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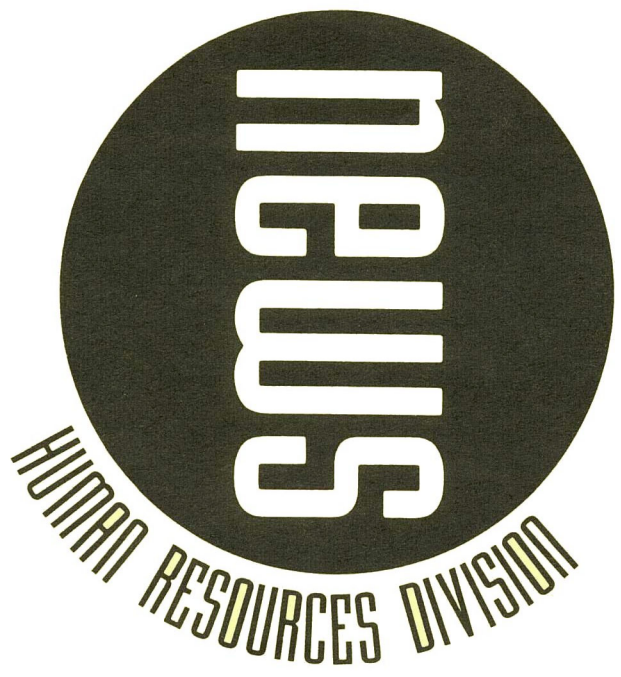
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Herman Aguinis	2002
Talya Bauer	2002
Rodger Griffeth	2002
Cynthia Stevens	2002
Robert Cardy	2003
Adrienne Colella	2003
Susan Jackson	2003
Dianna Stone	2003
Chris Riordan	2004
Scott Snell	2004
Daniel Turban	2004
Steve Werner	2004

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 David G. Allen
University of Memphis

K. Michele (Micki) Kacmar
Florida State University

ACADEMY OF MANAGEMENT WEBSITE:
<http://www.aom.pace.edu/>

HR DIVISION WEBSITE:
<http://www.hrdiv.org>



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By Lois E. Tetrick
University of Houston

It seems a long time since August and the AOM meetings in DC. I returned to Houston with many new research ideas, numerous tips on teaching, several ideas for activities that the HR Division might pursue, and a host of new friends. The AOM meetings continue to rejuvenate me and I hope you also find this to be true.

The more recent events of September 11 and since have redirected some of my thoughts and energies. All of us have been affected by these tragic events; some of us having been affected more directly than others. It is with a new sadness that we return to our regular routines. I find the key values expressed in The Academy of Management Statement of Strategic Direction to be comforting especially concerning the provision of a "supportive and dynamic community for members from all institutional settings, societies, and cultures to share and learn from each other." Hopefully these values will refresh the HR Community.

I encourage everyone to read the Statement of Strategic Direction if you haven't already. A copy can be found on the AOM Web Page www.aom.pace.edu. In

addition to expressing the mission and objectives of the AOM, it lays out several initiatives that are currently being developed. Not surprisingly, one of the initiatives concerns exploring ways to make the annual conference more innovative and fostering greater interaction among attendees. The conference is the HR Division's major activity and I encourage you to think about innovative submissions you would like to put together for the upcoming conference that will be held in Denver in August, 2002.

Another news item is that the AOM has initiated a new journal - *Academy of Management Learning and Education*. This journal will provide useful information for teaching. We have several excellent teachers in the HR Division and I encourage you to submit articles to this new journal. You can find the relevant details on the AOM Web Page.

Last year, under the leadership of Lynn Shore, the HR Division embarked on three primary initiatives. These concerned the Division's budget, greater use of information technology, and HR Division membership. I'm happy to report that considerable progress has been made in all three of these arenas. The budget is clearer and we continue to work on ways to improve our conference activities and stay within our means. Secondly, we have implemented the HR Division Web Page and are switching to this medium for our newsletter and elections. Lastly, the HR Division membership continues to be stable. We are considering ways of better serving our membership as well as increasing our membership.

The HR Division will continue efforts in these areas. I would like to add two additional initiatives: engagement and innovation. The HR Division has the good fortune of a very active membership and many of our members are willing to volunteer to help in any way they can. Our division relies on everyone's efforts. I would like to see an even greater percentage of our members involved in committee work. Even if you don't want to volunteer to work on a specific committee, your ideas and suggestions are important. Therefore, please communicate your ideas and suggestions to me, one of the Executive Committee members, or a specific Committee Chair. For the HR Division to be innovative we need the expertise of each and every one of our members. I hope that these two initiatives - engagement and innovation - will overlay all of our activities this year and in the future.

Each of the committee chairs has prepared an article for this newsletter describing the activities of the committees. Therefore, there really isn't a need for me to repeat these activities here. I strongly encourage everyone to read these articles and if you have any suggestions or ideas, please convey them to the committee chair or to me. The HR Division exists to serve you and we would not be able to function without

all of the volunteers who help on the committees as well as those of you who share new ideas for activities of the Division.

At the risk of being somewhat redundant, however, I would like to call your attention to a couple of items in the newsletter. First, Dan Turban has summarized both the HR Division Awards and the All Academy Awards. We have many outstanding members in the HR Division and I would certainly like to encourage you to nominate people for the awards. The All Academy Awards have an earlier deadline for nominations than our HR Division Awards but there is plenty of time to make your nominations.

Secondly, we have moved to an electronic newsletter. This will be more efficient and allow us to redirect the funds that we have been spending in mailing the newsletter to other HR Division activities. Further, we believe that it will give members better service with more reliable and timely delivery. Hopefully, you will find this format flexible and in sync with your needs. While you are looking at the newsletter, you can find other information about the division on our Web Page at www.hrdiv.org. If you have comments or suggestions for our Web Page, please contact Tim DeGroot, who is our webmaster (webmaster@hrdiv.org), or me.

