



**FALL 1997
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BPS WEB PAGE:

<http://comsp.com.latrobe.edu.au/bps.html>
Steve Phelan (Latrobe)
Webmaster

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The Business Policy and Strategy Newsletter is published twice yearly in Spring and Fall. The Newsletter is a publication of the Business Policy and Strategy Division. The Editor is Bruce Lamont. Production assistance is graciously provided by Kimberly M. Ellis.

For questions or comments, contact:
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The Florida State University
Tallahassee, FL 32306-1110
blamont@garnet.acns.fsu.edu

Submission deadlines are March 1 and September 15 for the Spring and Fall issues respectively.

MAKADOK WINS GLUECK BEST PAPER AWARD

Richard Makadok (Emory University) was awarded the 1997 Glueck Best Paper Award at the BPS Division's Business Meeting in Boston. The award winning paper was entitled *Do Inter-firm Differences in Capabilities Affect Strategic Pricing Dynamics?*

The award is given annually in honor of the late William F. Glueck, and is funded through a memorial established by his former students. Semifinalist papers are identified based on reviewer comments. The judges were Kathleen Connor (Michigan), Javier Gimeno (Texas A&M), Joe Mahoney (Illinois) and Will Mitchell (Michigan).

AHUJA RECEIVES FREE PRESS AWARD

At the 1997 Annual Meeting, Harbir Singh (Wharton) presented the 1997 Free Press Award for Outstanding Dissertation Research in Business Policy and Strategy to Gautam Ahuja. Harbir noted there were 25 submissions for the competition. The Free Press, a prominent academic publisher, has sponsored the award for eight years. Robert Wallace, Senior Editor and VP of Free Press, assisted in the award presentation at the annual BPS business meeting.

Ahuja's dissertation is entitled *Collaboration and Innovation: A longitudinal study of inter-firm linkages and firm patenting performance in the Global Advanced Materials Industry*. His primary advisors were Professors Will Mitchell and Sumit Majumdar, both at the University of Michigan. Ahuja will chair the 1998 Dissertation workshop in San Diego. The division thanks judges Kathleen Conner (Michigan), Javier Gimeno (Texas A&M), Ranjay Gulati (INSEAD), Rebecca Henderson (MIT), Joe Mahoney (Illinois), Will Mitchell (Michigan), and Gabriel Szulanski (Wharton).

DAVID JEMISON NAMED IRWIN OUTSTANDING EDUCATOR

Professor David Jemison (University of Texas at Austin) was selected as the 1997 Richard D. Irwin Outstanding Educator in Business Policy and Strategy. Professor Jemison's award presentation and talk preceded the BPS Social Hour hosted by the Richard D. Irwin Company at the 1997 Academy of Management Meeting in Boston.

The BPS Division is fortunate to count many outstanding educators among its members. David Jemison stood out from a very elite group as best embodying excellence in teaching. The Irwin Outstanding Educator Award is given every other year.

CALL FOR 1998 DISSERTATION COMPETITION

The BPS Division will sponsor the Free Press Doctoral Dissertation Award Competition again in 1998. Any doctoral dissertation addressing the area of business policy and strategic management completed between February 1, 1997 and January 31, 1998 not previously submitted for consideration may be entered. Completion date is defined as when the degree is completed and awarded. A dissertation can be submitted to BPS and other divisions simultaneously if it fits within each division's domain statement.

Interested individuals should send 5 copies of a one page abstract and 5 copies of a ten page, double-spaced summary of their project to:

Ed Zajac
J. L. Kellogg Graduate School of Management
Northwestern University
Evanston, IL 60208-2001
e-zajac@nwu.edu

Submissions must be received by February 13, 1998. Submissions by fax will not be accepted. Entrants should also be prepared to send 5 copies of their completed dissertation to selected reviewers by March 13, 1998 if requested.





