



# Newsletter

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## In this issue

2010 MED Division Chair Report.....	1
2010 MED Program Chair .....	2
2010 MED Division Chair-Elect and PDW Chair.....	4
2010 Practitioner Liaison .....	5
Member Contributions.....	6

## MED Division Officers:

**Division Chair:** Katherine Karl, Marshall University  
[karlk@marshall.edu](mailto:karlk@marshall.edu)

**Chair-Elect:** Kenneth R. Thompson, DePaul University  
[kthomps@depaul.edu](mailto:kthomps@depaul.edu)

**Program Chair & Webmaster:** Jon Billsberry, Coventry University  
[j.billsberry@coventry.ac.uk](mailto:j.billsberry@coventry.ac.uk)

**Program Chair-Elect, PDW Chair:** Toni Ungaretti, John Hopkins University  
[toni@jhu.edu](mailto:toni@jhu.edu)

**Past Division Chair:** Alvin Hwang, Pace University  
[ahwang@pace.edu](mailto:ahwang@pace.edu)

**Practitioner Liaison & Newsletter:** Darlene Alexander-Houle, University of Phoenix/HP  
[dahoule@sbcglobal.net](mailto:dahoule@sbcglobal.net)

**Representative-at-Large:** Christina Cataldo, The George Washington University  
[ccataldo@gwmail.gwu.edu](mailto:ccataldo@gwmail.gwu.edu)

**Listserve:** Charles Wankel, St. John's University  
[cwankelc@stjohns.edu](mailto:cwankelc@stjohns.edu)

**Membership Chair:** Barbara Ritter  
[ritter@coastal.edu](mailto:ritter@coastal.edu)

**Program Evaluation Coordinator:** Bill Lee  
[w.j.lee@sheffield.ac.uk](mailto:w.j.lee@sheffield.ac.uk)

**Research Chair:** Daniel Scott DeRue, University of Michigan  
[dsderue@umich.edu](mailto:dsderue@umich.edu)

**Secretary:** Margaret M. Hopkins, The University of Toledo  
[margaret.hopkins@utoledo.edu](mailto:margaret.hopkins@utoledo.edu)

**Treasurer:** V Seshan, Pepperdine University  
[vseshan@pepperdine.edu](mailto:vseshan@pepperdine.edu)

**Membership Chair Elect:** Richard Boyatzis, Case Western Reserve University  
[richard.boyatzis@case.edu](mailto:richard.boyatzis@case.edu)

**Practitioner Liaison-Elect:** Amanda Martin, Leading Innovation  
[amanda\\_innovation@hotmail.com](mailto:amanda_innovation@hotmail.com)

**Research Chair-Elect:** Peter McNamara, University College Dublin  
[peter.mcnamara@ucd.ie](mailto:peter.mcnamara@ucd.ie)

**Best Practices Coordinator:** Alice Stewart, North Carolina A&T State University  
[acstewa1@ncat.edu](mailto:acstewa1@ncat.edu)



## 2010 MED Division Chair

*Greetings and Happy Spring!*

**Katherine Karl**

[karlk@marshall.edu](mailto:karlk@marshall.edu)

I am excited to update you about the many activities going on now to serve members of the Management Education and Development Division. There are many things to look forward to in the coming months. For example, for continuous improvement of our division, Alice Stewart (North Carolina A&T State University) has volunteered to serve as our MED Best Practices Coordinator. She will be seeking out best practices from other divisions and bringing them to our attention for consideration and implementation.

Secondly, the leadership of MED has been taking steps to (1) better promote the scholarship and practice of teaching and learning, and (2) make our activities available to a larger number of MED members, and (3) increase the number of doctoral student members in MED. To address these goals, I submitted a proposal for an Academy of Management Challenge Award so that we might purchase podcasting equipment and begin posting some of our sessions on our website. The proposal was funded! The feedback from the Division and Interest Group Relations (DIGR) Committee was very positive. Reviewer comments included: "One of the strengths of the proposal is that it is in line with the membership's interest in having the Academy provide more teaching resources" and "Good idea to target doctoral students and new faculty to bring attention to the scholarship of teaching and learning. This is important, and probably increasingly so, given growing criticisms of the profession." Amanda Martin, MED's current Practitioner Liaison-Elect, has volunteered to begin this initiative by taping some of our sessions in Montreal.