Call for HR Division Officer Nominations

We need nominations for:

Program Chair Elect

(send up to 3 names with introductions)

Executive Committee Members

(send up to 4 names with introductions)

By January 7, 2002, send your mail or email nominations to:

Lynn M. Shore
Department of Management
P.O. Box 4014
35 Broad Street
J. Mack Robinson College of Business
Georgia State University
Atlanta, GA 30302-4014
Email: mgtlms@langate.gsu.edu

Awards Committee Report
By
Daniel Turban, Awards Committee Chair
University of Missouri - Columbia
&
Lois Tetrick, HR Division Chair
University of Houston

**2000-2001 ALL ACADEMY AWARDS:
Calling For HR Division Members'
Nominations**

Each year the Academy of Management recognizes individuals who have made exemplary contributions to our field in research, teaching, and service (See Academy Newsletter, October Issue). The recipients are recognized at the Annual Meeting, and are expected to receive the award in person. This year the past chairs of divisions and interest groups will compose the nominating committee for the All Academy Awards, each of whom can suggest up to two candidates for each award.

As the Chair of the HR Division, I am encouraging members of the HR Division to nominate deserving individuals for each All Academy Award. Nominations can be sent to me at the address listed below. Although Academy membership is not a requirement for eligibility, I encourage you to think about the many deserving HR members for each award. There are numerous individuals within the Division who have contributed extensively in education, service, as well as in scholarship and influential books. In the past, few individuals were nominated for these awards, so please nominate an individual and send the appropriate materials to me.

The nominating letter should specifically address the award criteria listed below, and should include a current vita for the nominee. Up to two additional letters of support will also be accepted.

**Academy of Management Distinguished
Educator Award**

Criteria for this all-Academy award include noteworthy contributions or excellence in one or more of the following:

1. developing doctoral students;
2. communicating knowledge in the classroom or other forums;
3. initiating pedagogical innovations;
4. developing effective methods, structures, and designs.

**Academy of Management Distinguished
Service Award**

Criteria for this all-Academy award include excellence in one or more of the following:

1. developing/enhancing a field of study;
2. founding or creatively editing a scholarly journal;
3. building institutions (e.g. through creative/unusually effective service to a major professional institution as a whole or one of its divisions, such as the Academy of Management)

**Richard D. Irwin Award for Scholarly
Contributions to Management**

This award is granted for significant scholarly contributions that have advanced management knowledge and practice. Significant scholarly contributions may take the form of conceptual, theoretical, or empirical developments having significant impact upon management knowledge and practice.

George R. Terry Book Award

Nominations from publishers as well as Academy members are welcome. This award is granted annually to that book published in the past two years judged to have made the most outstanding contribution to the advancement of management knowledge. Books that contribute to the advancement of management theory, conceptualization, research, or practice are eligible. Books developed and generally recognized as textbooks are ineligible. Authors' vita need not be included with nomination letter for the Terry Book Award.

Nominations for all of the above awards must be received by **January 15, 2001**, and should be sent to:

Lois Tetrick
Department of Psychology
University of Houston
Houston, TX 77204-5022

**2000-2001 ALL ACADEMY AWARDS:
Self-Nominations**

There are two additional All Academy Awards that we want to notify you about. Both awards involve self-nomination at the time of paper submission in January for the Academy program. The Carolyn Dexter Best International Paper Award is an all academy award given to the paper that best meets the objective of the International Programs Committee to internationalize the Academy. The William H. Newman Award is for a paper based on a recent dissertation. The paper 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.

HR DIVISION AWARDS

Each year, the HR Division of the Academy of Management formally recognizes excellence in its members through the bestowal of awards for career achievement, scholarly achievement, best dissertation, best convention paper, and best student convention paper. Subcommittees evaluate nominees for each of these awards. The winners of the awards for the year 2002 will be recognized in Denver, Colorado.

Nominations for all awards must be received by the chair of the relevant subcommittee by **February 1, 2002**. Names and addresses of the chairs are given below. I encourage anyone who has a nominee in mind to take the time to forward the relevant materials to the appropriate subcommittee chair. One of the most important functions of our conference is the recognition of superior scholarship, and the process of recognition begins with peer nominations. Listed below are the criteria and procedures for each of the awards.

The Herbert Heneman Jr. Award for Career Achievement:

The Herbert Heneman Jr. Award for Career Achievement is given by the Human Resources Division of the Academy of Management to an individual who has distinguished himself/herself in the field of human resource management. The award winner will be announced at the 2002 Academy meeting during the HR Division Ice Cream Social.

The award is based on the following criteria:

1. A clear record of excellence in research.
2. The impact of the nominee's research upon the science, teaching, and practice of human resource management.
3. The stature of the nominee relative to other scholars in the field of human resources management.

Nominations should adhere to the following:

1. Only members of the Human Resources Division of the Academy of Management may be nominated for the award.
2. Nominations may be submitted by any member of the HR Division.
3. A current vita of the nominee should accompany a letter of nomination.
4. Nominations should be sent by February 1, 2002 to:

Gerald R. Ferris
Department of Management
College of Business
Florida State University
Tallahassee, FL 32306-1110
gferris@cob.fsu.edu

The Human Resources Division Scholarly Achievement Award:

The Human Resources Division's Scholarly Achievement Award, sponsored by the Ohio State University, will be presented to the author(s) of the most significant article in human resource management published in recognized journals and research annuals that are generally available to Division members. Publications may be empirically or non-empirically-based. Nominated papers must have a publication date of 2001. Award recipients need not belong to the Academy or to the Human Resources Division. The award winner will be announced at the August 2002 Academy Meeting during the Human Resources Division's Business Meeting.

