CALL FOR SUBMISSIONS

ACADEMY OF MANAGEMENT
WASHINGTON, D.C. 2001 CONFERENCE

THE DEADLINE FOR RECEIVING SUBMISSIONS IS JANUARY 5, 2001

Meeting Dates

Professional Development Workshops: Friday 1pm to Sunday noon, August 3-5, 2001
Refereed Scholarly Program: Sunday noon to Wednesday afternoon, August 5-8, 2001

THEME: How Governments Matter

As we gather in the seat of one of the past century’s most powerful governments, it might be time for members of the Academy to address the complex roles governments play in management and organization. We have always been told that governments matter. They establish the legal framework and enforcement regimes that provide the frames of action for managers and their organizations. Yet there is surprisingly little scholarship or discussion among us regarding such a fundamental element of managers’ and organizations’ environments.

This may be because governments appear to be an awkward subject for most management scholars. This awkwardness may in part arise from the dual nature of government, as both threatening and supportive. On the one hand, governments threaten because they have exclusive legitimate rights to use physical coercion. They have long been associated with exploitation, unwelcome constraint, terror and corruption. On the other, governments construct the transparent rules allowing organizations to compete and citizens to organize for their interests; governments create private property enabling powerful profit-seeking incentives; and governments provide the security and protection from misfortune that overwhelm the capacity of clans and families in complex developed societies.

In addition, perhaps governments are such an awkward subject for management scholarship because governments try to implement oxymorons such as freedom and protection, order and liberty, coercion and security. Finally, there is the added difficulty that discussions of governments may slide into discussions of politics, a notoriously fractious topic of conversation. Nevertheless, if governments do matter to organization and management, such awkwardness should not prevent us from trying to learn more about them.
Attention to the role of governments is not only a fitting topic for our physical setting in Washington, D. C., it is also a fitting one for this time. The past decades have been ones of massive changes in government and governmental forms, as nations experiment with new formulations with the hope that these will bring them the prosperity they observe across their borders, or wish to preserve in the face of global economic forces. Such pressures certainly have been exacerbated by increasing globalization. This is the era of rapid global integration of professions and institutions, with the Academy of Management as just one example. The Academy grows further outside the United States every day, with members currently studying and teaching under 80 different national governments. All institutions – education, health care, and every kind of business -- now learn from, compete against, and collaborate with those operating under differing governmental regimes. Thus, the time seems right to explore the effects of governments at our 2001 Washington meeting.

To cite just a few of the topics that submissions might address:

- Governments affect organizations’ structures and strategies as much as do product-market or task demands, yet governments have not received even a fraction of the scholarly attention tasks have received. To cite just one question, in what ways do differing legal systems compel local divisions to become more autonomous than would otherwise be dictated by task demands?

- Cultures do not correspond neatly to governmental boundaries. Do governments matter to culture? What happens if differing cultures are forced to co-habitate within one governmental jurisdiction?

- It has been argued that trans-national organizations are making governments irrelevant. Is this so, or is it more a matter of governmental functions shifting away from nation-states to other governing institutions?

- Differences in governments’ policies and practices are surely reflected in differences in cognitive schemas. For example, how do those who have learned to expect particularism rather than rule-of-law interpret human resources policies and procedures?

- Governments are themselves organizations. In what ways are governmental differences reflected in differences in the organization and management of those tasks – education, social welfare, infrastructure and the like – that governments and non-profits undertake?

- How is the form and operation of entrepreneurship affected by governments? As an illustration, many governments seek to foster technology-based entrepreneurship with subsidized incubators, loans and other initiatives. Do such programs work? Alternatively, the form of entrepreneurship may be affected by governments in more fundamental ways, as for example, in many developing countries where entrepreneurship is synonymous with the informal economy – small vendors scratching out a living selling trifles because they cannot get jobs – not with economy-leading technologies.
Management consulting has shifted from a collection of small, local cottage industries to large multinational concerns with jurisdiction-crossing assignments expected as part of the job. Has our understanding and teaching of managerial consulting kept pace with these shifts?

Advances in information technologies appear to have facilitated cross-governmental contact and integration, yet scholarship has not kept pace with journalistic speculation about the interrelationships among technologies, governments and management.

Increased immigration means that many more now work with co-workers who have developed assumptions and expectations under differing governments. How does this diversity affect social processes and workers’ psychological attachments to others and organizations?

How do differing governments’ demands (e.g., for joint ventures with domestic businesses or state-owned enterprises) affect the strategic decisions of multinational firms and the alliances they build?

With increased immigration and expatriation governmental boundaries cease to become an impediment, but rather become a new factor to consider in careers. What can we learn about this new factor?

Attention to governments draws us to a concern for organizational governance. Have the ways organizations govern themselves changed? In what ways do they manage the inevitable political processes involved in organization?

Finally, how do managers affect governments? John D. Rockefeller Jr. was asked if his father ever broke any laws. He answered, no, but he could think of a few laws that were enacted because of his father. Managers expend enormous amounts of their organizations’ resources to influence governments, yet this is a social issue we have done little to systematically study.

We hope this theme will encourage members to consider how governments affect those management questions they have been studying and teaching, and to encourage us all to have an extended conversation about how governments and management intertwine at the 2001 Meeting.

See the Academy web site, at http://www.aom.pace.edu/meetings/2001 for additional information about ways to express How Governments Matter at the Academy meeting.
SUBMISSION GUIDELINES AND PROGRAM INFORMATION

GUIDELINES FOR ALL SUBMISSIONS
during the Refereed ("regular") Program,
Aug 5 - 8

1. The title page and abstract for all papers,
symposia and art/poetry must be
submitted electronically prior to
submitting the printed versions. This is
the database that will be used for printing
the Program. Please proofread this
information carefully. After this data
entry process is completed, authors will
receive a report containing a submission
number that must be included on all
copies of the mailed submission and in all
communication with program chairs. The
Internet address for submitting the
electronic version of your abstract and
title pages is:

http://www.aom.pace.edu/submissions

This requirement will be waived for
authors who do not have access to the
Internet. (Please explain why you cannot
access the Internet in a cover letter and
make sure that your printed submission
arrives by January 5.)

