

*ACADEMY OF MANAGEMENT*

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Briarcliff Manor, NY 10510-8020  
Nancy Urbanowicz, Executive Director*

May 3, 2001

Professor Ming-Jer Chen  
University Of Pennsylvania  
The Wharton School  
431 Vance Hall  
Philadelphia, PA 19104-6374

Dear Ming Jer:

The Academy of Management's Board of Governors has reviewed the report you prepared summarizing the last five years of operations of the Business Policy and Strategy Division. The Board discussed your report at our April meeting, approved it, and has voted unanimously to renew the Division's status.

I am enclosing written commentary on your report prepared by the Professional Division and Interest Group Relations Committee. On behalf of the entire Board, I want to offer my congratulations and express our appreciation for the considerable effort and energy that you and your colleagues invested in gathering data and preparing the report.

One of the Board's objectives is to highlight and diffuse "best practices" developed by the divisions. The web-based instrument that BPS developed for conducting the survey of its membership certainly appears to be one! Members of the board were particularly impressed with this innovation, and they asked me to convey two thoughts to you: (1) First, we encourage you to submit it to the Academy's "Innovation Award Program," applications for which will be due in February 2002. (2) Second, we are very eager to diffuse this innovation. Would it be feasible to develop a generic version of your survey, host it on the Academy's server, and make this instrument available to other divisions in years ahead? If something like this seems feasible, the person you would follow up with would be Linda Argote, who will be chair of the Professional Division and Interest Groups relations committee in 2001-2001.

Thank you for the care with which you developed your report and for the many contributions the BPS division has been making to the Academy.

With best regards,



Jean M. Bartunek

cc. Alan Meyer  
Linda Argote

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**Professional Division Review Committee**  
**Business Policy and Strategy Division**  
**April 20, 2001**

**Motion:** To renew the status of the Business Policy and Strategy Division.

**Overall Evaluation:** The BPS Division provided the Review Committee with a complete and well-written report. Indeed, it could serve as an exemplar for other Divisions undergoing review.

Over the past five years, the Division has functioned effectively with a highly-committed membership and strong professional program. The Division is currently solvent and spends its funds on a wide array of member services. The Division has well-documented and ethical procedures, and provides good opportunities for member involvement in Division activities and administration. The Division is to be commended for a number of practices that it has recently implemented, including involving more members in the review process, establishing a web-based reviewing system, increasing international submissions and reviewers, and instituting a new format for interactive sessions. We also applaud the Division's development of a web-based instrument for conducting the survey of members.

Over the past five years, membership in the BPS Division has grown by over 20 percent. Our major suggestion for improvement is to continue working to alleviate the unavoidable consequences of the division's large size and rapid growth. Enduring issues pertain to representing and responding to the multiple orientations and interests of members, and to facilitating members' sense of connection to governance.

**Fiscal Responsibility:** The BPS Division has a sound financial base and has stabilized expenditures in a way that permits carry-over of a moderate surplus each year. The Division is to be commended for conservative financial management and for using its resources prudently for member services. Members perceive that the Division spends its funds in ways that benefit them. Like most other Divisions, officers of the BPS Division recognize the escalating cost of food and beverages, and plan to monitor this expense and take corrective action if necessary.

**Ethical and Established Procedures:** The BPS Division has an explicit governance structure with formal bylaws; it holds fair and open elections. The Division seeks to nominate and appoint members to officer roles and committee assignments from a relatively broad circle of members. The Division is to be commended for providing opportunities for member participation in the governance of the Division by having 10 representative-at-large positions and numerous standing and ad hoc committees. The Division has also revitalized its Teaching Committee, and the Member Communications Committee has developed innovative techniques for using electronic communication for reviewing conference submissions and surveying members. The appointment of divisional representatives to the regions affords a good vehicle for outreach.

**Involvement and Responsiveness:** The BPS Division provides ample opportunities for member involvement in activities and officer roles. Nominating procedures, at-large representatives, ad hoc committees, and reviewing activities all serve to enhance involvement of members. The number of Division members in the reviewer database is extraordinary - BPS has done a wonderful job of enabling this form of involvement. The survey results attest to members' generally positive perceptions about involvement opportunities. Nevertheless, the questionnaire results show that many members were not certain how to get involved, and the open-ended results indicate that some members feel that elites dominate the Division's leadership. We encourage BPS to continue working to find ways for members, international members in particular, to feel included in the division's work.

**Impact:** The BPS Division is making a significant contribution to the Academy and the field. The Division's programs, workshops, consortia, awards, and partnerships with other Divisions all serve to the needs of its members and contribute to the larger intellectual life of the Academy. Last year, BPS contributed to the reformulation of the interactive paper sessions, particularly by scheduling to minimize competition with these sessions. Finally, the Division is to be commended for approaching their five-year review as an opportunity to extend the required member survey so as to gather useful information about their membership.