The award is based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory
3. The likelihood that the paper will be widely cited in future published work

Nominations should adhere to the following:

1. Self-nominations will not be accepted.
2. Individuals may nominate one publication for the award
3. Nominations should include a letter justifying the worthiness of the nominated article for the award.
4. A full bibliographical citation for the nominated work should be included.
5. Nominations should be sent by February 1, 2002 to:

Sandy J. Wayne
University of Illinois at Chicago
Department of Managerial Studies (M/C 243)
601 S. Morgan Street
Chicago, IL 60607-7123
sjwayne@uic.edu

The Ralph Alexander Dissertation Award:

The Ralph Alexander Dissertation Award is given to the author of the best doctoral dissertation in the field of human resource management. In order to be eligible for this award, a dissertation must address a phenomenon that is of importance to the human resources field and have been completed with 24 months prior to the submission deadline. The winner of the dissertation award will receive a plaque and a \$500 honorarium.

The award is based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory.
3. Given the length allotment, special attention will be paid to the conceptual development of the paper

Nominations should adhere to the following:

1. An entrant should submit seven copies of a paper that summarizes her/her dissertation research. Papers are limited to a maximum of 50 double-spaced pages (including title page, abstract, text, figures, tables, references, footnotes, appendices, etc.).
2. The name of the submitter, his/her institutional affiliation, current mailing address, and phone number should appear only on the title page.
3. A submitter must provide a letter from his/her dissertation chair specifying (a) that the paper submitted adequately represents the completed dissertation, and (b) the date the dissertation was accepted by the university.
4. A paper may be submitted only once.
5. Nominations should be sent by February 1, 2002 to:

Stanley M. Gully
Rutgers, The State University of New Jersey
School of Management and Labor Relations
Department of Human Resource Management
203 Janice H. Levin Building
Piscataway, NJ 08854-8054
gully@rci.rutgers.edu

The Best Student Convention Paper and Best Convention Paper Awards:

The Best Student Convention Paper Award is given, not surprisingly, to the student who authors (i.e., is the first author on) the best paper accepted by the Program Committee for the annual conference. To be eligible for this award, an individual must still be a student (i.e., still located at the institution at which he or she did graduate work) at the time the paper is submitted to the award committee, and this status should be made clear in the submission (see Call for Papers for further details). The recipient of the award will receive a \$500 honorarium. Student papers are also eligible for the Best Convention Paper award.

The Best Convention Paper Award is given to the author of the best paper accepted by the Program Committee for the annual conference.

For both conference awards, the awards committee will evaluate several of the highest rated qualifying papers (i.e., papers that received the highest average ratings by conference reviewers) to determine the winners.

The convention awards are based on the following criteria:

1. The significance and importance of the problem to human resources
2. The extent to which the design, findings, or orientation advances research or theory.

Any questions should be directed to:

Talya N. Bauer
School of Business, P.O. Box 751
Portland State University
Portland, OR 97207-0751
talyab@sbamail.sba.pdx.edu

HR Division Workshops by Mary R. Watson New School University

After the rousing success of five very well attended and enthusiastically received workshops held in Toronto, the Workshops Committee is already gearing up for next year. In addition to the several exciting workshops already being planned for Denver, the HR Division is sponsoring a call for proposals for innovative workshops. This is *your chance* to submit a new proposal idea and be part of shaping the HR Division workshops for 2002. Details appear at the end of this column.

But first, a review of what happened in Toronto. On Saturday morning we held an off-site technology workshop at George Washington University organized by Rebecca Thacker, Caren Goldberg, and myself. Tools showcased included facilitating on-line global discussion groups (Mabel Miguel and Todd Weber, UNC-Chapel Hill), integrating streaming audio and video into web design (Randall Dunham, University of Wisconsin-Madison), facilitating on-line negotiations (Amy Kenworthy-U'Ren, Bond University), and constructing online bibliographies (Susan Kuner, Vanderbilt University).

Later that Saturday the International Committee held a workshop on international research challenges and their resolutions, organized by Steve Werner (University of Houston). Thanks to International Committee members

Herman Aguinis, University of Colorado - Denver (USA), Elizabeth F. Cabrera, Universidad Carlos III de Madrid (Spain), Paula Caligiuri, Rutgers University (USA), Heh Jason Huang, National Sun Yat-sen University (Taiwan), Henrik H. Larsen, Copenhagen Business School (Denmark), Mabel Miguel, University of North Carolina - Chapel Hill (USA), Kathy Monks, Dublin City University Business School (Ireland), Randall S. Schuler, Rutgers University (USA), Mary Ann Von Glinow, Florida International University (USA), and me, (Mary R. Watson, New School University (USA)) who led the very lively discussion.

The HR Division also co-sponsored three additional workshops in Toronto: The New Economy and Changing Employment Relationships: European Perspectives on Gender and Diversity (with GDO and IM), The Craft of Reviewing (with OMT and OB), and Obtaining Funding for Research (with CAR).

Already under development for Denver are an international and a teaching workshop. Randall Schuler, the new chair of the HR International Committee, is organizing a workshop on international issues that will be facilitated by committee members. Among those featured will be Jim Sesil and Henrick Holt Larson who will share the challenges of coordinating a 40-country survey as part of the Cranfield-Rutgers Worldwide HRM project. Mike Morley from the University of Limerick will convene a discussion about the Global IHRM conference planned for 2003. The HR Teaching Committee, chaired by Rebecca Thacker, is planning a workshop on bringing HRM competencies into the classroom. Facilitators Donna Blancero of Arizona State University and Blaine McCormick of Baylor University will simulate a live classroom experience with HR division members as the “students.”

But that’s not all – you now have a unique opportunity to craft a new workshop design. For the very first time, the HR Division is sponsoring a call for pre-conference workshops that include INNOVATIVE content, formats, and/or partners. If you have an idea for something **new, creative, fun, stimulating, and/or engaging**, send us a proposal! In terms of format, we are seeking interactive workshops that are based on active, engaged learning. Beyond that goal, submitters should be innovative in workshop design. For full details, email Mary R. Watson at watsonm@newschool.edu. Review of proposals will begin October 15, but later submissions will also be considered.