Another initiative aimed at expanding our outreach to more members is to begin sponsoring thematic workshops hosted by various universities throughout the year. Preliminary plans for sponsoring a workshop for teaching strategy using a newly installed trading room are underway. In addition, MED will be co-sponsoring the M/O/T 2010 Conference on Management Learning to be held in Vienna, Austria on December 2—4, 2010. The conference will discuss new challenges for management learning in the light of economic crisis and climate change and will highlight key experiences from both the practice of learning in organizations and new ways of teaching management and leadership.

As for upcoming needs and opportunities, MED is in need of someone to serve as Communications Coordinator which would include the roles of newsletter editor, webmaster, and the AOM Connect Group Owner. AOM Connect is a place where divisions can post relevant news and announcements, write blogs, and facilitate and monitor group discussions. A group owner is the person in charge of monitoring the group activity on AOM Connect. An alternative would be to form a Communications Team. If you are interested in volunteering for any of these roles, please let me know.

I'd also like to remind everyone that the AOM Division elections are open and the deadline to vote is May 15th. The open positions include:

- Program Chairperson-Elect,
- Membership Coordinator-Elect, Secretary,
- Research Coordinator-Elect,
- Practitioner Liaison-Elect, and
- Nominating Committee Member at Large.

Finally, I look forward to seeing you in Montréal and look for more news about MED activities and events in our June newsletter.

Best wishes,  
Katherine



**2010 Program Chair  
Jon Billsberry,**

**MED in Montréal**  
[j.billsberry@coventry.ac.uk](mailto:j.billsberry@coventry.ac.uk)

### **A Note of Thanks**

Making MED's scholarly program a reality is only possible thanks to an enormous amount of effort from a lot of people. This year we received 162 paper and 25

symposium submissions. Decisions were communicated to submitters within seven weeks, which is quite remarkable given that all submissions were reviewed, some were emergency reviewed, and then had to be sorted into meaningful sessions. Crucial in this process were the 277 reviewers who produced high-quality reviews in an amazingly short time.

I want to extend my thanks and the thanks of the division to everyone who made this possible. We continue to operate a speedy and professional service and it is all made possible by the enthusiastic, insightful and helpful work of our volunteers. Many thanks one and all. We genuinely could not do it without you.

Jon Billsberry  
2010 MED Program Chair

### **2010 MED Scholarly Program**

More than ever, this year's scholarly track will be a high-quality arena for the best emerging papers in management education and development. I say this with some confidence because the Academy of Management has taken some bold steps to raise the quality of its annual conference to even higher heights.

This year, the Academy decided to lower the acceptance rate to 50% from 66% and at MED we have followed this guidance and accepted just 81 of the 162 paper submissions we received. On the plus side, this means that only the very best of the best submissions have been selected for the conference thereby increasing the quality compared to previous years. On the negative side, it does mean that I have not been able to include some very good submissions.

The switch to a 50% acceptance rate has an interesting implication. As the time allotted to the scholarly papers has remained the same, there is more time for each paper. In past conferences, there has been some feedback that there simply has not been sufficient time to debate each paper in any depth.

This year, presenters will have 15 minutes to present their paper, followed by five minutes of questions on the paper. With just three papers in a session lasting 80 minutes, coupled with the Academy's decision to dispense with discussants, this should leave 15-20 minutes for wider discussion and questions and answers

after all the presentations. Much deeper engagement with papers should be possible.

I'm hesitant to highlight any particular papers or events as all appear interesting and exciting. We have our usual range of papers and symposia including those looking at new and innovative teaching techniques, the role and nature of business schools, academic careers, the nature of knowledge and learning, and context-specific foci. I'm sure all members of MED will find excellent sessions reflecting their own interests and fascinations.

There are three other events I'd like to highlight. First, we have a reception at the Irish Embassy on the Saturday evening (6pm – 8pm) to welcome members. We're hosting this in association with the New Doctoral Student Consortium and it's a great chance to renew acquaintances and make new ones. Second, late on Monday afternoon (6pm) we're holding our usual business meeting and awards presentation and all MED members are welcome to attend to find out what's been happening this year and what's planned for next. Third, after the business meeting we have our annual social event (7.30pm) and of course all MED members are cordially invited. I hope you can make it.



**2010 Chair-Elect**

**Ken Thompson**  
[kthomps@depaul.edu](mailto:kthomps@depaul.edu)

Hello MED fans.

Beginning in August, we will be conducting our required five year review. This is a splendid opportunity to have you assist in setting the Mission, Vision, and Values for this division. When you receive the survey, please fill it out and add your constructive comments to help shape the direction of the Management and Education Division for the next five years. This division is only as good as the people that are engaged in shaping its destiny and committed to making it happen. I call on all of you to be part of the future vision. In particular, I would like some help reviewing our governance documents, domain

statement, and clarifying to role of MED division in providing support for teaching improvement and measures of learning outcomes. If you have an interest, please let me know.

