



**SPRING 1999
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Want to know what's going on in the division?

Check out the BPS WEB PAGE:
<http://www.aom.pace.edu/bps/bps.html>
Steve Phelan (UT-Dallas)
Webmaster

Have you joined the BPS-NET?

Send e-mail message SUBSCRIBE BPS-NET to listproc@aom.pace.edu
Bob Stephens (UT-Brownsville)
and
Pablo Martin de Hoan (INCAE-Costa Rica)
Netmasters

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

CHICAGO PROGRAM UPDATE

Ming-Jer Chen (University of Pennsylvania)

We are very much looking forward to a successful meeting in Chicago this August. I would like to take a moment to update you on our conference preparations, and to thank all of you for your participation and support. Putting together an excellent session requires the help of the entire community, and I am glad to report that our successes so far bespeak a wonderful meeting this summer. This year, we received 349 papers and 35 symposia proposals, approximately matching last year's record-breaking count. I guess Chicago is turning out to be as popular as San Diego after all! We are also thrilled to have 87 submissions and 66 reviewers from outside of the United States, demonstrating that BPS continues to become more international every year.

I want to take this opportunity to apologize for the unfortunate crash of the Academy's main computer system around the time of submissions. We regret the inconvenience caused by the crash, and we appreciate your patience and understanding. Following the crash, the BPS team doubled our efforts and, with the help of strong teamwork, were still able to get all papers out within three days of the deadline.

On a more positive note, we have had great success in putting together the program. Our most effective improvements and innovations this year were in the review process. Thanks to the Assistant Program Chair Bert Cannella's vision and commitment, we were able to increase the size of our database of active reviewers, and improve the effectiveness of the reviews. We sent out hundreds of emails to confirm each reviewer's commitment to the division in advance, and, more importantly, to solicit his or her areas of interest for review. These initiatives lead to a pool of 323 reviewers, and a new record in reviewer response: 85% of the reviews were returned by the deadline, and, more importantly, each paper had at least two reviewers (three in most cases).

Through soliciting some areas of interest from each reviewer, we were able to match his or her areas of expertise with the papers reviewed. By thinking of myself as an "editor" and focusing on exploiting the strengths of the reviewers as well as balancing the experience of the reviewers for each paper, the overall quality of the reviews was improved and the fairness of the review process ensured. We have already had many complements on these improvements, and quite a few reviewers have shared their excitement with us about reviewing papers that reflected their own interests and expertise.

To further involve our responsive reviewers, we have also asked them to recommend candidates for the Executive Committee. This has helped us expand participation within the division. We believe that the more the BPS division can function as a community, the better our sessions will be.

Other initiatives this year include a specially designated e-mail address and telephone line for the division that has facilitated inquiries from reviewers and authors, and the hiring of a professional coordinator, Emily Freeman, to compile mailings, track reviews, handle correspondence, and maintain databases. In addition, securing assistance from Vipin Gupta (who helped Harbir Singh in 1997) has meant that planning has been running very smoothly. Having all this help has allowed me to concentrate more fully on the academic and editorial aspects of organizing the program.

We want to extend our thanks to all of you for sending in some remarkable papers and for participating in the review process. Without division-wide participation, it is difficult to plan a successful program. I would also like to extend my deepest thanks to those who have been working the hardest on the planning and review process, especially those who have flown in to Philadelphia during the very cold season: Bert Cannella of Texas A&M, Vipin Gupta of Fordham University, John Michel of Notre Dame, Teresa Cho of Rutgers University, Ming Wu of Tongji University in PRC, and, foremost, our conference organizer, Emily Freeman. Naturally, we are all in debt to my predecessors (particularly Harbir Singh, Ed Zajac, Michael Lubatkin, and Diana Day), who have been a constant source of support and advice.

With all of this high-quality assistance and teamwork, we are looking forward to a successful BPS99. See you in August!

REMEMBER TO VOTE ... BALLOT ON PAGE 7





LETTER TO THE MEMBERS FROM THE DIVISION CHAIR

Ed Zajac (Northwestern)

This year has been a happy and healthy one for the BPS Division. Our biggest collective event, i.e., the BPS program at the national Academy meetings, is moving forward very well, helped by yet another record-breaking year for submissions. This extraordinary level of research activity (nearly 400 submissions) provides continuing evidence of the intellectual depth and breadth of our divisional membership. Not only did we have nearly 400 submissions, but we had over 300 reviewers assessing the submissions. I know we tend to think of research and service as two different things, but I consider the writing and the reviewing of research papers, as well as the attending of paper and symposium sessions, as a form of service or citizenship that we provide for each other.

This year's national BPS program in Chicago promises to be thought-provoking, intellectually rewarding, and reflective of the healthy diversity of existing theoretical and empirical approaches to the study of strategic management issues. Program Chair Ming-Jer Chen (Wharton) has done a great job in ensuring that all the submissions were well-matched with appropriate reviewers, and he led a team of talented individuals in this difficult but extremely important task. Assistant Program Chair Bert Cannella (Texas A&M) was one important team member, and he also coordinated the many exciting activities that comprise the pre-convention program (now called Professional Development Workshops, described in detail in this newsletter). The effort required to put these activities together is enormous, so if you see Ming-Jer or Bert at the meetings, please thank them on behalf of the Division.

I also greatly appreciate the work done by the team that is the Executive Committee, which met this winter in Chicago to work on a variety of BPS Division issues and initiatives (I'll talk more about these at our yearly general membership meeting at the Academy meetings in August). The Executive Committee is elected by the membership, so please be sure to vote this year (see ballot in this newsletter). I would like to thank the outgoing members of this Committee for their help over the last two years: Phil Bromiley (Minnesota), Connie Helfat (Dartmouth), Gerry Johnson (Cranfield), Julia Liebeskind (USC), and Rhonda Reger (Maryland).

I would also very much like to thank our Division Chair Emeritus Harbir Singh (Wharton) for all of his efforts on behalf of the Division over the last five years. He is a true asset to the Division, and while we'll miss his involvement in the Executive Committee, I'm sure we'll continue to benefit from his active role as a BPS presenter, reviewer, and session attendee. I also want to acknowledge the outstanding job that our outgoing Treasurer, Peter Lane (Arizona State University), has done. Our Division is in great financial shape, and Peter's skills have been very helpful in that regard. We are grateful that Bill Bogner (Georgia State) has agreed to succeed Peter. And last, but not least, I want to extend my sincere thanks to Bruce Lamont (Florida State), who as our Secretary and Newsletter Editor, is really the glue that holds our group together. Bruce is not stepping down until next year, but he is so important I wanted to thank him now.