Make plans now to attend the HR Division’s full pre-conference program and to leave plenty of time for HR Division workshops. And don’t forget to send in your proposal NOW for an innovative workshop for 2002. We look forward to seeing you in Denver.

Information Technology Committee

Herman Aguinis University of Colorado at Denver

I would like to start this column by thanking my predecessor Dianna Stone (U. of Central Florida) for her excellent job as Information Technology (IT) Committee Chair during 2000-2001. The outstanding work by Dianna and her team set the stage for the following three main goals for the 2001-2002 academic year:

1. Monitor HR Division members’ satisfaction and use of (a) HRDIV_NET, (b) Web site, and (c) e-Newsletter;
2. Design policies for IT use; and
3. Propose new ways in which IT can help achieve the goals of the HR Division.

To accomplish the above three goals, we have created three subcommittees. We have made every effort to be inclusive and create diverse subcommittees that represent the HR Division’s membership (i.e., members from North America and elsewhere, members from industry and academia, members from predominantly teaching and research universities, and so forth). The composition of each of the subcommittee is the following:

Member Satisfaction and Use of IT Subcommittee: Howard Klein (Chair) (Ohio State U., klein@cob.ohio-state.edu), Bradley J. Alge (Purdue U.), Kenneth G. Brown (U. of Iowa), Pawan Budhwar (Cardiff Business School, U.K.), Albert Elam (International Business Academy, Denmark), David A. Kravitz (George Mason U.), and Jeffrey A. Miles (U. of the Pacific).

IT Policies Subcommittee: Steve Werner (Chair) (U. of Houston, swerner@uh.edu), Karen Crooker (U. of Wisconsin-Parkside), Neal Mero (U. of Mississippi), Debra Steele-Johnson (Wright State U.), and Cheryl Wyrick (California State Polytechnic U. Pomona).

New IT Uses Subcommittee: Herman Aguinis (Chair) (UC at Denver, Herman.Aguinis@cudenver.edu), Rudy J. Sanchez (California State U., Fresno), K. K. Sharma (Eurasia Group, Hong Kong), and Nagaraj Sivasubramania (Duquesne U.).

If you have any questions or suggestions for the IT Committee, please feel free to contact me at Herman.Aguinis@cudenver.edu or 303-556-2512, or the subcommittee chairs noted above.

**2001 Junior Faculty Consortium
Report
By Jose M. Cortina
George Mason University**

The 2001 Junior Faculty Consortium was exciting and educational for both the attendees and the organizers. The consortium ran from the morning of Saturday, August 4th through noon on Sunday, August 5th. Coordinated by Jose Cortina (George Mason University), Cindy Stevens (University of Maryland), and Adrienne Colella (Texas A&M University), it featured some of the field's outstanding researchers, teachers, and citizens to share their insights regarding strategies for a successful career. Eighteen assistant professors from both teaching and research-oriented institutions, from public and private institutions, from both psychology and management departments were in attendance.

Saturday morning began with an icebreaking session (unnecessary as there was very little ice to be broken) following by participants brainstorming some of the fears and concerns they have regarding their careers. This information provided the foundation for the later discussions with the panels. The group then joined the doctoral consortium for editor's roundtable session on strategies for publishing. The roundtable included Maureen Ambrose (*Academy of Management Journal*), Lois Tetrick (*Journal of Applied Psychology*), Ed Conlon (*Academy of Management Review*), Rodger Griffeth (*Human Resource Management Review*), John Hollenbeck (*Personnel Psychology*), Larry Williams (*Organizational Research Methods*), and Micki Kacmar (*Journal of Management*).

Saturday afternoon consisted of three sessions. First, Don Schwab (University of Wisconsin), Elaine Pulakos (Personnel Decisions Research Institute), Tim Judge (University of Florida), and Jose Cortina (George Mason University) led the Innovative and High-Impact Research session. The Captivating and Effective Teaching session was led by Chuck Williams (Texas Christian University), Joyce Russell (University of Maryland), Cynthia Fukami (University of Denver), and Bruce Meglino (University of South Carolina). Finally, the Survival and Success session was led by Cindy Stevens (University of Maryland), Micki Kacmar (Florida State University), Stan Gully (Rutgers University), and Dianna Stone (University of Central Florida).

Sunday began with Strategies for Managing Service led by Lynn Shore (Georgia State University), Neal Schmitt (Michigan State University), Bob Gatewood (University of Georgia), and Adrienne Colella (Texas A&M University). Next, a new session titled, Entrée into Organizations was led by Ed Salas (University of Central Florida), Susan Taylor (University of

Maryland), and Wayne Cascio (University of Colorado-Denver). Finally, another new session titled, Interesting Teaching Opportunities was led by Herman Aguinis (University of Colorado-Denver), Angelo DeNisi (Texas A&M University), Jean Phillips (Rutgers University), and Paula Caligiuri (Rutgers University).

Participants rated the program sessions highly, ranging from 5.30 for the session on interesting teaching opportunities to 6.36 for gaining entrée into organizations (1 = low, 7 = high). Special thanks go to all of the presenters and participants. Next year's Junior Faculty Consortium will be organized by Cynthia Stevens (U of Maryland), Adrienne Colella (Texas A&M) and Alan Saks (York Univ.). Cindy et al. hope to build on past successes in a variety of ways. These include (1) a new interactive session in which participants can identify and obtain feedback on their goals for tenure, and (2) a joint session with the Teaching Committee's pre-conference workshop.

Don't miss your opportunity to acquire some valuable information, make some valuable connections, and have some invaluable fun.

Teaching Committee Of The HRM Division

**Rebecca A. Thacker
Ohio University**

The Teaching committee had a successful PDW on August 4 in Washington. Attendees were given opportunities to experience "High Tech, High Touch" computer assisted instruction tools.