Letter to Members From Division Chair Harbir Singh

The Business Policy and Strategy Division is having a very good year. We have the highest number of submissions of any Division in the Academy. Membership numbers are very strong, reflecting a vibrant and active scholarly community interested in issues relating to strategy. It is important for us to take advantage of the benefits of scale in the coming years.

The principal agenda items for this year reflect three main issues. First, as Division Chair, I will make every effort to involve members to the greatest extent possible in matters reflecting the priorities of the division. Second, it is important for us as a division to have good linkages with other divisions in areas of mutual interest. When such linkages are well managed, it creates value for all concerned. Third, I would like to emphasize continuity in the roles of Division Chairs. I will ensure that Ed Zajac, as my successor, is fully aware of all the initiatives in progress, and involved to the greatest extent possible.

This year, thanks to Ed Zajac, we had a very good program, with considerable innovation in terms of the use of email to send in reviews and to communicate with authors. Papers presented at the meetings reported insightful research on a variety of themes. Sessions were well attended, and considerable debate took place in the various symposia presented in the course of the meetings. I particularly noted that many of the sessions had a great deal of presenter-audience interaction, making for some very enlightening discussions. I have always maintained that good conferences involve extensive audience participation.

In the next Academy meetings, we intend to have a set of special sessions on knowledge as a source of competitive advantage. We will have several contiguous sessions on the subject. The call for papers is included in this newsletter. Russ Coff (Washington), Joyce Falkenberg (Norwegian School of Economics) and Rhonda Reger (Maryland) will assist Diana Day (Program Chair) in creating these sessions.

Another initiative, which will be implemented in the coming years, is the establishment of the Outstanding Contributions to Practice Award, in partnership with the Organization and Management Theory Division. This award is a good companion to our other awards of Best Paper, Outstanding Educator and the Free Press Dissertation Award. It also helps ensure that we recognize important contributions to the world of practice.

A core agenda for me is the creation of good working relationships with other divisions in the Academy. I know that I share the preferences of many of our members in recognizing that there are productive linkages to be made with other divisions in the Academy. To some extent, these linkages often are reflected in the joint symposia that have been so well represented in our program over the past few years. The creation of the joint practice award (an initiative originally started by Jay Barney when he was Division Chair) represents one such linkage between divisions. The award will be funded by both divisions and the committee evaluating nominations for such an award will also have joint representation.

In conclusion, I welcome all our members to contact me, Ed Zajac (next year's Chair), Diana Day (Program Chair), or any member of the Executive Committee with any ideas you have on aspects of the Division or next year's program. I look forward to an exciting academic year in this role.

1997 BPS Outstanding Reviewers

Vincent L. Barker (Wisconsin-Milwaukee)
William C. Bogner (Georgia State)
Kurt Christensen (Northwestern)
Jerilyn Coles (Arizona State)
James Cordeiro (SUNY Brockport)
Urs Daellenbach (Calgary)
Rita Gunther McGrath (Columbia)
Rahul Kochhar (Purdue)
Jerome Kuperman (NYU)
Bente Lowendahl (Norwegian School)
Julia Liebeskind (USC)
Costas Markides (London Business)
Jacqueline Meszaros (Washington)
Elaine Mosakowski (UCLA)
Gerald Sanders (BYU)
Phyllis Siegel (Columbia)
Larry Stimpert (Colorado College)
P.N. Subba Narasimha (Waterloo)
Gabriel Szulanski (Wharton)
Robert Wiseman (Arizona State)

CALL FOR NOMINATIONS

Executive Committee. Five members will be elected to the Division's Executive Committee during Spring 1998 elections. Nominations are sought from the BPS membership. To be valid, 10 members in good standing with the Division must sign the nomination.

Assistant Program Chair. The Assistant Program Chair will also be elected during the Spring 1998 elections. Nominees for Assistant Program Chair, which are sought from the membership, must have served as members of the Executive Committee. Valid nominations require signatures of 20 members in good standing with the Division.