And finally, since I am also stepping down as BPS Division Chair, I wanted to invite all of you (not a misprint!) to a large, inclusive, general-purpose party that my department will be hosting at the Academy of Management meetings on Monday, August 9th from 7PM to 10PM. It will be held at the Chicago Cultural Center, which is a short walk from the Hyatt Hotel at the intersection of Michigan Avenue and Washington Street.

I look forward to seeing you in Chicago this summer.

Ed Zajac



AMERICAN SOCIETY FOR COMPETITIVENESS (ASC) CALL FOR PAPERS

The Tenth Annual Conference on **Competitiveness in the 21st Century** will be held in Atlanta, Georgia on October 21-23, 1999. The conference will bring together leaders from business, government, and academia to share ideas, to reflect on experiences, and to strengthen the spirit of cooperation and collaboration for improved competitiveness. Papers dealing with national, regional, and global strategies related to *but not limited to*, the topics below are sought. Panels and symposia that highlight emerging theories, cutting-edge research or best corporate practices are also sought. Special consideration will be given to papers, abstracts, and symposia proposals that facilitate exchange between scholars and practitioners. In addition, proposals for panels will be considered.

- Global Competition
- Business Regulation
- Maneuvering for Competitive Advantage
- Competing in Dynamic Global Industries
- Workforce Issues in a Global Context
- Public Affairs and Corporate Communications

Selected papers will be published in the annual research journal --*Global Competitiveness*. Highly competitive papers may be invited for publication in one of the journals of the Society --*Advances in Competitiveness Research* and *Competitiveness Review*. **The deadline for the receipt of submitted papers is May 21, 1999.** To facilitate the blind peer review process, the first page should include: Title of paper, authors' name(s), institutional affiliation(s), and phone and fax number(s). The second page should repeat the paper title but should contain no information which would identify author or institution. Publication style guidelines of the American Psychological Association should be used. Please send four copies of the paper, abstract or symposium proposal to:

Aleta Best, Academic Program Chair
Department of Management
University of Massachusetts Dartmouth
285 Old Westport Road
North Dartmouth, Massachusetts 02747
Phone: 508-999-8409 Fax: 508-999-8776 e-mail: abest@umassd.edu



REGIONAL NEWS UPDATES

MIDWEST

Kent Miller, Purdue University

"The Evolving Nature of Work" is the theme for the upcoming Midwest division annual meeting. The Cornhusker Hotel in Lincoln, Nebraska, will be the site for the April 16-17, 1999 meeting. Some of Lincoln's attractions include the University of Nebraska, the historic Haymarket District, museums, centers for the performing arts, theaters, galleries, and a zoo. For more information on Lincoln, see <http://www.lincoln.org>.

The program includes a doctoral consortium, symposia, and paper sessions. Also planned is a Friday evening reception at the Sheldon Memorial Art Gallery on the University of Nebraska campus. For further details on the meetings and to register, check out the Midwest Division's website: <http://www.utoledo.edu/~mwacad>. This site also offers links for hotel registration.

If you have nominations for the Midwest Board of Directors (2 openings), Program Chair, and Membership Chair positions, please e-mail Marilyn Fox (mfox@vax1.mankato.msus.edu) or Brian Niehoff (niehoff@business.cba.ksu.edu).

As news of interest to BPS Midwesterners arises, I would enjoy hearing from you. You can reach this displaced Midwesterner at kmiller@stern.nyu.edu.



SOUTH

Donald E. Hatfield, VA Tech

The Southern Management Association's Annual meetings will be held October 26-30, 1999 in Atlanta, GA at the Marriott Marquis. The conference theme is "Managing Corporations and Communities for a New Century." Tammy G. Hunt (UNC-Wilmington) is the program chair, and Allen C. Amason (Georgia) is the Strategic Management and Business Policy Track Chair. **The deadline for submissions is April 9, 1999.** Please note on your calendars that the SMA meetings will be a week earlier this year than in the past.

As usual, there will be awards for the outstanding paper for each track, and an overall award (last year won by Allen and Ann Mooney). There will also be a dissertation award.

In addition to the paper sessions, several special activities are planned for this year's SMA meetings. The Doctoral Consortium, organized by Terri Scandura (Miami), will be held on Wednesday (Oct. 27). Also on Wednesday, a session on Research Methods will be organized by Larry Williams (VCU). A session entitled "Building Learning Communities" will bring practitioners from the Atlanta Chamber of Commerce together with academics on Thursday morning (Oct. 28). Finally, on Friday morning (Oct. 29), there will be the Irwin/McGraw-Hill Networking Breakfast.

For those thinking ahead, Donna Ledgerwood (North Texas) has already started working on next year's meeting. The Southern Man-

agement Association will be at the Hyatt Orlando Hotel from November 7-11, 2000.

For more information, please check out the SMA's web site at <http://freeman.sob.tulane.edu/smaweb/>. The site provides the latest newsletter from the SMA, information regarding the [Journal Of Management](#), the history of the Southern Management Association, as well as other key information.

If you have news items relevant to the South region, please send these to me at hatfield@vt.edu or call (540) 231-4687.



FRANCE AND GERMANY

Jacques Liouville,

Robert Schuman University – Strasbourg

This year, in the field of BPS, two French conferences promise to be of high quality. The 8th Conference of the Francophone (French Speaking Area) Association of Strategic Management (AIMS) will be held May 26-28 in Paris (Ecole Centrale). The featured theme is "Perspectives on Strategy." For additional information, contact the chairman, Thomas Durand: mstm@ecp.fr. On October 21-23, the University of Nancy II will host the Second Conference on Organization's Metamorphosis. The general conference theme is "Toward a Relational (Network) Paradigm in Strategic Management." Worldwide keynote speakers are expected for this conference. For additional information, contact: grefige@plg.univ-nancy2.fr

This year, two German conferences are particularly of high interest for the BPS community. On May 25-29, the University of Bamberg (Bavaria) will host the annual Conference of the German Academy of Management. The general conference theme is "Cooperation under Competition." Many guest speakers from the German industry are expected, in order to enable the dialogue between academics and business leaders. For additional information, contact Johann Engelhard, one of the three Chairmen: johann.engelhard@sowi.uni-bamberg.de. "Winning Strategies in a Deconstructing World" is the theme for the 19th annual international conference of the SMS. This conference will be held from October 3rd through the 6th 1999 at the Hotel Inter-Continental in Berlin. The local sponsor is the Free University of Berlin. If you have any questions about this conference, the e-mail is: Sms@mgmt.purdue.edu.