I hope to see many of you in Montreal. I want to serve you in my capacity of division chair for this next year. I have had some brilliant help from Katherine Karl and Alvin Hwang in their leadership roles in the division. They have made a good imprint in the division and I thank them for it. I hope I can lead in the same spirit and dedication.

We have a couple of receptions including a joint reception with the New Doctoral Student Consortium and our reception after our business meeting. I hope you can attend all and be inspired by our PDWs and Scholarly Program offerings. Jon Billsberry and Toni Ungaretti have done an outstanding job in developing a splendid program. See you soon – Ken

**NDSC/MED Reception (session 377)**

**Please make special plans to attend a highlight of this year's conference - our co-sponsored NDSC/MED Reception (session 377) on Saturday from 6:00-8:00 at the Irish Embassy 1234 rue Bishop (Crescent district) (514) 875-8777! Please join us for good food and great networking with friends and colleagues on a wonderful evening!**

**Saturday from 6:00-8:00 at the Irish Embassy**



**Program Chair-Elect,  
2010 PDW Chair:**

**Toni Ungaretti**  
[toni@jhu.edu](mailto:toni@jhu.edu)

Dear MED Colleagues:

This year we have an exciting and diverse PDW conference program scheduled for Friday, August 6<sup>th</sup> and Saturday, August 7<sup>th</sup>. Please plan your schedule to take

advantage of these opportunities to engage with your colleagues in the discourse on education and development!

New this year is the introduction of a Teaching Professional Development Certificate of Attendance co-sponsored by MED and TTC (Teaching Theme Committee). **The Certificate will be given to AOM Members who attend and sign in at four of the PDW sessions designated as sessions designed to develop and enhance teaching skills.**

The Program reflects the themes (Dare to Care and Advancing Teaching/Learning) and tracks (Scholarship on Teaching/Learning, Effective Teaching, Learning Assessment, Learning Styles, and Teaching Strategies and Techniques) that were suggested at the MED meeting at AOM in Chicago last year. We are delighted that we were able to accept 17 of the 29 proposals. Examples of our sessions include the following:

Among the accepted proposals are sessions related to the conference theme such as *"What if I don't care?" Exploring care-based classroom norms and behaviors* that will give participants a sense of what an ethics of care and pedagogical caring involve and how the caring process can be manifested in the pedagogical context – this will be held on Friday, August 6 from 8:00 to 10:00 a.m. at the Le Palais Des Congres.

On a more pragmatic note the session *"Extreme Teaching": Making a Big Class Smaller* will provide insight into strategies and techniques for engaging students who are in large classes on a more personal level. This session will include a short simulation of these approaches and will be held from noon to 2:00 p.m. at the Le Palais Des Congres

An innovative session is *Shakespeare's Witches* which engages participants in the use of drama to support executives. The dramas depict conflict situations and the thoughts of the greatest business thinkers to interpret them. The dramas over-emphasize the characters and make the conflict situation more obvious. The essence of the dramas is the catharsis, in which the executives realize: "this happened to me" or "this could have happened to me" or "this can happen to me tomorrow". This session will be held at the Le Palais Des Congres from 2:00 – 4:00 p.m. on Saturday, August 7<sup>th</sup>.

The innovative session, *Teaching Design Thinking for Innovation*, offers participants a hands-on classroom experience that exposes them to the basic principles and complete cycle of Design Thinking (empathy by observation, project definition, prototyping, soliciting feedback and iterating) and its application in management education. This session will be held on Saturday from 10:30 a.m. to @2: 00 p.m. at the Le Palais Des Congres.

This sampling is a glimpse of the wonderful opportunities that await you at the MED PDW sessions. You will be energized by exciting new approaches and challenged by new thinking with colleagues interested in advancing education and development in management education. See you in Montreal!

Regards,  
Toni Ungaretti  
MED PDW Chair  
Spring 2010



**Update from**  
**PDW Chair: Toni Ungaretti, [toni@jhu.edu](mailto:toni@jhu.edu)**  
**Membership & TTC Chair: Barbara Ritter [ritter@coastal.edu](mailto:ritter@coastal.edu)**

The Management and Education Division (MED) and Teaching Theme Committee (TTC) are pleased to announce the opportunity to earn a certificate for attending selected PDW sessions at the 2010 AOM Conference in Montreal. In order to obtain your certificate, you must first pick up the MED/TTC scorecard when you register for the conference.

