Australian leafy sea dragons, and African black-footed penguins.

At “Georgia Explorer – Discover our Coast”, we walked through a highly interactive gallery with touch tanks full of horseshoe crabs, sea stars, stingrays and shrimp, and saw many other animals that live off the Georgia coast.

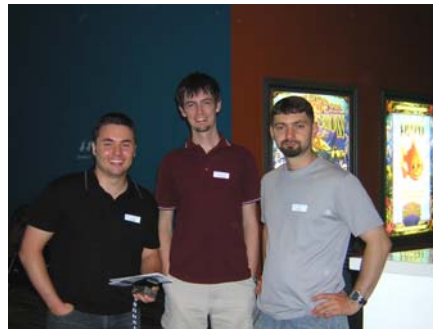


*“You can’t touch this!” Actually, at the Georgia Aquarium, you can! But not the Piranhas!*

Besides “finding Nemo” at the “Tropical Diver - The Coral Kingdom”, which featured living corals and thousands of colorful reef fishes, we were mesmerized by the impressive exhibits of jellyfish that looked like beautiful art pieces. They are a must-see! The “River Scout - Freshwater Mysteries” gallery featured a wide diversity of animals found in the rivers of Africa, South America, Asia and Georgia, Atlanta. The highlights were the world’s largest freshwater fish, the Arapaima; the highly sociable Asian small-clawed otters which drew bouts of laughter from us; and the deadly Piranhas (need we say more?).

The most impressive exhibit at the aquarium was the “Ocean Voyager - Journey with Giants”. We felt like a scuba diver in an endless blue sea, mesmerized by nearly 100,000 fishes swimming overhead as we walked through a 100 ft. long underwater tunnel. (We gave up using the tunnel’s conveyer belt. It was slow and crowded!) There was also a gigantic viewing window and it enabled us to take a good look at the magnificent animals housed in this captive ocean habitat containing more than 6 million gallons of saltwater. They included whale sharks (the largest fish species in the world), toothy cubarra snappers, schools of predatory trevally jacks, squadrons of small and large stingrays, an enormous goliath grouper and hammerhead sharks, etc.

We also enjoyed a movie at the aquarium’s 4-D theater that featured a 3-D film, a live actor and interactive seats. At times, the 4-D effects gave some of us quite a scare and we couldn’t refrain from “expressing” ourselves, i.e. screaming, adding to the entertainment value of the movie for the rest in the theater.



*Participants*

Finally, we ended our visit at the aquarium’s largest gift shop (we had no choice since the ONLY way out of the aquarium is through the gift shop!) and a few of us were unable to resist buying the cute plush souvenirs.

Overall, it was a morning well spent! It was both fun and educational. In addition, most importantly, many new friendships were made and old friendships from past conferences were rekindled. We hope that all participants enjoyed the undersea adventure as much as we did and we thank them for making this event a resounding success.

*Group photo time! Say “Cheese”! (Unfortunately, the group was too large for our little camera and only half of the participants were captured. ry!)*





# CALLS FOR PAPERS AND PARTICIPATION

**Four Decades of International Business at Reading: Looking to the Future**  
**April 16-17, 2007**  
**Reading, United Kingdom**

To celebrate Reading's role in International Business scholarship and to mark the launch of the Centre for International Business and Strategy (CIBS), we are pleased to announce a 2-day conference on the future of IB research. We invite all scholars with an interest in IB research traditions in Reading in the past and the future to join us for this exciting event, and to submit papers to this conference. Abstract submissions should be made by November 15th at the latest, and decisions on acceptance will be confirmed by December 1. Final versions of the papers should be submitted by February 1. You are encouraged to submit your abstracts early, since the number of spaces is limited in each theme to 50 papers. The conference will be held at the University of Reading, a half hour away from central London, and 45 minutes. Conference registration will be £120, including dinner and reception. For further details visit the website at: <http://www.rdg.ac.uk/business/default.asp?id=215>

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**Leadership & Management Studies in Sub-Sahara Africa 2008 Conference, July 2008, Accra, Ghana**  
<http://www.crossculturalcentre.homestead.com/LMSSSA2008.html>