In the year 2000, the division "organisation" of the German Academy of Management will offer its annual conference on March 3-4th, in Zürich (Switzerland). The general theme of this conference is "Frontier of the Firm". This theme permits (enables) the submission of papers relating to the field of BPS, including topics such as: mergers and acquisitions, alliances, outsourcing strategies, networking, etc.

The deadline for submissions in English or German is September 1999. For additional information, contact Prof. Dr. Margit Osterloh E-mail: osterloh@ifbf.unizh.ch





BPS DIVISION BUDGET

Submitted by Peter J. Lane, BPS Treasurer

	1997-1998 BUDGET	1997-1998 ACTUAL	1997-1998 VARIANCE	1998-1999 BUDGET
RECEIPTS				
Carry Over	24,269	25,569	1,300	12,328
Membership Receipts	18,700	18,434	(266)	23,830
Endowment Interest	1,937	0	(1,937)	0
Innovation Awards	200	0	(200)	200
New Faculty Consortium	1,000	0	(1,000)	0
Reimbursements & Adjustments	0	3,366	3,366	0
TOTAL RECEIPTS	46,106	47,369	1,263	36,358
EXPENSES				
Executive Committee Meetings	1,500	709	(791)	800
Program Chair Expenses	100	0	(100)	5,000
Newsletters (including postage)	7,000	2,698	(4,302)	5,000
BPS Net & Web page	400	0	(400)	800
Doctoral Consortium	4,000	5,274	1,274	5,000
New Faculty Consortium	1,750	2,407	657	2,500
BPS Social Hour	3,000	4,813	1,813	5,000
Pre-Convention (other)	400	204	(196)	500
Convention (other)	500	465	(35)	500
Award Plaques	400	971	571	300
Reviewer Awards	100	0	(100)	100
Member Proposed Initiatives	500	0	(500)	250
Miscellaneous	200	0	(200)	200
TOTAL EXPENSES	19,850	17,541	(2,309)	25,950
AOM LIMIT ON DIVISION SPENDING	none	none		35,745
BUDGET SURPLUS				
Surplus from Current Activities & Interest	1,987	4,259	2,272	(1,920)
Surplus Including Carry Over	26,256	29,828	3,572	10,408
TRANSFERS TO ENDOWMENTS				
Management Practice Award	12,500	12,500	0	0
Member Initiative Fund	5,000	5,000	0	0
TOTAL ENDOWMENTS TRANSFERS	17,500	17,500	0	0
ENDING BALANCE	8,756	12,328	3,572	10,408
AOM LIMIT ON DIVISION SURPLUSES	none	none		11,915

TREASURER'S COMMENTS

The BPS Division continues to be in a strong financial position. For the 10/97-9/98 fiscal year, revenues were greater than projected and expenses were less than projected which resulted in a net cash surplus of \$12,328. During the year we used \$17,500 to fund the two new endowments that were approved in 1997. The delay between approval and funding occurred because we were the first division to create an endowment with its own funds and the Academy did not have a formal process for evaluating proposed divisional endowments.

The Academy board has subsequently conducted an in-depth review of not just endowments, but of all the overall financial management by all the divisions. This has resulted in a set of guidelines designed to help the leadership of each division focus on fully utilizing its financial resources for the benefit of its members. These guidelines clarify the purpose, funding, and management of endowments and how their income may be used. They also establish annual spending limits by a division (150% of dues revenue) and amount of surplus cash it can carry forward (50% of dues revenue). The spending and surplus limits will take effect January 1, 2000 when the Academy switches its fiscal year to the calendar year.

I have worked closely with the Academy office to ensure that we will be in compliance with the new regulations when they take effect. The budget for the current year that the BPS Executive Committee developed in February this year is projected to leave us well under the spending and surplus limits. Please note that this year's surplus limit is higher than will be allowed in subsequent years. As part of the Academy's switch to a calendar fiscal year, the current fiscal year is 15 months. We have received an extra 3 months of membership dues which raised our limits this year.

Our revenues, expenses, and surpluses have been forecasted out to 2003 to make sure that we will comply with the lower limits. If our membership continues to remain relatively stable, the spending limit will not pose a problem but the surplus must be carefully managed for the next few years. With minor modifications to our established allocation of funds, we should be in compliance and our surplus should stabilize at \$6,500 - \$7,000

**BUSINESS POLICY AND STRATEGY DIVISION NOMINEES****NOMINATIONS**

The BPS Executive Committee (EC) nominated candidates for Division Chair-Elect, Assistant Program Chair, and EC members. The EC supports all candidates and is assured all have the institutional resources needed. The ballot is enclosed. Please fill it out today, put a stamp on it, and mail it in. **Deadline: June 15, 1999.**

Ming-Jer Chen (Wharton) was nominated for Division Chair-Elect. Phil Bromiley (Minnesota), Ranjay Gulati (Northwestern) and Rita Kosnik (Trinity) were nominated for Assistant Program Chair. Allen Afuah (Michigan), Inga Baird-Hill (Ball State), Russ Coff (Washington University), Avi Feigenbaum (Technion), Tarun Khanna (Harvard), Peter Lane (Arizona State), Bente Lowendahl (Norwegian School), Gabriel Szulanski (Pennsylvania), and Aks Zaheer (Minnesota) were nominated for EC members. Biographies of all candidates appear below.

The Division Chair-Elect runs the Free Press Dissertation Award. The Division Chair-Elect succeeds the Division chair on October 1, and becomes the Past Chair the following year. The Division Chair is the CEO of the Division and administers all affairs of the Division with policy guidance from the EC. The Past Chair serves as counselor to the Chair, chairs the Nomination Committee, and runs the annual election.

The Assistant Program Chair coordinates Professional Development Workshops, administers the Best Paper Competition, arranges the Division's Annual Meeting reception, and secures an Executive Showcase speaker in years such a speaker is desired. The Assistant Program Chair succeeds the Program Chair on October 1 of each year. The Program chair plans and supervises the annual program. The Program Chair stands for election for Division Chair-Elect.

The EC includes the above listed officers and ten members elected to two year staggered terms. All activities of the Division are under the review of the EC. The EC also serves as the Nominating Committee.

CANDIDATE BIOGRAPHIES

The nominee for **CHAIR-ELECT** is:

Ming-Jer Chen (Ph.D., Maryland) is Director of Global Chinese Business Initiative at the Wharton School, University of Pennsylvania. A recipient of the 1996 Academy of Management Review Best Paper Award and the Division's 1993 and 1995 Glueck Best Paper Awards, Ming-Jer has published his research on strategy and competition in AMJ, AMR, ASQ, Management Science, Organization Studies, Social Forces, and SMJ. Ming-Jer has been an active presenter, reviewer, and discussant at Academy meetings, and has served the Division in the following capacities: Program Chair (1997-99), Executive Committee (1995-97), Teaching Committee (1993-95), and Doctoral Consortium (co-chair 1994-96). He is a member of the Academy's liaison task force to the Asian Academy of Management, and has been on the editorial boards of AMJ, JBV, OS, and SMJ.