To help us avoid a last minute traffic jam
on the Academy’s servers, please
complete all electronic submissions
several days before the January 5
deadline.

2. Printed submissions should be sent
directly to a Division or Interest Group
Program Chair. (See listing on pages 19-
24.) Please use the domain statements for
the divisions and interest groups on pages
14-23 in making your selection. All
submissions must arrive by Friday,

Note: International mail can take 30 days
to arrive, so please consider using express
mail!

3. The cover page of the printed
submission should be a printout from
the electronic submission. The next page
should contain the following:
- The electronic submission
  identification number.
- Formal names, postal and e-mail
  addresses, telephone and facsimile
  numbers of all authors or presenters.
- Title of paper or session.
- 250 word abstract of paper or session
- The single division or interest group
  receiving the paper submission. In the
  case of a symposium, identify all
divisions or interest groups receiving
the submission. In the case of art or
poetry list “art/poetry submission” as
your division.

Please use the same name and address on all
submissions, and proof carefully.

4. The printed submission should include a
separate abstract page that states the title
and an abstract of no more than 250
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 three key words
that identify the major subject(s) of the
submission.

5. 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.

6. 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.
7. 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.

8. Each printed submission should include:
   • for those who have not entered an email address on the web submission page, 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,
   • if requested by the Division or Interest Group in their Special Instructions (pages 14-23), an electronic version of the paper on diskette (see page 23 for diskette submission procedures),
   • 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 reviews, and
   • a completed and signed submission checklist form (pages 26-27).

9. Division or interest group and Art/Poetry chairs must consider any submission falling within their domains. These program chairs will report reviewers’ comments when they notify submitters about program selections at the end of March.

10. Each person can participate (as author, presenter, discussant, panelist, or session chair) in no more than three submissions to the refereed scholarly 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 submissions of art/poetry, Professional Development Workshops held Aug 3 - 5, or to program listings resulting from officer roles. Each person may submit up to two works of art or poetry.

GUIDELINES SPECIFIC TO PAPERS

a. No changes in titles, abstracts, or paper authorship can occur after the submission.

b. Submitted papers must not have been previously presented or scheduled for presentation, published, accepted for publication, and, if under review, must not appear in print before the Academy meeting.

c. Each paper can be submitted to only one division or interest group.

d. To facilitate the review process, papers that include more than 30 pages of text will not be considered. Papers' references and format should follow the Style Guide for the Academy of Management Journal which can be found in the Journal.

e. Papers will be selected for presentation by a blind review process. Please ensure that only the title page reveals the authors' names and affiliations.

GUIDELINES SPECIFIC TO SYMPOSIA

a. Symposia may be submitted simultaneously to no more than three (3) divisions and/or interest groups. We suggest that you limit your submissions to one or two divisions in order to reduce the burden of the review and selection process. Complete information should be sent to all relevant program chairs. (See listing on pages 9-13.) 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. Note that symposia range from 80 to 120 minutes long.

b. Symposium proposals are not blind reviewed. Each printed submission should include:
   • a cover page from the electronic submission (see #3 above),
• a title page which includes the complete professional name and contact information for the chair as well as all participants and discussants,
• Three (3) key words, identifying the major subject 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 and permission to have the session recorded.

c. Reviewers will judge symposia submissions primarily on five criteria:
  • overall quality,
  • interest to Academy members,
  • relevance to the domain of the division or interest group to which they are submitted,
  • newness and value of contribution,
  • relevance to the meeting theme.

GUIDELINES SPECIFIC TO ART & POETRY SUBMISSIONS

a. Submissions to Images of Governance can be entered electronically by selecting “Add Paper” and then choosing “Art/poetry Submission” as the division. Each submission to "Art/poetry Submission" should include:
  • a cover page (see #3 above), and
  • four copies of your verbal imagery, color photocopies or slides of your artwork, or other easily transmitted forms that will allow the reviewers to "see" your work.

b. Reviewers will judge art and poetry submissions on the basis of
  • overall quality
  • relevance to the meeting theme.

GUIDELINES SPECIFIC TO ALL-ACADEMY SESSIONS

All-Academy sessions address topics directly related to the conference theme, How Governments Matter. Anyone with ideas about All-Academy sessions should communicate them by e-mail to the Program Chair, Jone Pearce, at jlpearce@uci.edu or the All-Academy Chair, Joyce Osland at osland@up.edu no later than November 13, 2000. These communications need not be full-fledged proposals; a detailed description of the session's content, format, and participants will be adequate. If accepted, a full proposal, as detailed in guidelines specific to symposia needs to be submitted to Joyce Osland by January 14, 2001.

GUIDELINES SPECIFIC TO 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 by email or facsimile to the Caucus Coordinator, Brad Shrader at Iowa State (Fax: 515-294-2534; Email: cshrader@iastate.edu), by March 16, 2001:
  • the title,
  • your name, e-mail address, phone number,
  • a short description, including two key words in bold, and
  • the names and signatures of 5 Academy members who support the proposal.

GUIDELINES SPECIFIC TO PROFESSIONAL DEVELOPMENT WORKSHOPS (PDWs) Aug 3 - 5

Professional development workshops take place from Friday 1PM until Sunday noon. This time is set aside for special activities organized by the 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 for professional development and supplement the refereed scholarly sessions of the "regular" meeting Sunday through Wednesday. PDW sessions include but are not limited to doctoral student and faculty consortia and workshops on teaching, research, and consulting. We encourage a wide variety of formats and approaches – think outside the box! Proposals for these sessions must go through the Division PDW Chairs (see pages 9-13).