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**Academy of International Business, the 2007 Annual Meeting will take place in Indianapolis, Indiana, USA, 25-28, 2007.**  
**For more information, please visit the 2007 AIB Annual Conference pages.**  
<http://aib.msu.edu/events/2007/>

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**CALL FOR PAPERS: JOURNAL OF BEHAVIORAL AND APPLIED MANAGEMENT**

Dr. David D. Van Fleet, Editor, Journal of Behavioral and Applied Management [ddvf@asu.edu](mailto:ddvf@asu.edu)

Management educators, trainers and practitioners are invited to contribute articles or cases for possible publication in the *Journal of Behavioral and Applied Management (ISSN 1930 0158)*, a national refereed, online publication.

Manuscripts should be of interest to researchers, management instructors, and practitioners. A more complete call including the submission procedure, review procedure, review information, and some suggested topics may be found at <http://www.ibam.com/pubs/jbam/callforpapers.asp>

A style guide is at <http://www.ibam.com/pubs/jbam/styleguide.asp>. Manuscripts may not be previously published or be under consideration for publication by another journal. Previous issues can be examined at <http://www.ibam.com/pubs/jbam/toc.asp>

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**Call for Papers**

**The Asia-Pacific Academy of Management and Business Singapore Conference**  
**in collaboration with the School of Human Development and Social Services,**  
**and Singapore Institute of Management University (UniSIM)**  
**Singapore, March 5-8, 2007**

**Deadline First Submission: November 4, 2006**

For further details visit the APAMB website [www.apamb.org](http://www.apamb.org)

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**Academy of Management Meetings of Affiliated Associations and Societies:**  
<http://www.aomonline.org/aom.asp?id=84>

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**Academy of International Business Area Meetings**

<http://aib.msu.edu/events/>

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### Opinion & Editorial: Quality Management in Academic Journals Romie Littrell, Editor

Toward the end of the millennium just past, academic and practitioner journals were printed on paper and for the most part physically stored in library buildings. There were quite a number of them, and they were supported by paper volumes of abstracts and indices. A few hundred individual subscribers + the libraries were sufficient support. The journals were hard to access by non-students and non-academics, and were of interest primarily to specialists in an academic niche. Now we see the introduction of myriad journals each year (each month?) many of them on-line only. Should we rejoice in the explosion of the amount and availability of access to academic research and opinion? Is this explosion diluting the quality of published research, even in the top-tier journals (Do you want to wait months or a year or two, or see your work in print in a couple of months?); that is, are there large numbers of competent researchers and writers out here whose work has been hidden due to lack of sufficient outlets, or not?

Candidates for promotion and recruitment are often evaluated to some degree on quantity, and often quality, of publications. However, we should not blindly believe that the quality of research output is determined by where they are published.

I find myself using more and more articles from "B" and "C" level journals in my teaching and literature reviews (and, it seems, fewer and fewer from "A" level journals), as I have a broader selection of articles that specifically address what I need to discuss in class. Electronic journals intuitively would seem to be cheaper to publish, but have prices similar to paper+electronic journals. Are they cheaper to produce? Should we lobby publishers for conversion of journals to an all electronic format and lower prices, or make electronic access easier and more available, and thereby further restrict access by academics from undeveloped and developing countries? Some of our members have responded to these issues. Your thoughts? Send to [imdnews@yahoo.com](mailto:imdnews@yahoo.com).

This brings to mind another issue. I am at the moment carrying out a literature search for materials to read in preparation for teaching a module on Organisational Behaviour in an MBA programme in Turkey. I am becoming increasingly annoyed, as I always do, having to sort through articles with interesting titles that omit the national origin of the information, as do the abstracts. Only by reading through a considerable portion of the article can I discover that the data was obtained exclusively in the USA and not validated in any other country. In many articles the national origin of the data is never mentioned.