The nominees for **ASSISTANT PROGRAM CHAIR** are:

Philip Bromiley (Ph.D., Carnegie-Mellon), is the Curtis L. Carlson Chair in Strategic Management at the University of Minnesota. Phil has been on the BPS Executive Committee and on the task force on "Realigning what we claim we value and what we reward." He serves on the boards of SMJ, OS, and JOM, and as an associate editor of Management Science. He previously served on the board of AMJ. His papers have been published in SMJ, AMJ, AMR, MS, HBR, and other outlets.

"The BPS division needs to emphasize its duty to service the entire membership. Interests and needs probably vary radically across the membership: we need a variety of activities to serve differing needs. A first step would be a committee to design, administer, and analyze a survey of the membership to identify unmet needs. The results would be examined not as an average, but rather assuming different groups have differing needs. From such data, we can move to creating programs that address the needs of all members."

Joyce Falkenberg (Ph.D., Oregon) is an Associate Professor at the Norwegian School of Economics and Business Administration in Bergen, Norway. Joyce's involvement has brought change to the BPS division's activities through her roles as co-creator and organizer on the workshops on the Craft of Review (1992-95); and the Knowledge Track at the 1998 Academy meetings; and co-chair of the task force on "Realigning what we claim we value and what we reward." She has served on the BPS Executive Committee (1993-95) and Teaching Committee (1992-94). Some of her most rewarding academy experiences were as faculty for the BPS Doctoral Consortium (1992 and 1997).

"It is an honor to be nominated: if elected I would emphasize three areas:

- The first area is to make BPS "home" for the division members, giving a feeling of belonging in an otherwise large and potentially impersonal academy.
- The second is to focus on professional development. The division can provide a forum for the diverse needs on our membership; many of the division's present activities have developed from the personal interests on individual members.
- The third is to create involvement. Both the division and the members will benefit from active participation. For the BPS membership involvement can start by voting in this election."

Ranjay Gulati (Ph.D., Harvard) is an Associate Professor at J.L. Kellogg Graduate School of Management, Northwestern University. His research on Strategic Alliances, Interfirm Networks, and Vertical Partnerships has been published or is forthcoming in SMJ, AMJ, ASQ, HBR, and SMR. Ranjay is on the editorial boards of ASQ, OS, and AMR and is presently guest editing a special issue of SMJ on Strategic Networks. He is a past recipient of the Free Press Award for the best dissertation in the BPS Division (1994) and also the West Press Award for best paper (1996). Ranjay has participated in the BPS Doctoral Consortium, coordinated the BPS Doctoral Dissertation Workshop and served on the BPS Research Committee (1995-97). He currently serves on the BPS Executive Committee and remains active in the BPS division as a paper presenter, discussant, reviewer, and symposium organizer.

"I appreciate the opportunity to stand for this election. If elected, I would place a strong emphasis on strengthening and enlarging the BPS intellectual community. Some of the concrete steps I would take to achieve these goals would include the following. First, I would introduce a range of initiatives to broaden involvement of a larger segment of the BPS membership in division sponsored activities at both national and international levels. Second, I would expand and strengthen our relationship with other academy divisions to fully develop potential areas of synergy. Third, I would significantly expand our web initiative and use it to foster and develop an online intellectual community that remains active year round. Finally, I would like to initiate new relationships with corporate sponsors for our research activities and events. I expect such relationships to generate not only greater resources for our activities but also allow the division to broker and enable greater corporate access for managerially relevant research."





Rita D. Kosnik (Ph.D., Northwestern University) is a Professor of Management at Trinity University (San Antonio, TX). Her research focuses on corporate governance and restructuring and has been published in leading academic journals (including ASQ, AMJ, AME, Managerial Finance, among others). She already has served the BPS Division in several roles: as Regional Liaison, Co-Chair and Chair of the BPS New Faculty Consortium, reviewer for the BPS Best Dissertation Award, and as a member of the BPS Executive Committee (1994-96). She has served on the editorial boards of the AMJ and JOM and is currently Associate Editor of AMJ.

Vision: The BPS Division provides a terrific forum for networking, learning, and exchanging ideas for teaching and research. Its mantra should be:

- **Diversity:** As a non-US (Belgian) scholar affiliated with a small school, I am extremely sensitive to the need to reach every strategy scholar regardless of region or affiliation.
- **Creativity:** Strategy is an evolving cross-disciplinary concept. Our research and teaching should reflect this as we invite and feature new ideas, new topics, and new research methods.
- **Fun:** Social events provide wonderful opportunities for meeting people and getting new ideas.

How can this be done? Exciting BPS events and "unorthodox sessions" at meetings (including regional and international), BPS initiated Special Issues in AMJ, AMR, and AME, and by further expanding the creative use of our website and the internet. And by listening to (all) BPS members.

The **EXECUTIVE COMMITTEE** nominees are:

Inga Baird-Hill (Ph.D., Illinois) has actively participated in BPS activities since 1981, when she attended the Doctoral Consortium as a student at the University of Illinois. She has served as a member and chair of the BPS Teaching Committee, a faculty member of the Doctoral Consortium, as liaison to the Midwest Academy, and as reviewer and discussant. Inga completed the 4 year sequence as Program Chair and President of the Midwest Academy in 1998. As an associate professor at Ball State University, she has been responsible for developing the College of Business assessment program. She has published work on risk, international cooperative ventures, and assessment in AMR, Journal of Management Inquiry, JOM, Journal of Small Business Management, and MIR.

Russ Coff (Ph.D., UCLA, 1993) is an Associate Professor of Organization and Management at the Goizueta Business School, Emory University. His research explores management dilemmas associated with knowledge-based assets including: 1) how buyers cope in mergers and acquisitions that involve human assets, 2) rent appropriation in the context of a knowledge-based advantage, and 3) organizational design under conditions of asymmetric information. He serves on the editorial board of AMR and has published in AMR and QS (among other places). Russ co-Chaired the Knowledge Special Topic Track on the 1998 BPS program and a 1999 pre-conference workshop on improving AOM sessions.

Avi Fiegenbaum (Ph.D., Illinois, 1986), is the area head in Business Administration at Technion (Israel) and a member of the William Davidson Faculty of Industrial Engineering and Management. His current research interests focus on MNCs, strategic risk management, strategic groups, competitive strategy, and the global strategic management of high technology companies. His papers have been published in such journals as

SMJ, AMJ, JEBQ and AMR. He served on faculty at University of Michigan from 1986 to 1991 and won the BPS Division's Best Dissertation Award in 1987 which explored the topic: Dynamic Aspects of Competitive Strategy and Strategic Groups – The U.S Insurance Industry.