Continuing with the theme of participation by attendees, the Teaching Committee is planning a PDW for the Denver AOM conference. The topic of the workshop will be "Bringing HRM Competencies into Your HRM Classroom -- An Experiential Approach." Facilitators will include Donna Blancero of Arizona State University and Blaine McCormick of Baylor University. Attendees will play the role of students as the facilitators show them how to teach an HRM competency. Dr. McCormick will focus on conflict resolution skills and Dr. Blancero will focus on interpersonal skills.

The Teaching Committee is also talking to several book publishers about the possibility of putting a book of "Innovative Practices in the HRM Classroom" together for publication.

Members of the Teaching Committee are working with the Doctoral Student and Junior Faculty consortia organizers to provide some hands-on teaching experiences at the consortia meetings in Denver.

HR Doctoral Consortium

By John E. Delery
University of Arkansas

The HR Division's doctoral consortium in Washington, D.C. was a great success, thanks to the many students and faculty who participated. Forty-five doctoral students attended the two-day program. The students heard from over forty faculty presenters, highlighted by the keynote address of Jeffrey Pfeffer. Participants were especially pleased with the diversity of topics covered and the opportunity to meet each other and the large number of faculty presenters.

My committee members, Bob Cardy and Elissa Perry, and I would like to thank the faculty presenters: Maureen Ambrose (Univ of Central Florida), Murray Barrick (University of Iowa), Rosemary Batt (Cornell University), Talya Bauer (Portland State University), Dick Beatty (Rutgers University - SMLR), Robert Cardy (Arizona State University), Edward Conlon (University of Notre Dame), Angelo DeNisi (Texas A&M University), Marta Elvira (University of California, Irvine), Miriam Erez (Technion University), Gerald Ferris (Florida State University), Barry Gerhart (University of Wisconsin), Lucy Gilson (University of Connecticut), Mary Gowan (University of Central Florida), Rodger Griffeth (Georgia State University), David Harrison (Pennsylvania State University), John Hollenbeck (Michigan State University), Micki Kacmar (Florida State University), Howard Klein (Ohio State University), Alison Konrad (Temple University), Amy Kristof-Brown (University of Iowa), Carol Kulik (Arizona State University), Nancy Leonard (Lewis-Clark State College), David Lepak (University of Maryland), Joe Martocchio (University of Illinois), Blaine McCormick (Baylor University), Janice Miller (University of Wisconsin-Milwaukee), Frederick Morgeson (Michigan State University), Raymond Noe (The Ohio State University), Anne O'Leary-Kelly (University of Arkansas), Cheri Ostroff (Columbia University, Teachers College), Michael Pratt (University of Illinois), Christine Marie Riordan (University of Georgia), Loriann Roberson (Arizona State University), Philip Roth (Clemson University), Sara Rynes (University of Iowa), Neal Schmitt (Michigan State University), Christina Shalley (Georgia Tech), Debra Shapiro (University of North Carolina), Jason Shaw (University of Kentucky), Lynn Shore (Georgia State University), Greg Stewart (Brigham Young University), Dianna Stone (University of Central Florida), Lois Tetrick (University of Houston), Rebecca Thacker (Ohio University), Anne Tsui (Hong Kong U of Science and Technology), Larry Williams (Virginia Commonwealth University), Larry Williams (Virginia Commonwealth University), and Stuart Youngblood (Texas Christian University).

The chair of next year's Doctoral Student consortium committee, Bob Cardy (Arizona State University) has already begun planning for next year's consortium. If you would like more information you can contact him at Robert.Cardy@asu.edu. More detailed information about the application process will be in the Spring newsletter.

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HRM: Nice Beat, No Soul?

Robert L. Cardy
Arizona State University

Welcome to another column. The purpose of this section is to consider new, different, and innovative approaches to HRM. Today's column is meant to be provocative and thought provoking. However, I also hope you find the content meaningful and useful. As always, any comments or suggestions you may have are welcomed and encouraged.

Remember the old American Bandstand program hosted by Dick Clark? There was a segment in that program where teenagers were asked to judge music. A common comment might run along the lines of "the music is good, but I couldn't dance to it." How would we fare if we were to play our HRM "music" for managers and employees? I think that a lot of the comments we would receive on this HRM bandstand would amount to "yeah, music seems pretty good, but there's no soul - I can't dance to it."

What music have we created in HRM? To me, it seems that we have focused on technique, on composition, and music theory, as it were. What is HRM? While we would get a number of answers from various employees, the bulk of the responses would probably describe HRM as a collection or bundle of functions and related activities and techniques. For example, HRM would probably be described as hiring, training, and performance appraisal, among other things. Now, consider the question, "What do you think of HRM?" Most respondents would probably respond with a shrug and "I dunno." If pressed they might observe that there isn't much to like or dislike. As long as the HR functions get done relatively efficiently, everything seems ok. What a benign, innocuous, existence! Of course, there's some safety in benign and innocuous. However, there's not much value or much to be gained from it. What's missing in the package of HRM functions?

A critical missing piece in HRM is the spirit. A problem, I think, with HRM, both in practice and in research, is that it is just a package of activities. Where are the values underlying the practice of HRM? What is the soul of HRM that captures and motivates researchers to push our theories and practices further?

Certainly, there may be exceptions, but most studies of HRM and examples of organizational practice do not explicitly rest on or involve any particular values or spirit. It is the case that science is largely a value-less enterprise. However, before we excuse our lack of values behind the cloak of science, we need to recognize that our field has to do with the management of people. Should people be treated without a guiding value system? Should we develop a system of managing people in which people and their emotions, feelings, and passions play little if any role? Even in the name of science should such disregard be tolerated?