This is a considerable waste of time, and the articles are of limited value, if not misleading, in an age where even in the USA your Toyota might be manufactured in California and your lawn service might be provided by a corporation that is a Vietnamese family business. To illustrate a problem extending across a large portion of the journals I read, and only as random examples, in a literature review concerning values and gender across cultures, I found, "Are Gender Differences in Basic Human Values a Generational Phenomenon?", in *Sex Roles*, Vol. 53, Nos. 9/10, November 2005; sounds useful, but when I read the abstract I find it is specific only to Canada, and in reading the article, specific only to "knowledge workers" in Canada, categorized as born between 1945 and 1964 or between 1965 and 1979. The article contains useful information, but is somewhat more limited than the title implies. Searching the *Women in Management Review*, I noted that in the description of the sampling procedures in a number of articles, the country in which the data was collected was not specified, and I could not find it elsewhere in the articles. I believe this is a critical variable, and journal policies should require specification.

For those of us who are journal editors, editorial board members, and ad hoc reviewers, this is to some degree due to our negligence, and we need to attend to improving the processes and outcomes.

### Opinion & Editorial: "How Many Journals are Enough, or Does it Matter?"

#### The Problems of Proliferating Journals and Blogs of Business Research

Yoshi Tsurumi, Professor of International Business, Baruch College, The City University of New York  
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The endless proliferation of business research publications is a serious problem for all of us. However, we have more serious problems at hand. They are causing the proliferation of locations of our research outputs. The so-called A-list journals have increasingly become dedicated to narrowly focused and mostly irrelevant minutiae of pseudoscience. Today, their editors and referees would reject, as “not mathematical/statistical enough,” even the seminal works of Adam Smith, Joseph Schumpeter, John Keynes, and Peter Drucker (*Financial Times*, “In homage to one who refused to play the academic game,” Nov. 16, 2005). Instead, they are intellectually so insecure that they equate “business research” with minute statistical and mathematical dicing of irrelevant and manufactured survey data. These studies are devoid of humanity and the real world. They are powerless to address serious problems of the real world. For example, A-list publications cannot deal with what I call “the Japanese Paradox in America.” It reveals America’s serious problems like the dismal decline of auto and other manufacturing firms as opposed to their Japanese competitors’ expanding their manufacturing operations, market shares and profits in the U.S.

As a result, those of us who reject the pseudoscience obsession of A-list journals intentionally choose to publish our rigorous and relevant research findings in other venues, including blogs. For my own research, consulting and teaching needs, I have found fewer and fewer articles in A-list journals that are relevant. Moreover, the so-called “scientific research” of A-list journals is based on what Sumantra Ghoshal, and even Frederich von Hayek called “absurd, wrong and pseudo scientific.” As a result, harmful theories of market fundamentalism and its “shareholder value mantra” have produced dysfunctional MBAs, corporations, and governments of the U.S. They have produced absurd business mindset of the robber baron culture. It is hurting the global competitiveness of the U.S. economy and American corporations (Yoshi Tsurumi, “Dysfunctional Corporations and Flawed Business Education in America,” *Japanese Journal of Administrative Science*, Vol.18, No. 3, 2005).

What should we do? As the tenured and concerned senior professors, we should screen A-list publications for true scholarship of real world relevance and reject pseudoscience minutiae. We should be self-confident enough to appreciate the quality of articles published outside A-list journals and promote them. When we evaluate the candidates for promotion and recruitment, we should not blindly believe that the quality of research output is determined by where they are published.

#### Opinion & Editorial: How Many Journals are Enough? Too many journals? Who is asking this question and why?

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It seems this is just another outcome of the extension of media technology to another realm. Look at what blogs have done for the magazines and newspapers. Look at what the availability of electronics has done for the explosion of pop music! This is a kind of democratization of academia where the traditional journals hold on to "royal" prerogatives over what is publishable and what is not, is being threatened, perhaps. As in all of these situations, if we trust market processes (and make them work), there will be a settling down of this proliferation into set categories and market segments within our professions until the next revolution in tech-

nology comes along. There will be more kinds of choices of both content and media types. There will probably be more creative outcomes in the use of knowledge for different purposes, teaching, book writing, public seminars, consulting etc... Now what this does to scholarship, rigor, science and the pursuit of "truth" is another matter. Judging what is good and not good, more useful or less will be harder. It is not clear that we will have a better hold on the truth of what is going on "out there" via this growth in intellectual outlets. We will have a much more varied view, that is for sure.