Tarun Khanna (Ph.D., Harvard, 1993), is an Associate Professor, Harvard Business School. His research investigates how firms adapt their strategies to the institutional context in several emerging markets. His work, and earlier work on alliance structure and performance, has been widely published in SMJ, MS, OS, JF, Journal of Industrial Economics, HBR and other journals. He has been an active presenter, reviewer, symposium organizer and discussant for the BPS division, and is a recipient of two BPS Best-Paper Proceedings publications, a member of OS's Editorial Board, and a participant in this summer's pre-convention BPS Doctoral Workshop.

Peter Lane (Ph.D., Connecticut, 1996) is an Assistant Professor of Management at Arizona State University. His research on corporate governance and interorganizational learning has been published or is forthcoming in AMR, SMJ, and AME. He is an ad hoc reviewer for AMR, SMJ, and OS. While on the faculty of Indiana University he won several MBA teaching awards. Peter has been active in BPS as a presenter, reviewer, and discussant since 1993. He was honored as a BPS outstanding reviewer in 1994 and co-authored one of the BPS Best Papers in 1998. He chaired or co-chaired the Craft of Reviewing workshop sponsored by BPS from 1996 to 1999. He is currently finishing a three year term as BPS Treasurer.

Bente Løwendahl (Ph.D., Wharton, 1992) is Assoc.Prof. of Strategy at Norwegian School of Management, outside Oslo, Norway. Her research interests are primarily professional service firms and the role of experts in resource based or knowledge based strategy. She has published in SMJ and Scandinavian Journal of Management, as well as the book Strategic Management of Professional Service Firms (Copenhagen Business School Press, 1997), has been on the panel of the BPS New Faculty Consortium in 1997 and 1998, and serves as a reviewer for AMJ, AMR, OS and the Academy (BPS).

Gabriel Szulanski (Ph.D., INSEAD), Assistant Professor of Management, Wharton School of the University of Pennsylvania. Gabriel received his Ph.D. in Management from INSEAD, the European Institute of Business Administration. His research interests revolve around the management of knowledge assets and strategy making in large organizations. His research has appeared in MS, OS, and the SMJ. His dissertation research on the transfer of best practices inside the firm won the Free Press Award for outstanding research in strategic management. Gabriel has served the BPS Division as reviewer, session chair, discussant, as judge for the dissertation competition and as chair of the 1997 dissertation workshop.

Aks Zaheer (Ph.D., MIT) is Associate Professor of Strategic Management, Carlson School of Management, University of Minnesota, and Associate Director of the Strategic Management Research Center. He received his Ph.D. from the Sloan School of Management at MIT. His research focuses on the antecedents and outcomes of interfirm networks, and on issues of trust in interfirm relationships. He has published in journals such as SMJ, MS, and OS. Aks is Guest Editor of a Special Issue of SMJ on "Strategic Networks", a member of the BPS Research Committee, and co-organizer of the BPS Junior Faculty Consortium.



BUSINESS POLICY AND PLANNING DIVISION BALLOT

Please return this ballot by first class mail **no later than June 15, 1999**. Ballots received after June 15 will not be valid. Remember to put a stamp on the ballot before mailing. Send your ballot to:

Harbir Singh
2028 Steinberg-Dietrich Hall
The Wharton School
University of Pennsylvania
Philadelphia, PA 19104-6370

DIVISION CHAIR-ELECT

Vote for **ONE(1)** candidate

- Ming-Jer Chen
- _____ (write-in)

ASSISTANT PROGRAM CHAIR

Vote for **ONE (1)** candidate

- Phil Bromiley
- Joyce Falkenberg
- Ranjay Gulati
- Rita Kosnik
- _____ (write-in)

EXECUTIVE COMMITTEE

Vote for **FIVE (5)** candidates

- Inga Baird-Hill
- Russ Coff
- Avi Feigenbaum
- Tarun Khanna
- Peter Lane
- Bente R. Lowendahl
- Gabriel Szulanski
- Aks Zaheer
- _____ (write-in)





This is your official 1999 Business Policy and Strategy Division ballot. Please fold with the address below on the outside (or place in an envelope), put a stamp on it and mail to Harbir Singh.

fold here

PLEASE
PUT
STAMP
HERE

Harbir Singh
2028 Steinberg-Dietrich Hall
The Wharton School
University of Pennsylvania
Philadelphia, PA 19104-6370

fold here



1999 Overview of Professional Development Workshops
Submitted by Bert Cannella (Texas A&M), Assistant Program Chair

**** DOCTORAL CONSORTIUM**
[FRIDAY 5:00-9:00, SATURDAY 8:00-5:00 AND SUNDAY 8:00-12:00]

Co-Chairs: Julia Liebeskind (USC) & Anita McGahan (Harvard)
Panelists: Rafael Amit (British Columbia), Joel Baum (Toronto), Philip Bromiley (Minnesota), Tarun Khanna (Harvard), Daniel Levinthal (Pennsylvania), Joanne Oxley (Michigan), Nandini Rajagopalan (USC), Scott Stern (MIT), Gabriel Szulanski (Pennsylvania), and Todd Zenger (Washington Univ-St Louis)

Deadline to apply is June 1, 1999.

For information contact Anita McGahan at amcgahan@hbs.edu or (617) 495-6896

**** THREE CONVERSATIONS TO BUILD THEORY IN TRANSDISCIPLINARY RESEARCH (co-sponsored by OMT, RM and MOC)**
FRIDAY 5:00-9:00 AND SATURDAY 8:00-5:00]

Co-Organizers: Yolanda Sarason (New Mexico), Rhonda Reger (Maryland) and Mark Meckler (Florida Atlantic)
Moderators: Samuel DeMarie (UNLV), Irene Duhaime (Georgia State), Marlene Fiol (Colorado-Denver), Mark Jenkins (Cranfield), J. Stimpert (Colorado) and Ray Zammuto (Colorado-Denver)

ORGANIZATIONAL LEARNING AS A DEVELOPMENTAL JOURNEY (co-sponsored by ODC)
[FRIDAY 5:00-8:30 AND SATURDAY 9:00-5:00]

Organizers: Peter Senge (MIT), Richard Karash (Karash Assoc) and Karen Ayas (MIT)
Panelists: Vic Leo (Ford), Lynn Elsenhans (Shell), George Roth (MIT), and John Carroll (MIT)

**** NEW FACULTY CONSORTIUM**
[SATURDAY 8:00-5:00 AND SUNDAY 8:00-12:00]

Co-Chairs: Margaret Peteraf (Minnesota) & S. Aks Zaheer (Minnesota)
Panelists: Allan Afuah (Michigan), Karel Cool (INSEAD), Curtis Grimm (Maryland), Dawn Harris (Loyola), Michael Lawless (Duke), Joseph Mahoney (Illinois), Rita Gunter McGrath (Columbia), Vincenzo Perrone (Bocconi), Tom Thomas (Emory), and Margarethe Wiersema (UC-Irvine).