PDW programs are planned well in advance of the submission deadline for the regular Academy meeting. Individuals wishing to become involved in organizing a PDW activity must seek the sponsorship of a division or interest group by contacting the relevant PDW chair (see pages 9-13) by November 13, 2000.

Note that this year we will be requiring signed consent forms from all PDW participants; please contact the relevant PDW Chair for more information.

### PROCEEDINGS

The 2001 Conference Best Paper Proceedings will be published on a CD-ROM that will be distributed to all conference participants at the Washington D.C. 2001 conference. It will include 250-word abstracts of all papers and symposia presented at the conference. In addition, it will include shortened versions of the “Best Papers” (approximately 10%) of accepted papers. Those papers chosen for publication in the Proceedings will need to be shortened to a 6-page format (publication of papers at their full length would preclude subsequent journal publication). The Proceedings editor, Dennis Nagao, will supply style specifications to the authors of the selected Best Papers in early April 2001.

The Proceedings will contain a search engine for locating papers, abstracts, and authors.

### CONFERENCE POLICIES

#### Program Participation

All program participants must register for the conference and must personally present their submissions. All participants of submitted papers and symposia must be available to participate from Monday morning, August 6, through Wednesday afternoon, August 8. The Academy does not pay honoraria for any presentations.

#### Audio Recording of Sessions

Recordings of selected symposia will be made available if the speakers grant permission to be recorded. These audio recordings will be available for purchase. Written statements by symposium participants that grant or deny recording permission will not influence acceptance decisions of symposium proposals.

#### Scheduling Space for Non-Academy Activities

Academy-related organizations will be accommodated, if space is available. All requests for room space for non-Academy activities should be submitted to Carol Sexton, Program Coordinator, between May 1 and July 1, 2001. All catering and room set up requests for non-Academy activities must be arranged directly with the hotels. Receptions and other non-conference activities are not to be scheduled in conflict with scheduled conference sessions, that is, not before 6 p.m. on Sunday, Monday and Tuesday. Notices of activities sponsored by non-Academy groups (e.g. universities, publishers) will be included in the conference program if they are open to all conference attendees and if they are submitted to Carol Sexton by April 1, 2001.
WASHINGTON, D.C. 2001 CONFERENCE ORGANIZERS

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### PROGRAM CHAIRS & PDW CHAIRS

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<tr>
<th>Division Program Chairs</th>
<th>Professional Development Workshop Chairs</th>
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<tr>
<td><strong>Art and Poetry</strong></td>
<td>NA</td>
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<td>Dennis Gioia</td>
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<td><strong>Conflict Management</strong></td>
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<td><strong>Gender and Diversity in Organizations</strong></td>
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DIVISION AND INTEREST GROUP DOMAINS
AND SPECIAL INSTRUCTIONS

Images of Governance: Art & Poetry Submissions
Visual and verbal imagery related to management and government. Expressive media will primarily include two- and three-dimensional artwork (e.g., painting, collage, photography, sculpture, mixed media, graphic design, computer-generated imagery, etc.) and poetry. Other forms of expression are also possible. We have adopted a philosophical stance that does not constrain the kinds of work that might be included. In fact, we explicitly hope to encourage creativity of all kinds and are willing to expand our domain in response to new ideas.

Business Policy and Strategy
Specific domain: 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.

Business Policy and Strategy: Special Instructions
The best competitive paper receives the annual Bill Glueck Best Paper Award, supported by friends and former students of Bill Glueck. The Free Press Award for Outstanding Dissertation Research in Business Policy and Strategy is also given annually, and is supported by The Free Press. Every other year, the division awards the Irwin Outstanding Educator Award supported by Richard D. Irwin, Inc.

NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

Careers
Specific domain: people's lifelong succession of work experiences, the structure of opportunity to work, and the relationship between careers and other aspects of life. Major topics include: individual career development; career management strategies; career planning; relationships between human resource systems and careers; life cycle interactions with work; race, culture, and gender effects on careers; labor force diversity; internal labor market structures and functions; cross-cultural careers; and effects of demographic and social changes on work.

Careers: Special Instructions
The Careers Division encourages papers addressing fundamental research about careers as well as papers that reflect the changing influence of careers and career management on individuals and organizations. The Division offers an Award for Overall Best Paper, sponsored by Prentice Hall; a Best Applied Paper award for a paper linking research and practice, sponsored by Fast Company; an Outstanding Student Paper award for a single-authored student paper (identified as such at the time of submission) or a student paper that meets the Academy Newman Award criteria; and a Best Symposium award (to be judged during the conference, announced afterward, and presented the following year). In addition, the Division presents the Cason-Hall Best Regional Paper award at its business meeting to the most outstanding careers-related paper presented at any of the regional Academy conferences in the previous twelve months. Authors are strongly encouraged to include an electronic version on diskette (see “Diskette Submission Procedure”, p. 23) or send version as an email attachment to the Division Program Chair.
Conflict Management
Specific domain: the nature and management of conflicts at the individual, group, organizational, interorganizational and societal level; power processes including influence, coalitions, coercion, deterrence, and persuasion; bargaining and negotiation, negotiator characteristics and behaviors; collaboration and competition; third party interventions (such as facilitation, arbitration, mediation); distributive and procedural justice and dispute resolution procedures. Major topics include application of the above conceptual foci to a wide variety of contexts including team interactions, intercultural relations, organizational diversity, labor relations, workplace disputes, community conflict and public policy development.
Conflict Management: Special Instructions
Empirical and conceptual papers, symposia, and workshops are invited. Awards will be given for the best competitive paper and for the best paper authored by a graduate student or students. Please indicate if you are a student author.