Applicable PDW sessions are listed on the back of the scorecard. Fill in the information required on the card and have the PDW presenter sign to confirm your attendance. You must attend at least four sessions in order to qualify for a certificate.



At the end of the weekend, drop your card off:

- during the TTC meeting Sunday afternoon,
- at any MED Executive Committee meeting, or
- in the drop box at the registration booth.

We will mail your certificate to you. Thank you for your interest in the ongoing development of your teaching skills.



## Practitioner Liaison Call for 2010 Participation

**Darlene Alexander-Houle**

We invite you to add the MED Showcase Symposium on Monday, 9 August, 9:45 to 11:15 (Room 516D, Le Palais Des Congres) to your schedule. Explore creative ideas in virtual collaboration for Management Education with faculty and practitioners.

Innovation in developing students' virtual collaboration skills, culture guides, case studies on teams using virtual collaboration (classrooms, faculty research and technical corporations) expands to make international business management real for students. Your practitioner liaison and elect are collaborators with academic organizers in:

Lessons Learned from Virtual Collaboration Endeavors -  
Virtual Collaboration Lessons  
MED Showcase Symposium

Organizers:

Lori K. Long; Baldwin Wallace College,  
Patricia Meglich; U. of Nebraska at Omaha

The proliferation of inexpensive and accessible Internet communication tools has increased the use of virtual collaboration, but has also created challenges for organizations to implement new communication effectively (Blaskovich, 2008). Further, as more organizations operate in a global context, reliance on virtual collaboration becomes essential to operations.

To prepare students for a virtual work environment, educators are providing classroom related opportunities to build students' virtual collaboration skills. This symposium will provide practitioners and educators with

insight based on lessons learned from virtual collaboration projects. Organizational case studies will be shared, as well as research related to virtual collaboration projects in the classroom setting.

Collaboration & innovation: Using organizational development strategy and Web 2.0 tools

Presenter: Amanda Martin; MED Practitioner-Liaison-Elect

Collaborating virtually: Leading or following in the virtual world

Presenter: Darlene Alexander-Houle; U. of Phoenix, Hewlett Packard;

Making international business management 'real' for students: Challenges and suggestions

Presenter: Betty Jane Punnett; U. of West Indies;

Developing culture guides for expatriates using virtual collaboration

Presenters:

Bernd Kupka; Calif. State U., Fullerton;

Andre M. Everett; U. of Otago;

Pavel Strach; ŠKODA AUTO U.;

Preparing for the future: Developing the virtual collaboration skills of students

Presenters:

Lori K. Long; Baldwin Wallace College;

Patricia Meglich; U. of Nebraska at Omaha

MED will have further information on In Connect with links to the Dare We Care theme. See further information from AOM program and on Montreal below.



## Additional Information MED in Montréal

**Jon Billsberry,**

[j.billsberry@coventry.ac.uk](mailto:j.billsberry@coventry.ac.uk)

## Dare to Care: Passion and Compassion in Management Practice and Research

The economic crisis that erupted in mid-2008 made evident the ways in which many corporations and their managers have paid inadequate attention to many stakeholders, including not only employees, customers, suppliers, the communities, and the environment, but also their shareholders. The crisis also challenges management researchers to consider

whether our research and the knowledge we produce contribute to the wellbeing of the larger society in which we live and work.

The theme of the 2010 Academy of Management Meeting in Montréal, Canada, is to dare managers and management scholars to care more deeply about our roles – to have passion about what we do and compassion for the people for whom we do our work. “Dare to care” orients managers to a focus on enabling others to create, produce, and deliver goods and services that enhance the wellbeing of, and generate value for, all the stakeholders involved (notably customers, employees, investors, and the public).

Daring to care encourages management scholars to expand their focus toward an understanding of how solving organizational problems might ensure a sustainable future. Daring to care is a call to return to our roots and to remember that the role of management is one of integration in all senses of the word – integrating the interests of all parties and integrating passion for one’s work with compassion for others impacted by one’s work.



With the above backdrop, many research questions for meaningful scholarly inquiries come to mind. What new organizational theories might be created around the idea of passion and compassion in organizational design, structure, and management? How might the concept and theory of organizational performance or effectiveness change when passion and compassion are included in the criterion set?