Deadline to apply is June 1, 1999.

For information contact Margaret Peteraf at peteraf@csom.umn.edu or (612) 626-7559

COMPLEXITY AND MANAGEMENT (co-sponsored by MC, MOC, SIM and TIM)
[SATURDAY 10:00-1:30; 2:30-6:00]

Organizers: Michael Lissack (New England Complex Systems) and Jan Riukin (Harvard)

**** EUROPEAN AND NORTH AMERICAN RESEARCH: TOWARD GREATER CONVERGENCE OR EVEN GREATER DIVERSITY? (co-sponsored with IM)**
[SATURDAY 1:00-3:30]

Organizer: Jane Salk (ESSEC)

**** CUTTING EDGE EMPIRICAL METHODS IN STRATEGY RESEARCH**
SATURDAY 1:00-4:00]

Organizer: Michael Leiblein (Ohio State)
Panelists: David Kang (Harvard), Michael Leiblein (Ohio State), Ravi Madhavan (Illinois) and Brian Silverman (Harvard)

For information contact Michael Leiblein at leiblein.l@osu.edu or (614) 292-0071

CASE CRITIQUE COLLOQUIUM (co-sponsored by MC and NACRA)
[SATURDAY 1:00-5:00]

Organizers: Tim Edlund (Morgan State) and Anne Lawrence (San Jose State)
Panelists: Margaret Naumes (New Hampshire), John Seeger (Bentley), Tim Singleton (North Georgia), Linda Swayne (UNC-Charlotte), and Joan Winn (Denver)

For information Contact Tim Edlund at tedlund@morgan.edu or (410) 337-9143

**** ECONOMIC SOCIOLOGY MEETS STRATEGY**
[SATURDAY 3:00-6:00]

Organizer: Marshall Meyer (Wharton)

For Information contact Marshall Meyer at meyer@wharton.upenn.edu

**** THE CRAFT OF REVIEWING (co-sponsored by OMT)**
[SUNDAY: 8:00-10:00]

Organizers: Peter Lane (Arizona State) & Barbara Ribbens (Evansville)
Panelists: Charles Bamford (TCU), Marlene Fiol (Colorado-Denver), Sarah Freeman (UW-Milwaukee), and Angelo Kinicki (Arizona State)

For information contact Peter Lane at peter.lane@asu.edu or (602) 657-0927

**** MANAGING YOUR DISSERTATION [SUNDAY 9:00-12:00]**

Organizer: Annette Ranft (West Virginia)
Panelists: Wilbur Chung (NYU), Reginald Litz (Manitoba), and Jack Nickerson (Washington Univ-St Louis)

For information contact Annette Ranft at aranft@wvu.edu or (304) 594-3072

USING THE CASE METHOD IN YOUR CLASSROOM
[SUNDAY 9:00-12:00]

Organizer: Jay Dial (Case Western)
Panelists: Brian Golden (Western Ontario), Myra Hunt (Harvard) and Neil Jones (Western Ontario)

For information contact Jay Dial at jhd3@po.cwru.edu or (216) 368-3824

**** HOW TO MAKE ACADEMY OF MANAGEMENT SESSIONS EXCITING (co-sponsored by OB)**
[SUNDAY 10:00-12:00]

Co-Organizers: Russell Coff (Emory) & Jing Zhou (Texas A&M)
Panelists: Sally Blount (Chicago), Michael Lubatkin (UConn), Karl Weick (Michigan), and Edward Zajac (Northwestern)

.....
: **** FOR ADDITIONAL DETAILS, PLEASE REFER TO ANNOUNCEMENTS ON PAGES 10-13 **** :
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THREE CONVERSATIONS TO BUILD THE- ORY IN TRANS-DISCIPLINARY RESEARCH

Because of the enthusiastic response to last years activities, BPS, OMT, MCOG and Research Methods are again sponsoring a series of directed conversations as part of the Professional Development Workshops in Chicago this year. Participants will be able to discuss common concerns, develop work-in-process and make connections with others dealing with common research ideas. Sessions will be held on Friday evening and Saturday. The topics and moderators are:

Measuring Organizational Knowledge: Rhonda Reger (Maryland), Sam DeMarie (Nevada at Las Vegas)

Diversification Process Research: Issues and Methodologies: Larry Stimpert (Colorado College), Irene Duhaime (Georgia State)

Point-Counterpoint: Is organizational identity distinctive, central and enduring? Marlene Fiol (Colorado at Denver), Ray Zammuto (Colorado at Denver)

Space is limited. For more information, please contact:

Yolanda Sarason
Assistant Professor
Anderson Schools of Management
University of New Mexico
Albuquerque, New Mexico 87131-1221
(505) 277-3909
(505) 277-7108 fax

DOCTORAL CONSORTIUM

Applications are sought for the BPS Doctoral Consortium which will be held from the evening of Friday August 8th until noon on Sunday August 8th, 1999. The consortium will be chaired by Anita McGahan (Harvard), and Julia Porter Liebeskind (Southern California).

The faculty for the consortium are Raffi Amit, Joel Baum, Phil Bromiley, Tarun Khanna, Dan Levinthal, Joanne Oxley, Nandini Rajagopalan, Scott Stern, Gabriel Szulanski, and Todd Zenger.

To be eligible for the consortium, candidates should have advanced to candidacy, and be working on their dissertation research. There is a fee of \$25 for attendance.

To apply, candidates should be sponsored by their department chair. Normally, only one student per department per year can be accommodated, although it is possible for two students to attend under exceptional circumstances.

If you would like to attend, please have your department chair send a letter of recommendation and a confirmation that you are advanced to candidacy to:

Professor Anita McGahan
Harvard Business School
Soldier's Field
Boston, MA 02163

The deadline for applications is June 1, 1999

HOW TO MAKE AOM SESSIONS EXCITING

AoM sessions often fail because 1) presenters cannot convey key points, 2) discussants don't offer insightful comments, and/or 3) the audience is not engaged. Come to this workshop where some of the most interesting speakers in our field will share their insights. Our panel of experts includes: Karl Weick (University of Michigan), Sally Blount (University of Chicago), Edward J. Zajac (Northwestern University), and Michael H. Lubatkin (University of Connecticut).