Entrepreneurship
Specific domain: the creation and management of new businesses, small businesses and family businesses, and the characteristics and special problems of entrepreneurs. Major topics include: new venture ideas and strategies; ecological influences on venture creation and demise; the acquisition and management of venture capital and venture teams; self-employment; the owner-manager; management succession; corporate venturing and the relationship between entrepreneurship and economic development.
Entrepreneurship: Special Instructions
Empirical and conceptual papers, symposia, and workshops are invited. Topics of special interest include new venture ideas and strategies; ecological influences on venture creation and demise; the acquisition and management of venture capital and venture teams; self-employment; family businesses; international entrepreneurship, entrepreneurial education; the owner manager; management succession; corporate venturing; and the relationship between entrepreneurship and economic development. The division provides awards to the best empirical paper, the best theoretical paper, as well as the best paper on high-growth companies.

Gender and Diversity in Organizations
Specific domain: content relating specifically to the subject of gender and other identity group relations in organizations and to the influence of identity group relations on the structuring of society and the production of knowledge. Major topics include: theorizing and studies of gender (e.g., examining similarities and differences between women and men in attitudes, behavior and organizational treatment, research about the sources of any such differences and studies of issues traditionally important to working women, such as dual careers, sexual harassment, work-life programs, and the impact of child care opportunities and job interruptions on career experiences); theorizing and studies of race and ethnicity, including but not limited to African-Americans, Asian-Pacific Americans, Hispanic Americans, Native Americans and whiteness (e.g., comparisons between racial and ethnic groups concerning attitudes, behavior, and organizational treatment, research about the sources of such differences, including culture, structure and racism, and studies of issues particularly relevant to racial and ethnic groups who are numerically in the minority); theorizing and studies of sexual orientation, disability status, age and/or religious differences in organizations; theorizing and studies examining the complex interactions among social identities (e.g., the intersection of gender, race and class); and theorizing and studies whose central contribution is in articulating emancipatory views of identity group relations in organizations.
Gender and Diversity in Organizations: Special Instructions
The division encourages submissions that consider the effects of gender and other types of
diversity in organizations. Submissions that explore theoretical and methodological
approaches to the study of gender and diversity are encouraged. The Dorothy Harlow
Distinguished Paper Award of $500 will be presented for the best competitive paper. The
division also will give an award for best paper based on a dissertation. The dissertation must
be completed between January 1, 1999 and December 31, 2000. Papers considered for the
dissertation award must be sole-authored. The title page should indicate that the paper is
based on a dissertation and give the date of the dissertation defense. Questions on the
dissertation award may be addressed to the program chair.
NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission,
please include an electronic version (see “Diskette Submission Procedure”, p. 23). Thank
you in advance for making the process easier for reviewers outside of the U.S.

Health Care Management
Specific domain: the health care industry. Major topics include: performance of health care
workers and organizations; public policy issues, such as access to care, competition, cost control
and quality of care, and their implications for managing health care organizations; health care
finance and marketing; and empirical or conceptual application of theory in health care
organizations, even on topics that might also fall within another division's domain.
Health Care Management: Special Instructions
An award of $500, sponsored by the American College of Health Executives, will be given for
the best paper submitted. This paper will be published in the Journal of Health Care
Management. The division also offers an award of $250 for the outstanding paper based on a
dissertation; papers to be considered for this award should be clearly identified as such at the time
of submission. To encourage papers relevant to the practicing healthcare manager, Health Care
Management Review is sponsoring the "Best Health Care Management Theory to Practice
Award." The winning paper will be published in Health Care Management Review following
routine journal editing and revision by the editor. Criteria for this award are: (1) paper must be
accepted by the Health Care Management Division; and (2) at least one author must be a health
care management practitioner. A review panel will decide which, if any, paper wins the award.
NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission,
please include an electronic version (see “Diskette Submission Procedure”, p. 23). Note:
our division can accept either an IBM-compatible or a Macintosh-formatted diskette.

Human Resources
The Human Resource Division is dedicated to a better understanding of how work organizations
can perform more effectively by better management of their human resources. That is, we are
interested in understanding, identifying, and improving the effectiveness of HR practices
(whether in the U.S. or in other countries) in the various functions and activities carried out as
part of HR and determining the optimal fit between these practices and organizational strategies,
cultures, and performance. Major topics include acquisition, allocation, development, utilization,
maintenance, and evaluation of humans as resources in work organizations. The emphasis is on
the study of the employment relationship at the individual, group, organizational, societal, and
cross-cultural levels of analysis and the impact of this relationship on outcomes critical to the
organization and its applicants, both present and past employees and their representatives.
Human Resources: Special Instructions
An award will be given to the best competitive paper (the paper may be co-authored)
presented at the annual meeting. A second award will be given for the best student paper.
Note: to be considered for the best student paper award, the paper must be clearly identified
as a student paper at the time of submission.
NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission,
please include an electronic version (see “Diskette Submission Procedure”, p. 23).
**International Management**
Specific domain: content pertaining to theory, research and practice with an international or cross-cultural dimension. Major topics include: investigations of the adjustments organizations make in order to succeed in various countries; investigations of the cross-border management of operations, including multi-country, multi-unit strategy formulations and implementation; investigations of evolving organizational forms and management practices that are the consequence of the interaction of two or more socially-embedded, multi-level, evolving business processes (from individual to supranational) and their outputs; investigations of the cross-border differential impact of cultural, social, economic, technological, and political forces on organizational forms and management practices; the comparative management studies; and other research with an international dimension.