It is my thesis, uncomfortable though it may be, that the HRM system we have developed, practice, or study, is largely devoid of a philosophy or set of values in regard to people. Consider, for example, the popular practice of benchmarking. Benchmarking is commonly done to identify programs or techniques of other organizations. Why? The answer would seldom, if ever, be “so that new and better ways of supporting and developing our people can be identified and implemented.” No, typical purposes would include identifying current practices to stay competitive and the ever popular CYA approach of documenting what others do so we can document that what we came up with makes us no worse than the other guys. Whatever the purpose, implementing techniques based on benchmarking leads to a hodge-podge collection of HRM practices. The techniques might be current and popular, but it is doubtful they form a cohesive whole or necessarily fit with whatever might be the current HRM strategy in the organization.

As another example demonstrating the extent to which HRM is not driven by values, consider that contemporary HRM practice can be used in virtually any organizational setting. As an extreme case, modern HRM techniques could be used just as effectively by a human rights organization as by a hate group! The process would work just as well in either environment. How can this be? How can we be part of a people oriented enterprise, yet end up with a system in which people are virtually nonexistent as human beings? Part of the answer may lie in the fact that we are a scientific and empirical discipline, not one based on beliefs, values, and such. In addition, much of our discipline is process, not content, oriented. For example, we can set up a behaviorally based appraisal system with equal ease for the human rights or for hate group organizations. The content of the appraisal is virtually irrelevant to the exercise. In addition to the scientific and process focus, our discipline is largely based on a foundation having to do with tasks, not people.

All of the above characteristics have helped our field to develop into a solid and defensible discipline. In other words, we’re good! We have all had a hand in developing, improving, and implementing solid HRM programs. However, let’s move from good to great. If we want our discipline and the organizations it serves to move from simply being technically good to being a resonating and infectious “great,” we need the balance of adding spirit and soul to our techniques.

Operationally, what does it mean to add soul to the discipline? There are probably a lot of ways to operationalize this concept, but what I’m thinking of here is, fundamentally, making people a priority. For example, Southwest Airlines is a prime example of a company that takes care to create a fun and supportive environment for its workers. SAS Institute, among other things, provides M & Ms to its workers. Certainly this isn’t a practice that would be included in the set of staple HRM techniques. And the M&Ms aren’t even a reward contingent on performance. So why does SAS give out M&Ms and why does this practice help to make SAS such a highly regarded organization? It’s because of what the practice conveys. The weekly M&MS signal a value and culture in the organization. I’m not necessarily recommending fun parties and M&Ms as the answer here. But the idea behind them is, I think, the key. We need to value our people – the workers.

Think of an HRM system in which workers are viewed as the primary customers. Rather than just a set of skills that facilitate completion of certain tasks, people would be viewed more holistically and as partners in the enterprise. Worker/customer satisfaction and loyalty would be key criteria, and not just job performance (not that job performance isn’t important, but so too is employee well being). When times get tough, we might typically recommend layoffs based on job performance scores. However, taking a people centered approach might lead us to recommending we talk to the workers and see what they might be able to come up with as a way to improve the situation. The difference here is perhaps subtle, but it is critically important: What are workers, recipients of HRM practices/decisions, or partners? It’s a difference that is real and that people can feel. It can make the difference between going through the motions and being “good” or going the extra mile and being “great.”

As some further examples of how we might achieve more balance, I think we could do much more with the content areas of ethics and values. More ethical content could be infused into the HRM system. For instance, we could put ethical performance dimensions on an equal footing with job performance dimensions. Shouldn’t we place as strong an emphasis on how people treat each other in the organization and whether they engage in unfair or underhanded practices as we do on productivity? We could also add more content in

terms of values as a philosophical base for HRM. What's good, what's valued, and what should workers be doing is often driven by either job analysis or firm strategy. However, jobs can change and so can the marketplace and strategy. However, values can be a rock and offer stability and a clear signal of what is important to HRM and to the organization. Perhaps adding content layers of ethics and values on HRM can help to balance the emphasis on process and tasks. The changes discussed here are not easy, but they are doable. With a more balanced approach, critics might end up complimenting HRM for not only our techniques, but our soul.

We have the potential to help move organizations from being no worse than the rest to being great. Adding values can, I think, make HRM a more a value added function in organizations.

There is great potential here for theory, research, and practice and the potential for great payoff. Let's roll up our sleeves and get down to some serious work. Who knows when the next bandstand will judge our music?

HRDIV_NET Up and Running!

Mark Huselid
huselid@rci.rutgers.edu

The HR Division's new members-only listserv, HRDIV_NET, is up and running! HRDIV_NET is dedicated to research, teaching, and the practice of human resource management. You can send and exchange questions, answers, pearls of wisdom, frustrations, and ideas with all HRDIV_NET members who have access to BITNET, INTERNET, or another compatible electronic mail system. Topics can include almost anything, including research ideas, statistical methods, research methodology, teaching methods, requests about member activity in particular areas, etc.

If you are interested in participating in HRDIV_NET, please send an email to:

hrdivmgr@rci.rutgers.edu

The body of the message should contain only the following one-line command:

ADD HRDIV_NET email Firstname Lastname

(*Insert your own email address, first name and last name in the command, where shown)

Please join us - the success of HRDIV_NET depends on you!

International Human Resources Management Committee

By Randall Schuler
Rutgers University

The International HRM Committee (IHRMC) pre-conference workshop "A Dialogue Among International HRM Researchers: Overcoming Obstacles in Cross-National Research" at the Academy of Management Meeting in Washington D.C. was a tremendous success. We had over 40 participants from 14 different countries. The facilitators were Herman Aguinis (University of Colorado at Denver) Elizabeth F. Cabrera (Universidad Carlos III), Paula Caligiuri (Rutgers University), Henrik H. Larsen (Copenhagen Business School), Mabel Miguel (University of North Carolina at Chapel Hill), Kathy Monks (Dublin City University Business School), Randall S. Schuler (Rutgers University), Mary Watson (Vanderbilt), Carolyn Wiley (CARWIL Management Consulting), and Steve Werner (University of Houston).