In addition, as an interactive workshop, we will have an opportunity build on these ideas, share experiences, and search for ways to make AoM sessions more informative, interesting, stimulating, and fun. Please help us transfer these ideas and put them into practice - we all stand to gain.

Co-organizers of the session are Russell W. Coff (Emory) and Jing Zhou (Texas A&M). It will be held on Sunday, August 8th from 10 am to 12 noon.

CUTTING EDGE EMPIRICAL METHODS IN STRATEGY RESEARCH

The Cutting Edge Empirical Methods workshop targets scholars looking for an applied overview of research methodologies appropriate for testing dynamic models with longitudinal or panel samples, models involving discrete choices, behaviors or actions, and / or models which acknowledge the interdependence between firms.

The workshop is structured around a set of articles currently under consideration at the Organization Research Methods Journal for a Featured Topic on Cutting Edge Methods in Strategic Management Research. Specific topics to be covered include issues associated with the use of fixed effect and discrete time event history modeling techniques, network analysis, and multinomial logistic regression.

Panelists include David Kang (Harvard), Michael Leiblein (Ohio State), Ravi Madhavan (Illinois) and Brian Silverman (Harvard).



NEW FACULTY CONSORTIUM

The Business Policy and Strategy Division will again sponsor a Consortium for New Faculty during the preconference period of the 1999 Annual Meeting of the Academy of Management in Chicago. The objective of the Consortium is to enhance the scholarship, teaching, and overall career development of faculty who are in the early stages of their career or who have recently moved into the Strategic Management/ Business Policy field. The Consortium provides an excellent forum for exchanging ideas and tips concerning teaching and research as well as for expanding one's academic network. The consortium will be held on Saturday, August 7th from 8:00 to 5:00 and on Sunday, August 8th, from 8:00 to noon.

The 1999 Consortium Co-Chairs are Margaret Peteraf (Minnesota) and Aks Zaheer (Minnesota). The faculty panel consists of Allen Afuah (Michigan), Karel Cool (INSEAD), Curtis Grimm (Maryland), Dawn Harris (Loyola-Chicago), Michael Lawless (Duke), Joseph Mahoney (Illinois), Rita Gunther McGrath (Columbia), Vincenzo Perrone (Bocconi-Milan Italy), Lacy Glenn Thomas, III (Emory), and Margarethe Wiersema (California-Irvine). In addition, a panel of editors from top strategy journals will discuss the journal review process on Sunday morning.

To qualify for participation in the 1999 Consortium, an individual must have completed his/her formal dissertation defense by September 1997. In addition, a participant should have a record of commitment to teaching and research in the Strategy/Business Policy field. **Those interested in participating should apply no later than June 1, 1999** by submitting the following items: 1) a current CV, 2) a statement of teaching and research interests (one page maximum in total), and 3) a letter from the applicant's Dean or department Chair nominating the applicant to represent their school at the Consortium. Applications should be sent to:

Margaret Peteraf
3-365 CarlSMgmt
University of Minnesota
321-19th Ave. South
Minneapolis, MN 55455

Any questions concerning the Consortium may be addressed to Margaret (Margie) Peteraf, peteraf@csom.umn.edu; (612) 626-7559. **Participants will be notified of their selection by July 1, 1999.**

**MAKE PLANS TO ATTEND
THIS YEAR'S EXCITING
PROFESSIONAL DEVELOPMENT
WORKSHOPS!!**

THE CRAFT OF REVIEWING WORKSHOP

What constitutes a good review? What are the differences between reviewing empirical and theoretical papers? How should reviewers handle papers outside of their area of expertise? What are editors looking for in a reviewer--and in reviews?

These questions and others will be addressed by the 7th Annual Craft of Reviewing workshop. Reviewing is a craft that not only requires specific skills, it also requires judgment. The purpose of this workshop is to help new reviewers begin to develop their skills and judgement through interactions with a panel of experienced reviewers and editors. The workshop will begin with brief presentations by the panelists. The remainder of the session will be an open forum for discussing all aspects of the craft of reviewing.

While this workshop is designed for doctoral students, junior faculty, and ad hoc reviewers, all Academy members are welcome. No pre-registration is needed.

For further information, please contact either of the co-chairs.

Co-Chairs: Peter Lane, Arizona State (peter.lane@asu.edu)
Barbara Ribbens, Evansville (br28@evansville.edu)

Panelists: Charles Bamford, Texas Christian; Sarah Freeman, Wisconsin-Milwaukee; Angelo Knicki, Arizona State; Marelene Fiol, Colorado-Denver

This workshop is co-sponsored by the BPS and OMT Divisions. It will be held on Sunday August 8, 1999 from 8 am – 10 am.

***DON'T FORGET TO VOTE BY
JUNE 15, 1999***

**MANAGING YOUR DISSERTATION
WORKSHOP**

The BPS "Managing Your Dissertation" workshop will again be offered as a pre-convention activity at the 1999 Academy Meetings in Chicago. The workshop is open to all BPS doctoral students at any stage of the dissertation process. Students just beginning to think about dissertation issues, as well as those who have defended proposals, are encouraged to attend. The workshop will be conducted in an informal setting where students will be able to interact with faculty coordinators and guests in small groups. The workshop is scheduled for Sunday, August 8, from 9:00 am – 12:00 noon.

Annette L. Ranft (West Virginia) is this year's organizer.





Expanded Practitioner Series Starts on Friday Afternoon

The long-running and very successful Empowering Work/Action Research Workshop has merged with the Practitioner Series. The leaders of the Empowering Work, Max Elden, U. of Houston, Clear Lake, Rupert F. Chisholm, Pennsylvania State U., Harrisburg and Thoralf Ovale, Work Research Institute, Oslo bring an international network of experienced action researchers. This year the Practitioner Series will start at 1:00 PM on Friday and end on Sunday noon. The Sunday morning session will be about a new Interest Group whose focus will be on the development, transfer, and use of knowledge between academics and practitioners. Also, this year the types of action research projects will be expanded to include new projects and projects that are already in progress. It is a great opportunity to explore new approaches to collaborative research. Along with BPS, ten other divisions are co-sponsoring the Practitioner Series including CAR, HR, MC, MED, MH, MOC, OB, ODC, TIM & HCM.

An array of expertise will be integrated into the collaborative research process. Michael Beer, Harvard University, will give the keynote address that will help frame the Saturday workshop sessions. He is well known for his work on action science and making research implementable. Executive sponsors from last year Series will share their experiences during and after the sessions. There will be a brief introduction to action research and a team of action researchers, who are being organized by Max Elden and Rupert Chisolm, will work with each collaborative research team.