**International Management: Special Instructions**
The best competitive paper receives an award of $500 from the division. In addition, the division honors exceptional reviewers with distinguished reviewer awards. *NEW – Diskette Version of Submission.* In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

**Management Consulting**
Specific domain: is to advance knowledge and understanding of management consulting and to aid in the development of consultants from the perspectives of research, practice and teaching. The focus of the Division is on the discipline of consulting, as well as the consulting industry. The Division encourages interdisciplinary and integrative approaches to management consulting which lead to the continuing development of the discipline. Major topics include: the consulting process, ethical issues in consulting, the roles and responsibilities of academics in the field, the role of consultants in leading change initiatives, the management of consulting firms, the marketing of consulting, and the expanding role of consultants in organizations and society.

**Management Consulting: Special Instructions**
Broad spectrum of innovative conceptual, empirical and practice-based papers and symposia are invited.
- Integration of the Academy divisions/interest groups with management consulting.
- Submissions addressing current and future consulting processes, knowledge and trends across organizations and industries including governments.
- Topics including local and global consulting practices and issues.
- Studies dealing with formation and development of consulting organizations and industry.

*Three externally sponsored awards* are available for meritorious conceptual or applied papers appearing on the Managerial Consultation Division's program. Also, there are awards for outstanding doctoral student papers. To be considered for the student awards, authors must identify their affiliations as students on the title page of their papers.

*NEW – Diskette Version of Submission.* In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

**Management Education and Development**
Specific domain: the study of the organization and delivery of management education (academic) and management development (non-credit instruction). Major topics include: theoretical advances or empirical evidence about effective and innovative instructional methods or technology; applications of learning theories; and evaluation of studies of the effectiveness of management education and development techniques.
Management Education and Development: Special Instructions
The division offers four cash awards and award plaques for best papers, symposia and research designs, all of which are selected from submissions by the January deadline to the MED division AOM program: Best Paper in Management Education ($500.00) sponsored by John Wiley and Sons; Best Paper in Management Development ($500.00) sponsored by MCB/Journal of Management Development; Best Symposium ($500.00) sponsored by Irwin/McGraw-Hill, and Innovative Research Design ($250.00) sponsored by Dryden Press. In addition, MED provides best reviewer award plaques to submitters of well-crafted reviews of MED papers and symposia. All award winners are also recognized at the MED business meeting.

NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

Management History
Specific domain: the historical development of management concepts and practices and the historical roles of individual managers. Major topics include: historical assessments of the social consequences of management; reexaminations of established historical concepts; the historical role of the behavioral sciences in the emergence of management practices; historical development of management of present-day companies; historical analyses of management philosophy; ways of using historical materials; new directions in historical research and oral history; the importance of a historical perspective in international management; historical aspects of quality control, cultures, and health and safety in the workplace; and topics that, although they may appear to fall within some other division's domain, draw on historical data that are firmly rooted in a historical perspective.

Management History: Special Instructions
The division welcomes all empirical and conceptual submissions of historical import, including areas of research that integrate the domain of other Academy divisions with history. Recognition awards for historical significance will be given to the most meritorious papers. All Academy members submitting papers to the division are eligible for these competitive awards. To recognize outstanding historical research undertaken by newcomers to the field of management, an award will be presented for the best paper authored by a graduate student (the paper may be co-authored, but all authors must be students at the time of submission). Papers authored by students should be identified as such at the time of submission to be eligible for the award. Several of the top papers presented in the division will be invited to be published in the Journal of Management History.

NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission, please include an electronic version in Word 6.0 or lower (see “Diskette Submission Procedure”, p. 23).

Management, Spirituality and Religion
The domain of this special interest group is the study of the relationship and relevance of spirituality and religion in management and organizations. Major topics include: theoretical advances or empirical evidence about the effectiveness of spiritual or religious principles and practices in management, from approaches represented in the literature including religious ethics, spirituality and work, and spiritual leadership, as well as applications of particular religions and secular spiritualities to work, management/leadership, organization, and the business system; and evaluation studies of the effectiveness of management approaches that nurture the human spirit in private, non-public or public institutions.
Management, Spirituality and Religion: Special Instructions
We encourage innovative and traditional empirical, theoretical and applied submissions studying the relationship and relevance of spirituality (theistic and non-theistic), religion and ethical systems to management and organizations. In addition to papers, we welcome submissions for joint symposia with other Divisions and Interest Groups. As a new interest group, we seek PEER REVIEWERS as well as presentation submissions.

NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

Managerial and Organizational Cognition
Specific domain: the study of how organization members model reality and how such models interact with behaviors. Major topics include: attention, attribution, decision making, ideology, information processing, learning, memory, mental representations and images, perceptual and interpretative processes, social construction, and symbols.

Managerial and Organizational Cognition: Special Instructions
MOC will offer two recognition awards: one for the best competitive paper and one for the best student paper (the paper may be co-authored but the student must be the first author). Authors wishing their paper to be considered for the best student paper award must clearly identify themselves as students on the title page when submitting their paper.

Operations Management
Specific domain: focuses on the management of the transformation processes that create products or services. These processes are found in all organizations including profit and non-profit organizations. Conceptual, empirical, and methodological contributions are encouraged, as are cross-functional linkages and perspectives. Major topics include operations strategy, product and service development, supply chain management, project management, and quality management, as well as international, human resources, environmental, and IT issues facing operations.

Operations Management: Special Instructions
Empirical and conceptual papers and symposia are invited. Topics of special interest include operations strategy, supply chain management, just-in-time operations, management of process technologies/systems and their implementation, product and service development, service operations, international operations, resource scheduling and control, ecological issues in operation, human resource and workforce policies in operations, project management, and quality management.