What are the implications for human resource policies and practices of encouraging passion and compassion among a firm’s managers and employees? How should work be designed, organized and evaluated to elicit the passion of the performer? How would work and organizations look and feel when passion and compassion are present in balanced measures? How might the focus of management scholarship change – and what would be the experience of our scholarly pursuits –

when passion and compassion define the scholarly journey? We encourage papers, symposia and professional development workshops that explore the topics of passion and compassion in management practices and management research. Papers might explore how the world of business could be different when leaders have compassion for their followers, when managers have compassion for their customers, when employees have compassion for their fellow workers and their leaders, or when firms have compassion for the communities that support them. Symposia might consider how the nature of competition and cooperation between and within industries may change when compassion becomes a factor in inter-firm relationships. Professional development workshops might address how the world of scholarship could be different if researchers have passion for their studies and routinely incorporated compassion for managers and students in their choice of research topics. Teaching is an area ripe for this consideration. How do passion and compassion commingle in the classroom? We encourage and welcome submissions that explore the antecedents and consequences of decisions or actions that integrate passion and compassion by employees, managers, or scholars. And for those who dare not to care, we welcome meditations on the limits, unintended consequences, and even harm that may follow acts of passion or compassion.

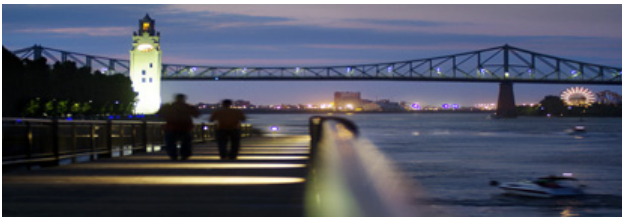
This theme challenges management scholars to care broadly and deeply about what they study and consider whether what they study will make a difference in the world of practice. This theme challenges managers to care broadly and deeply about how they manage and how their decisions will make the world a better place for all. We invite Academy members to imagine the possibilities when passion and compassion are expressed in management research and management practices. I look forward to our gathering in Montréal, a city whose citizens are passionate about its physical beauty and proud of humanistic values. Montréal provides us an ideal setting to reflect upon these unusual questions in this unusual time.

Anne S. Tsui  
Academy of Management Program Chair

## Montréal

This year the Academy of Management is travelling to Montréal; one of the most cosmopolitan cities in the world. Famous for its quality of life, Montréal boasts more restaurants per person than any other city in the world, beautiful terraces and a vibrant nightlife. It is Canada's second largest city and it successfully combines a rich and diverse cultural setting with being a major centre of business, industry and innovation in North America. There are few more exciting places to visit.

According to the recent results from the 2009 preliminary rankings of the International Congress and Convention Association, Montréal is now North America's Number One host city for international association events. Montréal ranks first among all North American destinations, ahead of major U.S. and Canadian cities including New York, Boston, San Francisco, Washington, Miami and Chicago, as well as Vancouver and Toronto.



While French is the predominant language, there is also a large English-speaking population. Health care, television, radio, museums, entertainment, shopping, and most public services are readily available in English and - in many cases - a variety of other languages as well. Montréal is not only a bilingual city where English and French live side by side and intermingle quite naturally: Montréal is also home to some 35 languages and at least as many well-established cultural communities, including the Italian, Chinese, Greek and Spanish-speaking communities. Montréal is also a gay friendly city, with the largest gay village in North America after San Francisco.

Montréal is a beautiful city that melds old world architecture with modern innovation. A quick tour along the streets reveals the contrast from the charming 19th century buildings in Old Montréal to the modern look of Place Ville-Marie. The city streets are mirrored below by “the underground city”.

Underground passages link several buildings in the downtown core including office buildings, shopping centres, cinemas, galleries, hotels, restaurants, and cultural institutions with an effective public transit system that includes an easy-to-use and safe underground metro system. Montréal is a city that doesn't sleep, with bars and entertainment in full swing while the sun rises.



Montréal overflows with warmth year-round, thanks to a whirlwind of cultural and sporting activities that fill its busy calendar, including year-round ice-skating! There is a 1000-acre mountain in the heart of the city, Mont Royal, with parks, jogging and bike paths, as well as Beaver Lake; an ideal family outing easily accessible and a short walk from downtown.

Montréal has some 300 miles of bike paths and is home to the popular public bike rental system “BIXI”, with 24/7 pick-up and drop-off stations conveniently located throughout the city center. There are over 35 museums you can visit, as well as the Olympic Stadium, Botanical Gardens, Biodôme and the Old Port. Montréal is also known for its cuisine: Bistros, pubs and restaurants serving food from all over the planet, enough to satisfy every palate, appetite and budget, not to mention the home-grown specialties that have gained increasing renown.