Ways to Participate:

BPS members are welcome to submit an action research project for critique or development. The major submission requirement is that the sponsor of the research be part of the team that will attend the workshop and work on the project. To submit a project, please contact Dan Twomey at dtwomey@mailbox.fdu.edu. A possibility for sponsoring a project is for a full-time faculty member to team with a part-time (executive) faculty member on an action research project from the part-time faculty member's firm. Members may also simply attend the session and work with one of the action research teams.

Benefits of Attending are:

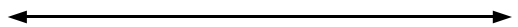
- To experience collaborative action research first-hand.
- To participate in developing collaborative inquiries with an executive team, academics and consultants.
- To add action research to your change management techniques.
- To learn about how to make research relevant, rigorous and implementable.
- To experience and to learn how to effectively integrate theory and practice.
- To join a network of leading-edge researchers.

On Sunday morning there will be a session to launch an Academic-Practitioner (A-P) Interest Group. The format of Sunday morning will be a presentation by a senior-level executive about the expectations and possibilities for practitioners in the Academy. Then, in small groups the participants will develop ideas for the year 2000 A-P programs. These ideas will be presented to a panel of executives and AOM leaders for their comments and suggestions. The proposed A-P domain includes in the creation, transfer, and effective use of knowledge between academics and practitioners.

For more information or pre-registration contact Dan Twomey at telephone 973 443 8802, fax 973 443 8506, or dtwomey@mailbox.fdu.edu.

EUROPEAN AND NORTH AMERICAN RESEARCH: TOWARD GREATER CONVERGENCE OR EVER-GREATER DIVERSITY?

Not only is managing and profiting from pluralism an issue of general concern within the European Community, but the pluralistic University and Research communities within and across countries is of vital practical and intellectual importance for members of the Academy. How do European scholars access these trends? This workshop assembles a seasoned group of scholars who work both within and across the national research community boundaries. Our group includes seasoned scholars from Denmark, France, Germany, Spain and the United Kingdom, as well as representing diversity in their research interests. All panelists have extensive experience in international collaborations and publishing, and will share their experiences in such endeavors, challenges they have encountered and how they get the most out of these collaborations. The workshop will also be helpful in gaining an overview of research interests and trends across Europe that might be masked for scholars who confine their reading primarily to North American journals. The session will be interactive with the audience.



ALL-ACADEMY 1999 NEW DOCTORAL STUDENT CONSORTIUM

Plans are well underway for the 5th Annual New Doctoral Student Consortium, which will be held in conjunction with the 1999 Academy of Management Meeting in Chicago. The purpose of NDSC is to provide newly enrolled doctoral students or those attending their first Academy meeting an opportunity to learn more about the doctoral student process, the AoM governance structure and academia as a career. The NDSC also provides a forum for participants to network with other doctoral students and discuss issues that are important to them. In addition, panel discussions typically include topics such as developing a research agenda, navigating the publication process and teaching effectiveness.

For additional information, contact the Co-Chairs Pamela Carter at pec9319@garnet.acns.fsu.edu or Glen Kreiner at glen.kreiner@asu.edu. To register for the Consortium send your name, address, phone number, e-mail address, school affiliation, year in program, and a brief statement of your research interests to Betti Hamilton bhamilto@sba.miami.edu or Gail Dawson dawson@soleil.acomp.usf.edu.




ECONOMIC SOCIOLOGY MEETS STRATEGY AND MANAGEMENT

The emerging field of economic sociology brings sociological analysis to bear on the functioning of organizations, markets, informal networks of exchange, and household economies. Smelser and Swedberg's 1994 Handbook of Economic Sociology defines the field as "the sociological perspective applied to economic phenomena," or, more elaborately, "the application of frames of reference, variables, and explanatory models of sociology to that complex of activities concerned with the production, distribution, exchange, and consumption of scarce goods and services."

The forum on "Economic Sociology Meets Strategy and Management" will open a dialogue on the terms of trade between economic sociology and the fields of strategy and management. Of particular concern are the flows of ideas and people between the disciplines. For example, has economic sociology grasped the pace and scale of change now occurring in global firms, and have strategy and management appreciated the full range of economic activity taking place in modern societies? Is the viability of economic sociology augmented or impaired by the flow of PhDs from disciplinary sociology departments to business schools, and how might intellectual life on both sides be enhanced by greater collaboration between economic sociology and the management disciplines?

The forum will begin with ten brief presentations on issues like these. The presentations will be followed by open discussion and an open bar. A lively and informative discussion is promised.

For additional information please contact:
Marshall W. Meyer
Department of Management
The Wharton School
e-mail: meyer@wharton.upenn.edu
voice: (215) 898-6992
fax: (215) 898-0401



A COMMON MYTH ABOUT THE ACADEMY CONFERENCE

MYTH: Acceptance rates are higher for Symposia as compared to Competitive Paper sessions.

REALITY: Historically, the All-Academy acceptance rates are 43% for papers and 37% for symposia.

CALL FOR PAPERS

Group and Organizational Management Special Issue: Careers in the 21st Century

Careers have been traditionally defined as a sequence of jobs within one or two organizations. This traditional definition has dominated much of our empirical research. Today's career structures, however, have changed. The tall, multi-layer organizational forms that supported traditional careers have become flatter and more flexible in response to environmental factors like rapid technological advancements and increased globalization. The psychological contract between firms and workers has also changed. Under the old contract, employees exchanged organizational commitment for job security. Under the new contract, employees exchange performance for continuous learning and marketability.

Although most career research has been conducted using the traditional framework, some researchers have begun to examine newer career patterns (e.g., boundaryless and protean careers). However, there are still many questions and issues that need to be examined regarding non-traditional careers.

This special issue of Group and Organizational Management invites papers that examine Careers in the 21st Century. Some of the issues to be examined include, but are not limited to, the following topics: theory development and model building on newer career patterns, organizational programs and learning methods focused on developing skills needed for success in nontraditional careers, the career patterns of our diverse workforce (e.g., women, minorities, working poor, disabled workers), the impact of technology on careers and work, and the cross-cultural generalizability of nontraditional career theory and research.

To be considered for publication, manuscripts must be received by **October 8, 1999**. Send manuscripts to:

Sherry E. Sullivan, Special Issue Editor
Group and Organizational Management
Department of Management
College of Business
Bowling Green State University
Bowling Green, Ohio 43403
Phone: 419-372-2366

Details concerning GOM's editorial guidelines are printed in all issues of GOM.

Request for Reviewers: If you are interested in serving as an ad hoc review for the special issue, please send Sherry E. Sullivan a letter describing your related expertise.





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