There are a number of possible outcomes of concern and interest with proliferation. Without standards, each journal has the possibility of becoming an editorial mouthpiece for smaller and narrower aspects of a phenomenon, all in the name of "covering a long ignored issue in our field"... (what most journal articles now claim!). The kind of work produced may be more for advocacy than pursuit of truth. If the economics work, they can last for a while but being narrow, have the risk of becoming irrelevant sooner as fields change and new issues arise (In that case they will either adapt or die!...we have seen both in the magazine realm). On the positive side, journal growth may assist in cross-fertilization of specializations and fields as these journals come to represent the new syntheses of field cross over. Proliferation also implies the possibility of the Babel problem...so many people saying so many things in so many languages of specialization that eventually there is no field because the phenomenon of study has taken on everything into its domain and no one understands what is going on..... So who will be the boundary makers? Who will set the standards for what "good work" is? Will the market settle this in the long run?

No ship sails on its own without a captain! And if you don't know where you are going, then any journal will do!...In order to assist in coherence making and integration of interests and ideas (managing the silo problem, deeper and deeper but narrower and less relevant knowledge) we suggest that every field have a periodic review process, perhaps its key thought leaders in public and private venues meet every ten years and re-define the domain of interest and the questions of importance, a sort of steering function to keep us on track. This could be done within each journal market. Then the umbrella organization or corporate organization (eg AOM, AIB or Division) would serve to create a further process of re-definition. Re-invention, re-positioning of the overall field such as Management...Of course there will always be rebels and wanderers who will reject this entire attempt to rationalize what seems essentially to be an organic process. They have their role as well...sanctuary for the iconoclasts, saints and truly creative! But most of us are in the center of the bell curve and if the dialectic of Hegel's history tells us anything, it will probably work out fine. People have a way of "solving" these problems on their own if given the choice.

### **Opinion & Editorial: How Many Journals are Enough?**

**Too Many Journals?**

**"Eric" Achiri Mongo"**

**[oaktoy9@sbcglobal.net](mailto:oaktoy9@sbcglobal.net)**

May I first ask how often is the classification of journals reviewed to determine which Journals need to be upgraded or downgraded? If one finds a well researched, well written article in a B or C journal does that take away from the substance of the article? Maybe the proliferation is encouraged by barriers to entry which makes it difficult to publish one's work in certain journals or takes unreasonably long to get articles published (there could be many other factors).

Changes take place at unusually fast pace these days, which necessitates research or findings to be published as soon as possible to let others challenge, conduct further inquiry to add to the body of knowledge, or open other avenues for research. If it takes long or becomes difficult to get ideas out, authors may choose to use alternative methods. That may explain why journal cost does not change in spite of the method of publication.

## Member Contribution

### **Opinion & Editorial: How Many Journals are Enough? In The End, We Must Trust Each Other**

**Dr. David Stephen**

**Cross-Cultural & International Business Management Training & Development  
University of Colorado at Denver, Colorado State University, University of Hawai'i at Manoa  
[diverseworkforce@usa.net](mailto:diverseworkforce@usa.net)**

Vetting processes are valuable, but not so valuable that such a system should attenuate the volume of genuinely good ideas. I am a professor of International Business at the University of Colorado - Denver. Here's one PhD's opinion re proliferation of "questionable quality" online academic journals:

My research interests would be enriched simply by having access to articles normally published in non-English language journals. I need the information made more accessible; I cannot learn all the languages I need to do that.

My first research questions took me to Brazil for costly research, where I found my questions had already been asked and answered, but the ideas were widely unknown because at least one brilliant solution was published in Brazilian academic literature.

Because the reputation of Brazilian academic journals is not viewed with high regard by top tier peer reviewers, the ideas continue to go largely unnoticed. How many other contributions have suffered the same plight? Are online journals going to be viewed similarly because they do not belong to the old boy clubs?