Pre and post conference there are also not to be missed excursions to historic Quebec City, Canada's capital Ottawa, Mont Tremblant in the Laurentians, the charming villages of the Eastern Townships and much more! So make sure you have a valid passport and don't forget to check if you need a visa because we are sure you'll never forget your visit to beautiful Montréal!

### Member Contributions:

Announcement-AOM 2<sup>nd</sup> Venue  
Research Questions - CFPs



#### CALL FOR PROPOSALS

#### The Academy of Management's "Second Conference"

**Dear Colleagues:**

I am writing today to ask for your help. The Academy's Board of Governors recently decided that in addition to our annual summer meeting, we would like to hold a second, smaller, and very different type of conference. We would like to hold it beyond our usual conference borders and to do it no later than 2013. With members from more than 100 countries and with an annual meeting that now draws over 10,000 people, we want to give ourselves a chance to meet in a smaller venue and to meet somewhere besides the United States and Canada (places that for a variety of reasons, are best equipped to handle an annual meeting of our size). We are also eager to experiment with a format that might differ dramatically from what we do each August. This is where you come in. We need your good ideas!

Think about what kind of new conference format would really energize us and serve us well. Please do

not feel constrained by our past practices. Let your mind race with possibilities. Indeed, no one wants to replicate our annual meeting on a smaller scale and in a different part of the world. We want to tap your creativity, expertise, experience, and energy to help us create something special.

We will move forward in a two-step fashion. The first step is to develop a very short proposal that simply outlines what you have in mind. Give broad form to your ideas in five pages or less. The formal call for proposals will give you specific guidelines but in general, let the journalist's six questions be your guide. Tell us what you have in mind and why your new conference will be so impactful. Briefly address when and where you think we should meet and of course, tell us who you think would most benefit from participating. Finally, begin to give some thought to what it will take to make it happen (the "How?" question). A committee will read through the proposals and select a few to develop in greater detail. That subsequent development process will constitute the second step.

I hope that you are as excited as I am about this opportunity. Please send your ideas to Jimmy Le at our headquarters in New York by June 30, 2010: [jle@pace.edu](mailto:jle@pace.edu). Thanks a million!

Sincerely,

Jim Walsh  
President, Academy of Management

#### Call for Proposals:

<http://aomonline.org/Meetings/AOM-SecondConference-CallForProposal.pdf>

#### Read the Online Version of This E-Mail

#### CALL FOR PROPOSALS

#### The Academy of Management's "Second Conference"

The Academy's Board of Governors is always looking for better ways to serve us. While our fast growing and globally diverse membership comprises a rich community of scholars, it can sometimes be difficult to make our way in this community. While our annual meeting provides a spectacular opportunity to share our



work, develop new ideas, connect with old friends, meet new ones, find and fill jobs, and do so much more, the scale and scope of these opportunities can be overwhelming. We think we would benefit from an occasion to gather in a more intimate setting, reaching for a narrower set of aspirations. It's time to do something different.

We want to meet at a different time of the year and in a place besides the USA and Canada. But we want to do more than meet in a different time and place, we want to meet differently. We are looking for bold new ideas that will enrich those fortunate enough to attend the conference, enhance the lives of those who do not, and maybe even help us make our August meeting better. Hopefully, these ideas will inform both the content of what we consider and how we will consider it.

This "second conference" will be held as soon as possible, but no later than 2013.

These initial proposals will be reviewed by a committee this summer. The ideas that generate the most interest (likely no more than three) will advance to a second stage of development. Representatives from the Board of Governors and our headquarters staff will then collaboratively work with these finalists to more fully develop their proposals. Of course, we welcome all inquiries and questions.

### **General Guidelines to Consider When Developing a Proposal**

We seek innovative and forward-looking content, structure, and methods that honor and leverage the experience, expertise, and energy of our global membership. The conference is *not* to be a smaller version of the annual meeting; it should *not* replicate the principal features or format of the existing annual meeting.

The conference should further the Academy of Management's mission and embody its core values in a meaningful way.

Emphasizing inclusivity over exclusivity, we estimate that attendance will be in the range of 500 - 1000 total. This is not an absolute target but suggests that we neither seek a very small, highly exclusive event or a large scale event. Participation might be somewhat higher than estimated but not much smaller. And again, the location must be outside of the borders of the USA and Canada

- To avoid overlap and competition with our August meeting, a December/January date is preferred.
- The Academy of Management is open to formally partnering with others. Where a partnership is proposed, the responsibilities of each party and the benefits to each party should be outlined. Note that the Academy does

not lend its name to, nor fund, events that it does not produce.