Refreshments were provided by Taylor and Francis, Ltd, (Routledge) publisher of the *International Journal of Human Resource Management*. They have indicated their willingness to continue doing so.

The website (<http://www.cba.uh.edu/ihrmc>) of the IHRMC is now in its third year. The website is designed to provide academics interested in International Human Resource Management a forum to gather ideas from other people's IHRM syllabi, to welcome comments on working papers, and to provide and receive information about faculty development programs, conferences, journals, and research opportunities. If you teach IHRM we would appreciate getting a copy of your IHRM syllabus and working papers you would like to have interested others comment on. (See <http://www.cba.uh.edu/ihrmc/submissions/index.htm> for submission procedures.) Also please let all your colleagues interested in IHRM know about the site, and encourage them to also submit their syllabi and working papers. Further, if you have any ideas as to how the site can be improved please let me (schuler@rci.rutgers.edu) or Steve Werner, the committee's webmaster know.

Please be aware that this committee exists to provide needed services to Academy members interested in International HRM. For this coming year our hope is to create more awareness of international human resource management activities and opportunities. At the website you will continue to see postings of upcoming IHRM-related conferences. We will continue to expand the international representation on the Committee during this coming year. Because the membership on the Committee is constantly evolving, please let us

know if you would like to be considered. Regardless of whether you are on the Committee or not, we look forward to seeing you at the next Academy Meeting in Denver. In the meantime, if you have any suggestions or comments of other services this Committee could provide please do not hesitate to let us know. There will be more information about the Denver meeting in the next issue of the Newsletter. Thanks and have a great year!

P.S. Those of you interested in being more closely associated with IHRM colleagues you may want to join our list-server (maintained by Herman Aguinis). To join just send the following one-line message to listproc@lists.cudenver.edu:

Subscribe INTHR {your name}
For example: Subscribe INTHR Randall Schuler

Division Webpage Tim DeGroot McMaster University

First, I want to thank the IT Committee for choosing me as the new HR Division Webmaster. I look forward to a long and useful run in this position, unless I get thrown out first!

Here is a summary of what I have done thus far:

Activities:

1. Our web site domain name has been registered for two years and the site is currently hosted by an independent internet service provider where I received a discounted hosting fee. All these costs will be paid from the money set aside for the webmaster. The address is: <http://www.hrdiv.org>

Having the web site hosted on a site other than the Academy's site or my home school's site allowed us to choose a domain name that is easier to remember and insures continuity in the event of my demise. We hope that HR Division members will have easier access this way.

2. Through consultation with the executive committee members, Dianna Stone, Pat Wright, and Herman Aguinis in particular, the content of the web site has been settled. When you visit the site, you'll find the major areas of information in seven categories shown in the hot-linked buttons on the left side of each page at the site. The decision was made to keep the site relatively simple to speed download times, but it can be changed to include Flash and increased graphics if the need or desire arises.

3. Committee membership, goals, and activities will be an area that needs input regularly from the committees to keep it current. I can and will update any information immediately upon receipt of such information. The current contents are mostly this year's committees, but I am updating this information as I get it (thanks Dianna Deadrick and Herman Aguinis who provided updated info already).

4. We should be able to run elections on-line and the newsletter is already available on-line. Herman Aguinis made the excellent suggestion to have a "find a colleague" search engine. I have put the page up for this activity according to Academy rules. It links you to the search engine for the Academy master list of members.

5. Any and all input on the web site, both content and design-oriented input, is strongly encouraged. I have extremely thick skin so please don't hesitate to let me know what you think. The site will be kept current, but it will only be as good as my imagination allows unless I hear from you. Please feel free to contact me at webmaster@hrdiv.org.

Member Relations & Involvement

**Diana Deadrick, Old Dominion
Mark Roehling, Michigan State University**

Thanks for all your help! As you may remember, this committee conducted a survey last spring. We asked for your input regarding member satisfaction with the HR Division, and you told us. Well, at least some of you did...a total of 53 members responded to the survey. We assume that means that the other 2,600 members are completely satisfied with the way things are!! In any case, the MRI Committee is initiating some changes! Specifically, we are developing a new subcommittee structure that addresses some of the concerns expressed in the survey and expands the possibilities for your active involvement in the HR Division. When you read about a subcommittee that peaks your interest (and we think that you will), just contact Mark, roehling@msu.edu.

Before describing the sub-committees, we would like to emphasize that none of the sub-committees require its members to have special knowledge or technical skill; each is appropriate for any member of the Division who has an interest in the sub-committee's work (e.g., new members, long-term members, researchers, practitioners). The work of the sub-committees will generally be accomplished through email and phone conversations. The time commitment, we believe, is relatively modest. However, feel free to contact Mark if you would like a more specific estimate of the time commitment associated with being a sub-committee member.

Sub-committee on Diversity and Inclusion. This committee focuses on promoting diversity in the division, identifying the needs of a diverse membership, and helping to ensure that those needs are met. Viewing “diversity” in a broad sense, a diverse membership is considered to be one in which, in addition to researchers from research universities, minorities, international members, practitioners, members from small schools, and non-researchers are well represented.

Sub-committee on Communication. The purpose of this committee is to promote the effective use of electronic and traditional communications channels to: 1) disseminate information from the Division to members, 2) solicit feedback/input from members, and 3) facilitate communication among members. The committee will provide input and support to existing communications channels (e.g., Division webmaster, newsletter editor, HRDivNet coordinator), and explore new approaches to communicating effectively within the Division.

Sub-committee on Special Topics Networks. A significant number of members expressed concern that the size of the Division was not conducive to experiencing a sense of connectedness with the Division and its members. To help address that concern, this sub-committee’s purpose is to promote the development of smaller communities or networks within the division. The “Special Topics Networks” will coalesce around some common interest (e.g., topics pertaining to research, teaching, or practice). It is contemplated that pre-conference program space will be provided at the next Academy of Management meeting to allow the Special Topic Networks to meet face to face.