In my (insignificant) opinion, caveat emptor for the reliability of quality; I'll judge that by my own standards... and a kind of scholarly competitive advantage should accrue to the new journals that prove themselves valuable in the eyes of academics, scholars, and practitioners who are their consumers. The days of gate keeping by the residents of ivy clad brick-and-mortar institutions is over when information is not controlled by tuition and location, but is accessible to all.

The accountability issue has always been based on the individual integrity of the submitting researcher. Falsified results (witness recent Korean debacle) are rarely discovered until the experiment is replicated. Rather, we scrutinize the research methodology first, then publish if that seems credible, and we trust the integrity of the researcher to have done what s/he says produced the results. In the end, we must trust each other. Vetting processes are valuable, but not so valuable that such a system should attenuate the volume of ideas. Again, caveat emptor.

### **Opinion & Editorial: How Many Journals are Enough? There Are Too Many Journals and Too Much Information, Period**

**Gary Oddou  
goddou@csusm.edu**

I agree that the top-tiered journals are largely becoming increasingly esoteric and less and less useful for any practical application other than for PhD seminars. Editors often are poor managers of the review process and allow some reviewers to take months and months to get around to the review. They have too much power in choosing the reviewers, who are often not experts in the manuscript's area and therefore make irrelevant comments. This is all part of the problem of everyone having too many commitments, too much emphasis on keeping up, etc. The whole thing has become more of a business from the publisher's perspective rather than an issue of information dissemination. On a related note about information overload, textbooks are twice as long as they were 20 years ago--in EVERY class. It's ridiculous to think that students can absorb that amount of material and that teacher's can effectively teach that amount. But it's all in a push to do more and better. It's idiotic.



## Member Contributions

### **Opinion & Editorial: How Many Journals are Enough? It Doesn't Matter**

**Elaine S. Potoker, Ph.D.**

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In my view, it doesn't matter, and I view the whole issue of one of supply and demand combined with Darwinian principles. By that I mean that newer formats and delivery modes will evolve based on perceived needs; some of those will fall away due to many factors such as quality, cost; others will survive for related reasons. (Consider the dot.coms that evolved; many perished, others were successful. Perhaps this is a poor analogy regarding scholarly journals, but I believe it makes its point.)

Frankly, I enjoy the choices I have for writing and for integration of materials (to include those so-called "B" & "C" journals in my classroom). Frankly, I believe the "top tier" journals may run the route of the dot-coms if they don't find ways to turn around their review process with JIT scholarship in mind. Perhaps the whole tier system needs to be revisited.

So yes... "bring them on"; hopefully, costs will go down so that all those who pursue scholarship gain access. As to those still-printed journals found in libraries, I still very much enjoy fingering thru those and hope they never go away. Why? because so many times I've found great articles I never would have found through a search engine simply because it was there next to the article I was seeking. That's a reason I still go to libraries.

### **Opinion & Editorial: How Many Journals are Enough? There Are Too Many Journals and Too Much Information, Period**

**Gary Oddou**

[goddou@csusm.edu](mailto:goddou@csusm.edu)

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Increasingly, foreign business schools are buying into the American research model and reward and punishment system based on publications. The good side of this, of course, is that more knowledge is being produced. Also, the quality of research has increased significantly overall over the last 20 years. Something that would have gotten published in AMR 20 years ago wouldn't even get a "revise and resubmit" now. The increasing level of quality has therefore filtered down to the B and C journals so that many of the B journals publish as good research as the A level journals used to publish a couple of decades ago.

The bad side of all this is that we are increasingly unable to absorb the volume of information that is now available. The inability to absorb all the information being published in our research area is forcing us to become increasingly specialized in our research. That way, instead of having to read 2000 pages of published

## Member Contribution

articles, maybe we only have to read 1000 or we only have to spend 10 hours a week reading the research relevant to our specialty instead of 20 hours. For those who write conceptual pieces, this trend also means we are more likely to scale down a more complete model to a very small part of one in order to be able to cover it in the depth editors and reviewers require for higher publication standards.