The OM division presents three awards each year. The Chan K. Hahn Distinguished Paper Award will be given to the best competitive paper. The OM division also recognizes the best student paper. To be considered for the best student paper award, the paper must be clearly identified as a student paper at the time of submission. To celebrate the efforts of the anonymous reviewers who put in a tremendous amount of work to review papers for the division, a best reviewer award is presented.

Organization and Management Theory
Specific domain: involves building and testing theory about organizations, their members and their management, organization-environment relations, and organizing processes. The area has a rich intellectual heritage. Theoretical advances in organization theory have included strategic choice, resource dependence theory, organizational ecology and institutional theory. More recently, we have provided a home for critical, feminist, cognitive, and post-modern theorists. We encourage new theory development and the application of our existing theory base to such emerging and continuing management challenges as quality improvement, strategic alliances, new technology implementation, organizational restructuring, governance and control, and strategic global diversity. The division celebrates theoretical activity, methodological pluralism and linkages between theory and practice.
Organization and Management Theory: Special Instructions

NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

Division Awards. Several recognition awards will be given: one for the best competitive paper (which may be co-authored), one for the best symposium, and one for the best competitive paper from a dissertation (which cannot be co-authored). The dissertation paper should be clearly identified as such at the time of submission.

Organization Development and Change

Specific domain: the development of theory and innovative practice relevant to organization change. Major topics include: change processes within organizations, with or without assistance by change agents; active attempts to intervene in organizations to improve their effectiveness, and scholarly studies of such interventions; the roles of change agents; and problems of self-awareness, responsibility, and the political consequences of OD theory and practice.

Organization Development and Change: Special Instructions

Three externally-sponsored recognition awards, of $500 each, will be given for the following: the best competitive paper; the best paper authored by a graduate student or students; and the best paper linking theory to practice. Papers authored by graduate students should be clearly identified as such at the time of submission.

Organizational Behavior

Specific domain: the study of individuals and groups within an organizational context, and the study of internal processes and practices as they affect individuals and groups. Major topics include: individual characteristics such as beliefs, values and personality; individual processes such as perception, motivation, decision making, judgment, commitment and control; group characteristics such as size, composition and structural properties; group processes such as decision making and leadership; organizational processes and practices such as goal setting, appraisal, feedback, rewards, and behavioral aspects of task design; and the influence of all of these on such individual, group, and organizational outcomes as performance, turnover, absenteeism, and stress.

Organizational Behavior: Special Instructions

Three recognition awards will be given for program events: the best competitive paper (which may be co-authored) that is sponsored by Blackwell Publishing; the most innovative session; and the best paper based on a dissertation (which must be sole authored and should be identified clearly as dissertation-based at the time of submission) that is sponsored by the Journal of Organizational Behavior (John Wiley). Three awards for other OB-related activities are also given: the Cummings Scholar Award, which is sponsored by JAI Press; the Lyman Porter Award for the best paper at the annual IOOB Graduate Student Conference, which is sponsored by the Journal of Managerial Psychology (MCB University Press); and the Outstanding Publication in Organizational Behavior, which is sponsored by the Sam. M. Walton College of Business Administration at the University of Arkansas.

NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

Organizational Communication and Information Systems

Specific domain: the study of behavioral and social aspects of communication and information systems within and between organizations. Major topics include: interpersonal communication; verbal, nonverbal, and electronic communication; vertical, horizontal and diagonal communication; executive information systems; intergroup and intragroup communication; DSS and GDSS; communication networks; organizational adoption of communication and information technology; communication and information strategy and policy; communication and organizational culture; communication and information research methodology; and managing information systems.
Organizational Communication and Information Systems: Special Instructions
Awards will be presented for competitive papers to recognize the scholarship of participants.

NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

Organizations and the Natural Environment
Specific domain: research, theories and practices regarding relationships of organizations and the natural environment. Major topics include: ecological sustainability, environmental philosophies and strategies, ecological performance, environmental entrepreneurship, environmental product and service industries, pollution control and prevention, waste minimization, industrial ecology, total quality environmental management, environmental auditing and information systems, managing human resources for sustainability, ecological crisis management, natural resources and systems management, protection and restoration, interactions of systems management, interactions of environmental stakeholders, environmental policies, environmental attitudes and decision making, and international/comparative dimensions of these topics. As the natural environment is integral in all individual, organizational and societal activity, the interest group encourages holistic, integrative, and interdisciplinary analysis. It promotes joint exploration of these topics with all other disciplines and Academy units.

Organizations and the Natural Environment: Special Instructions
The ONE interest group invites papers that address all aspects of the relationship between business organizations and the natural environment. Given that ecological issues are by definition trans-disciplinary, ONE encourages submissions that explore organization-ecology relations from all Academy disciplines and from multiple stakeholder perspectives. In this regard, ONE is seeking papers and symposia proposals that focus on the social, ethical, technological, strategic, operational, structural, behavioral, theoretical, international, health-care, educational, methodological, historical, human-resource, information and change-management dimensions related to bringing organizations into balance with the ecosystem. Because of this trans-disciplinary focus, ONE invites joint symposium proposals that reflect the natural links between itself and other Academy divisions and interest groups.

NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

Public and Nonprofit Division
Specific domain: public and nonprofit management; public policy making and governmental decision-making; and other areas of research concerned with government, nonprofit and voluntary organizations. Major topics include: formal public/nonprofit and private partnerships; and less formal interactive activities and alliances among regulators, nonprofits, and the global citizenry; public and/or nonprofit personnel management; leadership, decision making, and strategic management in public and nonprofit organizations; public policy content and process; and other management research related to the diverse set of organizations whose primary outputs have a "public good" character.
Public and Nonprofit Division: Special Instructions

The Division welcomes empirical and conceptual papers and symposia focusing on management in government agencies, social services, cultural and educational institutions, professional associations, religious organizations, and other public, nonprofit, and voluntary organizations; the relationships between the private and public sectors in economic and social activity; civil society; service-learning; public policy; and other research concerned with public and nonprofit issues. The Division encourages submissions addressing these topics in international settings. The Charles H. Levine Award will be given in recognition of the best competitive paper. A separate award will be given to the best paper accepted for the program authored by a doctoral student; doctoral students should indicate their doctoral student status on the cover of their submissions. The Division also offers an award for the outstanding dissertation in its domain in the previous year.

NEW – Diskette Version of Submission. In addition to hardcopy versions of your submission, please include an electronic version (see “Diskette Submission Procedure”, p. 23).

Research Methods

Specific domain: Philosophy of science, research design, qualitative and quantitative research methods and design. Major topics include but are not limited to: epistemology, theory development, experimental and non-experimental research design, survey research, ethnography, evaluative research, cross-cultural and comparative methods, measurement development and evaluation, construct validation, statistical modeling, casual mapping, historical analysis, discourse analysis, textual analysis, scholarly writing and publication, and other methodological topics that advance research practice within the Academy.

Research Methods: Special Instructions

The division encourages innovative submissions (empirical or conceptual papers, symposia, debates, roundtables, etc.) that address methodological issues encountered by Academy researchers. These issues may include theory development, philosophy of science, epistemology, the craft of writing scholarly work, as well as the full range of qualitative and quantitative methodological issues involved in the design, conduct, analysis and interpretation of research. We welcome submissions which evaluate applications of current methods or describe development of new methods. We especially encourage submissions of jointly sponsored symposia that provide solutions to substantive research problems. Awards sponsored by Sage Publications are given for the best conference paper and the best paper submitted by a doctoral student or students.

Social Issues in Management

Specific domain: encompasses the exploration and analysis of various environments' and stakeholders' influence upon the organization and the organization's effect upon these groups. Specifically, the domain includes: the Social Environment (which includes topics such as corporate social responsibility, corporate philanthropy, stakeholder management, and corporate social performance); the Ethical Environment (which includes topics such as corporate codes of ethics, corporate crime, individual ethical behavior, the influence of the organization on ethical conduct, ethical implications of technology, and the assessment of personal values and corporate culture); the Public Policy Environment (which includes topics such as political action committees, and the legal and regulatory areas); the Ecological Environment (which includes topics such as environmental management and various ecological issues); the Stakeholder environment (which includes topics such as the impact of corporate use of technology, workplace diversity, corporate governance, and public affairs management) and the International Environment (which includes international dimensions of topics in each of the previously mentioned environments, plus the topic of how the nation-state system affects international organizations).
Social Issues in Management: Special Instructions
Papers and symposia that address critical issues within one or more of the division's multiple environments, as described in the domain statement, and topics with potential cross-fertilization between SIM and other management disciplines are encouraged. The division sponsors awards for best competitive paper and for best dissertation. The deadline for submitting abstracts of dissertations within the SIM domain, which have been completed within the past two years, is May 1, 2001.

Technology and Innovation Management
Specific domain: encourages interdisciplinary scholarship and dialogue on the management of innovation and technological change from a variety of perspectives, including strategic, managerial, behavioral, and operational issues. The problem domain includes the management of innovation processes, research and development, information technologies, e-commerce, and process technologies. Participants in this broad academic endeavor come from a wide range of disciplines and draw on an extensive array of theoretical and research paradigms. We enter this complex problem domain in the spirit of dialogue, debate, and deepened understanding. Major topics include: studies of the strategic management of technology; innovation processes; innovation diffusion and the development, implementation and use of technologies; technology development trajectories; intellectual capital; organizational processes by which technically-oriented activities are integrated into organizations; product development strategies; technical project management; behaviors and characteristics of technical professionals; technological forecasting and policies; information technology; impacts of new technologies on organizational forms and electronic commerce. (Revised 11/99)

Technology and Innovation Management: Special Instructions
The TIM division welcomes empirical or conceptual papers and symposia on topics dealing with any aspect of the management of technology or organizational innovation. Papers or symposia which also relate to the domains of other divisions, including OCIS and Operations Management, are encouraged; they may become candidates for cross-divisional sessions (shared interest tracks or joint symposia). The TIM Division offers three best competitive paper awards: the Technology Studies/Walter de Gruyter Best Student Paper Award and two TIM Divisions Best Paper Awards. To be eligible for the best student paper award the student must be senior author or sole author; this should be indicated on the title page of the paper. For the Toronto 2000 meetings, the TIM division encourages empirical or conceptual papers that deal with the organizational and strategic implications of electronic commerce and the effect on management of evolving internet technologies.
Diskette Submission Procedures:

If your Division or Interest Group has requested a diskette as well as hardcopies of your submissions, please observe the following guidelines:

- Use Word 7.0 or lower, unless otherwise specified in the Special Instructions for your Division or Interest Group.
- Copy your submission (without title page) to a 3.5 IBM-PC compatible diskette.
- Write the submitter’s name(s), submission number, and presentation format (paper, symposium, etc.) clearly on the diskette label.
- Please ensure that the diskette you submit is virus-free.
- Include the diskette with your submission to the Division or Interest Group Program Chair.

All Academy Awards

The International Theme Committee (ITC) awards the Carolyn Dexter Award of $500 and a plaque to the author(s) of the best paper presented at the annual meeting that incorporates an international dimension into its domain of study. ITC addresses issues relevant for the whole Academy and the ITC awards are different from the International Management awards. The ITC awards are consistent with its objective to internationalize the Academy, that is, to increase the involvement of non-US scholars, and to help US scholars increase their awareness of other traditions of research.