All nominations, including those put forth by the current Executive Committee, will appear on the Spring 1998 ballot. **Nominations must be received by January 15, 1998.** Please send nominations to:

Michael Lubatkin
University of Connecticut
U41M
368 Fairfield Rd.
Storrs, CT 06269-2041



CALL FOR PAPERS

1998 Academy Of Management Meeting

San Diego, California

THEME: What Matters Most

Meeting Dates:

Professional Development Workshops (Pre-conference Activities): Friday noon, August 7 to
Sunday noon, August 9

Annual Conference: Sunday noon, August 9 to Wednesday 2:00 pm

Domain of the BPS Division

The roles and problems of general managers and those who manage multi-business firms or multi-functional business units. Major topics include: strategy formulation and implementation; strategic planning and decision processes; strategic control and reward systems; resource allocation; diversification and portfolio strategies; competitive strategy; cooperative strategies; selection and behavior of general managers; and the composition and processes of top management teams. **Submissions addressing the role of knowledge as a source of competitive advantage are of special interest this year.** See page 7 for more details.

THE DEADLINE FOR RECEIVING SUBMISSIONS IS JANUARY 8, 1998

****Note: The title page and abstract for all papers and symposium proposals must be submitted electronically prior to mailing the printed versions. For even more helpful information on the "how-tos" of electronic submission of the title pages and abstracts, beyond what is possible here, please see the Academy of Management web page at <http://www.aom.pace.edu> ****

Submissions for the BPS program should be sent to this year's Program Chair:

Diana L. Day
School of Business
Rutgers University
Camden, NJ 08102
dlday@crab.rutgers.edu
609-225-6219





SUBMISSION GUIDELINES AND PROGRAM INFORMATION

GUIDELINES FOR ALL SUBMISSIONS

1. **The title page and abstract for all papers and symposia must be submitted electronically prior to submitting the printed versions.** Please proof read this information carefully. This is the database that will be used for printing the Program and the Proceedings. After this data entry process is completed, authors will receive a submission number that must be included on all copies of the mailed submission. The Internet address for submitting the electronic version of your abstract and title pages is: <http://www.aom.pace.edu>. To help us avoid a last minute traffic jam on the Internet, please complete all electronic submissions several days before the January 8, 1998 deadline. (We have extended the deadline two days to accommodate this extra step in the submission process.) This requirement will be waived for authors who do not have access to the Internet. (Please explain why you do not have the technological capability to access the Internet in a cover letter and make sure that your printed submission arrives by January 7, 1998.)
2. Printed submissions for BPS should be sent directly to Diana Day at Rutgers University. All submissions must arrive by **Thursday, JANUARY 8, 1998**. Note: International mail can take 30 days to arrive, so please consider using express mail.
3. Submissions must not have been previously presented nor scheduled for presentation at another professional meeting nor be under concurrent consideration by another meeting.
4. Each person can participate (as author, presenter, discussant, panelist, or session chair) in no more than three submissions to the regular program. However, it counts as only one submission if an author chairs a symposium in which he or she also presents a paper. This "Rule of Three" does not apply to "pre-conference" activities or to program listings resulting from officer roles.
5. The title page should include the following information for all authors and presenters: complete professional name (not nickname), mail address, e-mail address, telephone and FAX number. Please use the same name and address on all submissions, and proof carefully. Record the electronic submission number on the upper right corner of all copies. Indicate the division or interest group receiving the submission at the bottom of the title page. The title page for a symposium submission should identify all divisions or interest groups receiving the submission.
6. A separate abstract page should include the title and an abstract of no more than 50 words. This abstract should be identical to the one submitted electronically. Record the electronic submission number on the upper right corner of all copies. At the end of the abstract list up to three key words in bold that identify the major subject(s) of the submission.
7. Submissions should be printed in letter-quality type and be double-spaced on 8.5 x 11-inch or A4 paper. Please use margins of 1 inch (2.5 cm) on every side and 12-pitch font.
8. To reduce paper use and mailing costs, please use both the fronts and backs of pages. However, the title page must be on a separate sheet of paper so that it can be removed from the paper before review.
9. Please send four (4) copies of each submission. Do not ask a program chair to reproduce copies of your submission. Do not transmit your submission by facsimile.
10. Each paper and symposium submission should be accompanied by title and abstract pages (with the electronic submission number recorded on the upper right corner of all copies), a self-addressed, stamped postcard (for international submissions send an International Reply Coupon--available at your post office--redeemable for 30 g or 1 oz of postage) for acknowledging receipt of the submission, a self-addressed, stamped, legal-size envelope (for international submissions send an International Reply Coupon-- available at your post office--redeemable for 30 g or 1 oz of postage) to be used in returning Program Committee decisions, a completed and signed submission checklist form.
11. A division or interest group must consider any submission falling within its domain. Division Program Chairs will report reviewers' comments when they notify submitters about program selections, approximately mid-March.
12. No changes in titles, abstracts, or the number or order of authors can occur after the electronic submission.