A broader model, one that describes a more complete picture of the variables and their relationships, has become increasingly difficult to do well enough to satisfy editors and reviewers. Although this might seem reasonable, it has also left us (in academia) with increasingly micro views of organizational life that by default become less and less relevant to a broad spectrum of contexts. Hence, at the top-tier journals, we are left with increasingly difficult concepts to explain to anyone other than PhD students and/or concepts that are so narrow in scope that their relevance to anyone else is highly questionable. And so the question can be raised about the value of much of the research that is done. (I realize some of what I am saying will hit an extremely sensitive spot to those who have long since left the arena of teaching undergraduates and MBAs and whose world is limited to doctoral classes and seminars. I also realize that these arguments could have been made 20 years ago as well. But we continue in the same direction and with the number of researchers today, the problem is proportionately much greater.) This trend toward specialization also means that the burden is on the editors to have a keen knowledge of others who are equally specialized in that area of research. It is not enough to know that someone does research, for example, in repatriation. An editor must know if they do research in repatriation adjustment, repatriation career pathing, repatriation knowledge transfer, etc. The practicality of editors always having that broad and specific a network knowledge is asking too much. The result is that we get really widely differing levels of quality reviews. This then puts the editor in a difficult situation and probably relying more heavily on someone she/he knows personally, which then obviates the principle behind having multiple reviewers.

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

**USA, Canada, and International:**

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

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

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

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

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

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

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

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

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

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

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

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

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

**Fee sites:**

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

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

## Member Contributions

### Opinion & Editorial: How Many Journals are Enough?

#### Live in a Developing Country? Internet Access Problems? Think You're Isolated Now? Wait'll Next Year

##### Hold the front page... plastic is on way

Friday June 16, 2006, By Kenneth Li, REUTERS



NEW YORK - The newspapers of the future - cheap digital screens that can be rolled up and stuffed into a back pocket - have been just around the corner for the past three decades.

But as early as this year, the future may finally arrive. Some of the world's top newspaper publishers are planning to introduce a form of electronic newspaper that will allow users to download entire editions from the web on to reflective digital screens said to be easier on the eyes than light-emitting laptop or cell-phone displays.

The handheld readers couldn't come a moment too soon for the newspaper industry, which has struggled to maintain its readership and advertising from online rivals.

Publishers Hearst in the United States, Pearson in Britain, *Les Echos* in Paris and Belgian financial paper *De Tijd* are planning large-scale trials this year. Earlier attempts by book publishers to sell digital readers failed because of high prices and a lack of downloadable books.

But a new generation of readers from Sony and iRex, a Philips Electronics spin-off, have impressed publishers with their sharp resolution and energy efficiency, galvanising support for the idea again.

"This could be a real substitution for printed paper," said Jochen Dieckow, head of the news media and research division of Ifra, a global newspaper association based in Germany.

It's easy to see why publishers are keen. Digital newspapers, so called e-newspapers, take advantage of two prevailing media trends - the growth of online advertising and widespread use of portable devices such as the iPod music player.

Nearly all papers run websites, but few readers relish pulling out laptops in transit. E-newspapers would cut production and delivery costs that account for some 75 per cent of newspaper expenses.

Circulation has slid steadily for nearly two decades as papers compete with internet news for attention and advertising dollars. Some publishers now see the new devices as a way to help them snatch a bigger slice of online advertising and protect their franchise in reading away from home. Still, little is known about demand for an e-paper.

"The number of consumers who are interested in reading on the go as opposed to listening to music on the go is probably smaller in the US today," said NPD Group analyst Ross Rubin.

Sony and iRex's new devices employ screen technology by E Ink. The company produces energy-efficient ink sheets that contain tiny capsules showing either black or white depending on the electric current running through it.

By next year, companies such as UK-based Plastic Logic will manufacture screens on flexible plastic sheets, analysts say. Sony's reader will cost between US\$300 and US\$400.

"If you can get one of these products to cost less than the cost of a year's subscription, it could probably work," said Kenneth Bronfin, president of Hearst Interactive Media.

In Europe, Ifra is discussing trials with 21 newspapers from 13 countries.

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