- The conference should be financially self-sustaining while at the same time, remain affordable to those who attend.

### **Proposal Evaluation and Selection**

We will use a two-stage process to select the central concept, site, format, and organizing committee for AOM's "second" conference. At this point, we are only interested in collecting early ideas. The Board of Governors will ultimately decide which of the proposals that were more fully developed in the second stage will serve as the organizing logic for our new conference.

#### **Stage 1: A Brief Description (+/- 5 pages)**

We encourage anyone with an idea to submit a short proposal for consideration. The intent at this stage is simply to solicit a broad range of ideas. We will later select a small number of them to develop for possible implementation. The brief description should broadly answer the journalists' six questions (plus one).

##### **What?**

Describe your aspirations for the conference and its format. Be sure to identify the unique features that will differentiate it from the many other conferences attended by our members. Why will these features be valued by the AOM's membership?

Risk often comes with reward. Please anticipate the biggest challenges posed by the event. What could go wrong and with what consequence?

##### **Why?**

What objectives will be met by the conference? For example, will it support management research and education in areas of the world where it is needed most? Will the conference explore and stimulate new research on a specific question? Will it advance the use of particular set of research methods? Will the conference focus on bettering our teaching and our impact in the classroom? Will it focus on practice more broadly and consider, if not enhance, our impact? Do not be bound by these ideas. Imagine the possibilities.

How will we know if the conference is a success?

##### **Who?**

Whom will the conference appeal to and why? Will it serve and develop a particular group of members (e.g., our doctoral students, young faculty, mid-career faculty, or retiring faculty members)? Will it serve underrepresented minorities? Will it focus more on non-members than our current members? If so, whom and why? Do you envision a way to involve others who are not physically present at the event?

### When?

When would you hold the conference and how many days do you envision it to be? How does the conference setting enhance the activities of the conference itself?

### Where?

Describe the proposed venue. What city would welcome us and what facilities would we use when we arrive? Consider any unique travel issues posed by this venue.

### How?

Who will provide the leadership and the support for the conference? List the volunteer champions who will create, organize, and lead the conference. Describe their qualifications and any existing support they have.

Do you envision partnering with other groups or organizations? If so, share the rationale for this partnership and reveal any prior experience you have with these partners? What are their interests and what would they gain from this involvement? What experience related to the conference, if any, do these partners have?

The conference needs to be planned, governed, and delivered. Sketch the operational model.

### How much?

Paint the basic financial picture of the conference. What is the anticipated attendance and what are the revenue sources (e.g., registrant fee-based, grant funded, external sponsorship, underwriting, etc.)? What are anticipated expenses? [Note that our professional headquarters staff will help detail these financial projections once the conference details are more refined and before any final decision is made.]

Thank you for taking the time to consider and maybe even reveal the possibilities here. We look forward to hearing from you!

### A Special Acknowledgement

We thank the "Second Conference" Task Force members for their exploratory work: Eero Vaara (Chair), Ming-Jer Chen, Jackie Coyle-Shapiro, Angelo DeNisi, Rodolphe Durand, Javier Gimeno, Isabel Gutierrez Calderon, Peter McKiernan, Paul Sparrow, Dean Tjosvold, and Jim Walsh.

### Research Questions CFP

Dear Colleague,

We would like to invite you to submit papers to our special issue "Management theory and practices: criticism and debate" in Management Decision (**submissions close 1st July**).

Please see below the call for papers.

Looking forward to hearing from you,

Best wishes,

Marta Peris-Ortiz.

Special issue on "Management theory and practices: criticism and debate"

Special issue call for papers from Management Decision

Guest Editors: Dr. Domingo Ribeiro Soriano, University of Valencia Spain and Dra. Marta Peris-Ortiz, Polytechnic University of Valencia, Spain

The topic of this special issue is the analysis of management theory and practices. Each management theory is a lens that allows us to interpret one or other mode of management, to identify a particular set of problems and to seek a variety of solutions to those problems. Hence, the importance of a critical review of those theories and the analysis of the resulting practices from each of them. Management practices in different economic sectors and in varying types businesses depend on the theories that are applied either explicitly or implicitly.