HOW DO I SUBMIT MY TITLE PAGE AND ABSTRACT ELECTRONICALLY?

First, access the Academy of Management web page at <http://www.aom.pace.edu>. Once at the Academy's web page, click on *Meetings*. Complete one form for each submission. At the end of each form you will be given the opportunity to make changes before completing the submission process. The program will confirm that your information was received by giving you a submission number.

Put this submission number on all four copies of your printed submission in the upper right hand corner of your title page and abstract.

You can make changes to your electronic submission prior to the time you submit your printed version. If you modify your initial electronic submission, make sure that the information in your final electronic submission is identical to your printed submission. Authors' access to the electronic submission process will terminate January 7, 1998, 5:00 pm (PST).

GUIDELINES SPECIFIC TO PAPERS

1. Submitted papers must not have been previously accepted for publication in a journal; and, if under journal review, must not appear in print before the Academy meeting.
2. Each paper can be submitted to only one division or interest group.
3. There are no specific length restrictions. However, authors should observe a 30-page guideline common for major journals (e.g., AMJ, AMR). In addition to other criteria, papers will be evaluated according to the ratio of their length to the value of the contribution. Papers references and format should follow the Style Guide for the Academy of Management Journal which can be found in the back of the Journal.
4. Papers will be selected for presentation by a blind review process. Please ensure that only the title page reveals the authors' names and affiliations. The title page must also specify who will be presenting the paper.

GUIDELINES SPECIFIC TO SYMPOSIA

1. Symposia and innovative presentations can be submitted simultaneously to up to three (3) divisions and/or interest groups. Complete information should be sent to all relevant Program Chairs. The division(s) and/or interest group(s) to which the symposium is being submitted should be indicated at the bottom of the title page.
2. Symposia and proposals for innovative presentations are not blind reviewed. Each submission should include a title page which includes the complete professional name and contact information for the chair as well as all participants and discussants, a 50 word abstract with up to 3 key words, identifying the major subjects of the symposium, a 3-5 page overview statement, an explanation of why the symposium should be of interest to each of the specified divisions or interest groups, a 2-5 page synopsis of each presentation, a description of the session's format, a signed statement from each intended participant showing agreement to participate.
3. Reviewers will judge symposia submissions primarily on six criteria: interest to Academy members, relevance to the domain of the division or interest group to which they are submitted, overall quality, newness and value of contribution, ratio of length to contribution value, and relevance to the meeting theme.

PROGRAM PARTICIPATION

All program participants must register for the conference and must personally present their submissions. All submitters must be available to participate from Monday morning, August 10 to Wednesday afternoon, August 12. The Academy does not pay honoraria for any presentations.





ALL-ACADEMY SYMPOSIA

All-Academy symposia highlight important topics related to the meeting theme and of interest to diverse Academy members. Anyone with ideas about All-Academy Symposia should communicate them to the Program Chair, David Whetten, no later than **November 15, 1997**. These communications need not be full-fledged proposals; a detailed letter describing the session's content, format, and participants will be adequate. If accepted, a full proposal needs to be submitted by January 8, 1998 to:

David A. Whetten
Marriott School of Management
Brigham Young University
Provo, UT 84602-3032
Phone: (801) 378-8088
Fax: (801) 378-8123
E-mail: dwhetten@byu.edu

CAUCUSES

Caucuses are round-table discussions scheduled on Monday and Tuesday evenings. They offer a convenient, informal way for Academy members who share a topical interest or a professional concern to find one another and to develop a sense of community.