Each division or interest group program chair may nominate up to two papers by February 17. The papers must be presented in the regular program of the Academy meeting. The papers submitted for the award should help achieve the whole or part of these objectives. Criteria for nominations: a) submissions with topics that are international in nature, b) submissions with topics or methods that are not part of mainstream research in the United States today, but that may be important in other countries’ traditions of research, c) submissions that are of high quality according to the standards set forth by these traditions, d) submissions that link U.S. scholars and scholars working in other countries. The committee chair is Eleanor O’Higgins, University College Dublin, Graduate School of Business, Blackrock, Co, Ireland; email: eleanor.ohiggins@ucd.ie; phone: +353-1-706-8968; fax: +353-1-706-8954.

The Academy of Management awards the William H. Newman Award for outstanding papers based on a recent dissertation. This prestigious award can be given to up to three papers a year. The papers must be a) single authored, b) accepted for presentation at the Academy's annual meeting, and c) based on a doctoral dissertation completed within the past three years. The selection committee will seek to identify papers that make substantive contributions to knowledge based on research designs that are both rigorous and creative. The winners will be announced at the conference, and winners are expected to be in attendance. Authors need not be members of the Academy to qualify. If you would like your paper considered for this award you must do the following: 1. Check “yes” on the Newman Award box on the appropriate web page submission screen By January 14, 2001 send a complete version of your paper as an attachment to aomnewman-l@list.pace.edu. In the text of the email indicate that you are submitting your paper to the Newman Award Selection Committee, indicate that your paper complies with the eligibility requirements, and list your conference paper submission number. After they have completed the review process for all eligible papers, each division program chair will nominate one paper for this award to the chair of the awards committee. Winners will be notified by the awards committee chair prior to the conference.
Electronic Submission Procedures: FREQUENTLY ASKED QUESTIONS

What information needs to be submitted?
For all submissions follow the instructions on the web submission page. The system will not accept the submission and assign it a number unless all required information is included. You will encounter four distinct pages:

1. **Contact and Main Information page:** Submitter information (i.e. contact person), division or interest group for submission, Paper/symposium/artwork title, three key words in order of importance, check boxes as appropriate, and indicate whether or not exceptions will be faxed to the chair.
2. **Authors’ page:** Name, affiliation, telephone and fax numbers, e-mail address for all authors.
3. **Roles page:** Assign roles to participants and enter titles of papers presented in symposia.
4. **Abstract page:** 250 word maximum.

Where do I enter my electronic submission?
The Academy of Management web page address is: http://www.aom.pace.edu/submissions.

When will the web site be open for submissions?
We expect to have the site open November 1, 2000

When is the deadline for submission?
January 5, 2001 at 5:00 pm Eastern Standard (New York) Time. You can make changes to your electronic submission up until that time.

How do I know if I submitted it correctly?
After completing each submission, you will see a page that summarizes all the information you have entered. This page includes a submission number, which is a confirmation that your data were received. Download and save this page. Later, print it and make sure the submission number is on your hard-copy submission. Please use your submission number on all correspondence with all program chairs; this is the only way they can find your paper/symposium/workshop on the system. Write your submission number on the upper right corner of the title page and abstract pages of all 4 copies of your hard-copy submission. The information on your electronic and hard copy submissions must be identical.

What kind of technical support will be available?
There are academic and technical FAQ (frequently asked questions) available on the web submission screen. Please try these first. If you still need assistance, contact the technical support desk at the Academy Headquarters Office at techsupport@aom.pace.edu. They will attempt to respond to every request within 24 hours. However, please recognize that the desk may be swamped over the holidays and just before the deadline; if you are new to the Academy web submission screens, please do not wait until the last minute! Finally, if the technical test fails there will be phone-based technical support in the Academy Office from 9AM until 5PM Eastern (New York) time at (914) 773-3889. There will be no one at the technical desk on the holidays (December 24 and 25th and December 31st and January 1st).
PAPER AND ART/POETRY SUBMISSION CHECKLIST

Before sending your submission, please verify that the following information is correct by checking the appropriate box. Include a copy of this form with each paper or art/poetry work submitted.

Please print or type.

☐ Submitted to Division (If this submission is art or poetry list “art/poetry submission” here)

________________________________________________________________________

☐ Title:

☐ Electronic versions of abstract and title page have been submitted to Academy web site address. My submission number shown on the electronic submission form is _____________.

☐ Four (4) copies of the submission, including a separate title page with full contact information for all authors, the electronic submission number listed on the upper right hand corner of all copies of the abstract and title page, and a 250 word abstract page with up to three key words identifying the major subject(s) of the paper.

☐ The title page presents the full professional name, affiliation, E-mail address, and telephone number of each author.

☐ If required by the Division or Interest Group, electronic version in Word 7.0 or lower on a 3.5” IBM-compatible diskette. Omit title page from electronic version. Clearly write submitter’s name(s), submission number, and format (paper, symposium, etc.) on the diskette label. Please ensure that your disk is virus free before submitting. Check Division or Interest Group Special Instructions for any further information on submission of electronic versions.

☐ If you have not entered an email address on the Web Submission Page, one self-addressed, stamped postcard, used for notification that the full submission was received. Include international postage with international submissions.

☐ One self-addressed, stamped envelope used to mail the reviews. Include international postage with international submissions.

The Rule of Three states that an individual's name may not appear on more than three (3) symposium or paper submissions to the scholarly refereed program of the Academy. The Rule of Two states that one person may submit up to two pieces of art/poetry for the section Images of Governance. The Rule of One states that a paper may be submitted to only one (1) division or component of the 2001 conference.

I certify by signing below that none of the authors on my paper or art/poetry submission violate either rule.

Name:

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