Schools of thought, either from sociology or economy, that make up the field of management, particularly the theories or approaches that gained acceptance during the second half of the 20th century and the first few years of the 21st, have undergone both the consolidation and application of their most relevant contributions and the criticism of some of the aspects of their implications or even their fundamental proposals. In this respect, the existence of discrepancies of:

- \* A metatheoretical nature that are not explicit in the theory might be suggested (determinism vs. enactment)
- \* Basic disagreement on behavioural theory (opportunism vs. trust)
- \* Different ontological arguments (transaction as opposed to technology)
- \* Different methodologies (anthropological or ethnographical as opposed to positive or functionalist)
- \* Different theoretical frameworks (sociology vs. the economy of organizations)

\* Different schools of thought within each theoretical framework (contingency vs. population ecology or transaction vs. agency)

\* Important differences in methodology and concepts when we compare approaches from different theoretical areas (communities of practice vs. the agency theory)

All of which leads to an essential attempt to criticize and refine current theories, which will, in turn, have repercussions for management practice and for levels of effectiveness and efficiency in organizations. The more consolidated and recent developments and modifications and the appearance of new theory in management practices are the result of the incomplete nature of existing theories and of their limitations in explaining real phenomena, as well as being the consequence of technical and social changes brought about by human activity and the intellectual capacity for applying new interpretations and developments. In this sense, this special issue provides authors with the chance to criticize, to analyze ontological and/or methodological differences between the various theories, share criticism aimed at defining and refining these theories, contributions that propose a mixture of different schools of thought or criticism related to discrepancies between theory and practice.

The way in which more recent approaches are interwoven with previous theories and practices shows how the need to understand reality and establish efficient practices leads to continuity between a critical review of existing theory and the construction of new approaches and groundbreaking practices.

Although the list is not exhaustive, the authors-topics for contributions within this framework include comment and criticism about:

\* Oliver E. Williamson, as the author of the modern theory of transaction costs.

\* Michael C. Jensen, as the most renowned author of the agency theory applied to organizations.

\* Sydney G. Winter, as the most representative author of the theory of organizational routines, which in his most recent contributions he relates to capabilities, knowledge and dynamic capabilities.

\* Lex Donaldson, as the most prestigious contributor to structural contingent theory, within which he still champions the determinist vision of this theory.

\* Karl E. Weick, as the fundamental author on the theory of cognitive management, which led to the study of practice communities.

\* Michael T. Hannan, as one of the main authorities on the ecology of populations. Critics of this theory should

consider the contributions, debates and criticisms that have already surrounded this theory at different times.

\* Jeffrey Pfeffer, as the main author of the theory of resource dependence: one of the richest theories from within the social model of behaviour.

\* Michael Porter, as the best known author on the theory of the formulation of strategy and a principal author in the strategic field.

\* Gerry Johnson, as the main representative of the activity based view.

\* Henry Mintzberg, as the main representative of the configurational strategic approach, and/or business policies related to strategy.

\* Jay B. Barney, as one of the most important contributors to the theory of resources and capabilities.

\* Mark A. Huselid, as a renowned author in the field of human resource management.

\* Ikujiro Nonaka, as one of the most important authors on knowledge management and innovation. One of the biggest criticisms aimed at this approach lies in its ontological distinction between tacit and explicit knowledge.

\* Nick Bontis, as one of the main exponents of the intellectual capital approach within the framework of knowledge management.

\* Haridimos Tsoukas, in the business policies related to knowledge management.

We are also open to interesting and imaginative ideas that do not fit neatly within any of the above topics but that do fit within the spirit and intent of this call for papers.

## Submissions

The goal of this special issue is to offer the opportunity for criticism and debate on the spectrum of management theories with the aim of refining current theories and thus improving management practices and organizational efficiency. To achieve this objective, we encourage different researchers to carry out a critical review of some of the theories that appear in the topics described above, among other notions. These critiques, in their most constructive form, may refer to as yet unexploited developments and possibilities concerning the thoughts of a particular author and their theories. To be considered for publication in this special issue, manuscripts must be received by July 1, 2010. Papers submitted will be subject to a minimum double-blind peer review process to ensure that this special issue maintains the excellent reputation and record of Management Decision.

The journal website is located at:

<http://www.emeraldinsight.com/md.htm>. Please read through the author guidelines on this site before submitting your paper. Submissions to Management Decision are made using ScholarOne's Manuscript Central <http://mc.manuscriptcentral.com/md>, full instructions are on the author guidelines site. As a guide, articles should be between 3,000 and 6,000 words in length. A title of not more than twelve words should be provided.

Queries should be submitted directly to the Guest Editors, Domingo Ribeiro Soriano ([domingo.ribeiro@uv.es](mailto:domingo.ribeiro@uv.es)) and Marta Peris-Ortiz ([marpeor1@doe.upv.es](mailto:marpeor1@doe.upv.es)).