Caucus organizers need to submit the following items to the Caucus Coordinator, Timothy M. Stearns, by February 27, 1998: the title, a short description including up to 3 key words in bold, and the names and signatures of 5 Academy members who support the proposal.

Caucus proposals and signatures can be submitted by e-mail or fax to: Timothy M. Stearns, Sid Craig School of Business, California State University, Fresno, Fresno, CA 93740-8001; 209-278-4911 (timothys@csufresno.edu).

PROFESSIONAL DEVELOPMENT WORKSHOPS ("PRE-CONFERENCE" ACTIVITIES)

Beginning this year, what has traditionally be referred to as the "Pre-conference" part of the program will be renamed the Professional Development Workshops portion of the annual conference.

Professional development workshops take place from Friday noon until Sunday noon, immediately before the annual meeting. This time is set aside for special activities organized by the professional divisions and interest groups. Nothing goes into the professional development workshops program unless it has been sponsored by a division, interest group, or the Board of Governors. These activities are designed to supplement (rather than extend) paper presentations and other activities in the regular meeting. They include but are not limited to doctoral consortia and junior faculty workshops. This part of the program is not open to submissions through the regular submission process.

Professional Development Workshops (pre-conference) are planned well in advance of the submission deadline for the regular Academy meeting. Individuals wishing to organize a BPS workshop or other activity must seek the sponsorship of the division by contacting the BPS pre-conference chair, Ming Jer Chen, by November 15, 1997 at:

Ming-Jer Chen
431 Vance Hall
The Wharton School
University of Pennsylvania
Philadelphia, PA 19104-6374
215-898-0018
mjchen@wharton.upenn.edu



****BPS-NET Rocks On Unmoderated****

The BPS Division is committed to continuing the BPS-NET as an uncluttered, moderated communication vehicle for members. If you or a team of individuals would like to serve as the moderator(s) for the Net, please contact Bruce Lamont at Florida State (blamont@garnet.acns.fsu.edu).



Comments on the Call for Papers Diana L. Day, 1998 Program Chair

The BPS program has continued to become larger, more innovative and more exciting throughout the years. I would like to continue this tradition as Program Chair for the 1998 meetings in San Diego.

I would like to highlight some aspects of this year's Call for Papers. First, please note that all authors are required to submit an **electronic version of their title page and abstract** prior to submitting the "hard copy" of their paper or symposium proposal. **Authors will need to use the electronic form provided on the web page of the Academy's web site (<http://www.aom.pace.edu>).** At that time you will be given a tracking number which must be written on each of the 4 copies of the paper you submit in hard copy form for the **January 8th deadline.**

BPS members can help make this next step into the electronic age easier for both you and us by submitting your information as soon as you have finalized your title page and abstract. At the very least, you should submit your electronic information several days prior to sending your hard copy to avoid any problems for our BPS members with Internet access or server problems. Please do not wait until the last minute or until you have put all the finishing touches on your paper or proposal.

I would also like to call your attention to another innovation in this year's BPS program, a set of sessions whose focal point will be ***the role of knowledge as a source of competitive advantage***. Please see the announcement on this page.

In keeping with past evaluation practices, reviewers will pay attention to originality, quality, length relative to message, and interest to the division. As Program Chair, I will do my best to ensure that each paper receives a fair review. Therefore, authors should not assume that empirical papers would have a better chance than theoretical papers, or vice versa. Similarly, large sample studies will not be given preference over case-based research nor economic-based research over behaviorally-based research.

I would like to take the opportunity to thank reviewers who participated in the process over the years, and to underscore how crucial this role is. In fact, we need more reviewers to ensure fewer papers are sent per reviewer. If you have not reviewed for the BPS Division in the past year or more, I would like to invite you to join the group. To volunteer, contact me directly. I have a list of reviewers who participated in the past and hope that you will keep up the good work. Remember that the best reviewers for the BPS Division will be presented with a certificate of excellence at the BPS Business Meeting and their names will be forwarded on to BPS journal editors with a letter from me.

With reference to symposia, please note that they are not paper sessions in an altered format. Instead, they represent an opportunity for people interested in a particular topic to get together and debate differences in points of view, points of convergence, and areas of future research opportunity. There is also greater opportunity in these sessions for debate involving both panelists and members of the audience. Symposia also allow the opportunity to experiment with different formats and presentation styles because panelists are able to pre-plan and coordinate their presentations.

The BPS Division adheres to the "rule of three" in keeping with the Academy-wide guidelines. This means that no one will be allowed in more than three roles in the regular program including papers, symposia, session chairs and discussants, but excluding the preconvention program. This may be seen by some participants as limiting but it does promote wider involvement of presenters.

I look forward to working with you. The program is only as good as the papers submitted; so your role is crucial in making the 1998 program in San Diego a great success.

New BPS Special Topic Session(s) on Knowledge: Strategic Potential & Management Dilemmas

The BPS division is pleased to announce special topic session(s) on the 1998 program designated solely for competitively-refereed papers and symposia on the topic "Knowledge: Strategic Potential & Management Dilemmas."

Special Topic Co-Chairs, Rhonda Reger (Maryland), Joyce Falkenberg (Norwegian School of Economics) and Russell Coff (Washington University) will assist Diana Day (Program Chair) in creating these sessions.

The special topic sessions will showcase conceptual, empirical and methodological papers focusing on all aspects of the strategic use of knowledge from around the world. Papers written from diverse and innovative perspectives are encouraged. We are especially interested in papers that provide innovative ways to examine tacit, social and distributed knowledge. We also encourage papers that examine the "dark side" of knowledge-based assets such as barriers to creating, retaining, and capturing the value of human assets.

Depending upon the volume of acceptable papers and symposia, the program space devoted to the special topic might be as short as a single session or (as we hope) will involve several contiguous sessions.

Submissions for the Special Topic session(s) should follow all guidelines in the Academy and Division Call for Papers. Symposia are encouraged to be submitted jointly to the special topics session(s) and to other divisions of the Academy. Papers and symposia not accepted for the session(s) will be considered for inclusion elsewhere on the BPS program.

Send submissions for this special topic to:

Diana L. Day
School of Business
Rutgers University
Camden, NJ 08102
dlday@crab.rutgers.edu





1997-1998 BUSINESS POLICY AND STRATEGY DIVISION

Executive Committee and Officers

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 Harbir Singh, Division Chair (Wharton)
 Ed Zajac, Division Chair-Elect (Northwestern)
 Diana Day, Program Chair (Rutgers-Camden)
 Ming-Jer Chen, Assistant Program Chair (Wharton)
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 Peter Lane, Treasurer (Indiana) 96-99
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 Kevin Lavery (Washington-Bothell) 96-98
 Rocki-Lee DeWitt (Penn State) 97-99
 Briance Mascarenhas (Rutgers-Camden) 97-99

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 Anju Seth (Illinois) 97-99
 Jim Robins (Hong Kong) 97-99
 Shaker Zahra (Georgia State) 97-99

Regional Liaison Representatives

East-Anurag Sharma (Massachusetts) 97-99
 Midwest-Kent Miller (Purdue) 97-99
 South-Don Hatfield (Virginia Tech) 97-99
 Southwest-Tim Palmer (LSU) 96-98
 West-Tracy Thompson (Washington-Tacoma) 96-98

Member Communications

Bruce Lamont (Florida State), Newsletter Editor 97-00
 Steve Phelan (Latrobe), Webmaster & Worldwide Coordinator of Regional Representatives 97-00



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