We look forward to working with you this year! Feel free to contact us if you have any questions or just want to share some ideas. You can reach Diana at ddeadric@odu.edu and Mark at roehling@msu.edu.

Sponsorship Committee Report, October 2001

Susan E. Jackson, Committee Chair
Email: sjackson@rci.rutgers.edu

Like other large divisions, the HR Division sponsors numerous pre-conference activities and social events. These have proved to be quite popular, growing in both number and attendance during the past several years. How does the division pay for these activities? Currently, we rely on two sources of revenue—dues paid by division members and funds received from outside sponsors. Although the number of division members has grown slowly over the past few years, the

costs associated with the many conference events we sponsor have grown quite rapidly. The generous contributions of sponsors have enabled the division to continue to grow its activities despite rising costs. In 2001, for example, a generous contribution from the **Society of Human Resource Management (SHRM)** made it possible for everyone to enjoy a more sumptuous Social Hour. Funds received from SHRM also helped to pay for general expenses associated with our pre-conference consortia. Also, **Irwin/McGraw Hill** continued its past practice of partially subsidizing the Ice Cream Social, while **Routledge** (a publishing company based in the UK) provided funds to sponsor the International Committee's Pre-conference Workshop. Expenses associated with the division's Pre-conference Social Hour were offset by sponsorship contributions from the **School of Management and Labor Relations at Rutgers University** and the **Center for Applied Human Resource Studies at Cornell University**. Together, these sponsorships totaled \$13,500. If you have contacts with any of these institutions, please make a personal effort to thank these sponsors for their support of our HR Division activities.

This year, for the first time, the HR Division Sponsorship Committee was formed to (a) develop guidelines for managing sponsorship contributions and (b) coordinate the process of obtaining sponsorship contributions. The committee is just beginning its work and needs your help. There are several ways you can participate in this important activity:

- (a) If you have any suggestions or opinions about the general issue of sponsors, please send your comments to the committee. We welcome all input, especially as we tackle general policy issues.
- (b) If you are deeply interested in the issue of sponsorship policies and/or if you have relevant experience, please consider becoming a member of the Sponsorship Committee.
- (c) If you think you know of a potential sponsor (including yourself!), please let us know so we can discuss how to proceed. Because general guidelines are just now being developed, we are eager to coordinate closely with members who are interested in pursuing possible sponsorships for next year.

With your help, the Sponsorship Committee hopes to ensure that the HR Division’s financial resources are sufficient to support both our ongoing activities and new initiatives for the future.

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Are you Ready for the Rankings?

Patrick M. Wright
Cornell University

Rankings of business schools are becoming more and more “in vogue.” I would guess that nary an HR Division member exists whose Dean has not expressed some concerns regarding how to get to a certain level in these rankings, be they BusinessWeek, Wall Street Journal, or U.S. News and World Report. Those of us interested specifically in HR have been wary of these rankings for two reasons. First, the rankings usually completely ignore our area (looking at “General Management,” “Finance,” “Marketing,” etc.) Second, they used to completely ignore research.

In the last BusinessWeek ranking the authors included an “Intellectual Capital” index that counted publications as one of the criteria going into the final ranking. Researchers began to rejoice, singing the Hallelujah chorus, because at least our Dean’s would get off our backs as long as we published. However, before we pop the corks on our collective champagne bottles, a LOT of caution is in order. It seems that the index included the following journals:

Management Journals:

California Management Review
Management Science
Academy of Management Review
Strategic Management Journal
Harvard Business Review
Sloan Management Review

Other Journals:

Journal of Finance
American Economic Review
Journal of Accounting Research
Journal of Financial Economics
Journal of Marketing Research
Operations Research

How many publications do you have in those journals? How many of your encourage your HR junior faculty to target those journals? The Management Journals include three practitioner journals using nothing close to a formal refereeing process. In addition, for HR researchers, the list ignores some of the most likely and most respected outlets for high quality HRM research such as Academy of Management Journal, Journal of Applied Psychology, and Personnel Psychology. Consequently, the OB and HR Divisions established a

joint task force to examine the implications of the recent ranking craze, as well as what we might do to manage the process before it begins spinning out of control. The task force members were Murray Barrick (U of Iowa), Angelo DeNisi (Texas A&M), Anne O’Leary-Kelly (U of Arkansas) and myself.

Potential Implications

Obviously, given the absence of traditional outlets for high quality HR research, it is entirely possible that HR could be further diminished in business schools. Deans worried about rankings have every incentive not to waste positions or resources on HR teachers or researchers (particularly micro-HR). HR groups wanting to please a Dean would also be required to publish in journals where they traditionally have no experience publishing. New assistants would have incentives to ignore the best academic journals and focus on publishing in practitioner outlets. While not all of these things are likely to come to pass, one must recognize that the potential drift in this direction occurring already will be accelerated. Once decision makers figure out the external reward system, the internal reward system will begin to mirror it, much to the detriment of HR faculty.

Our Response

The task force presented a two-step initial response to this state of affairs. First, Murray Barrick conducted an outstanding review of published academic journal articles ranking journals. Examining seven studies, whether one uses mean rankings or the number of times a journal is highly rated across studies, he found conclusively that the top 5 Management Journals are:

1. Administrative Science Quarterly
2. Academy of Management Journal
3. Academy of Management Review
4. Journal of Applied Psychology
5. Strategic Management Journal

Second, armed with this information, we suggested that the HR and OB divisions solicit help from other divisions in approaching the Academy of Management’s Executive Committee to take a position on these rankings. We believe that given the increasing number of rankings that will directly impact the Academy’s members, the Academy has a responsibility to pro-actively influence the organizations and entities that publish them. Currently, a letter drafted by the HR and OB Divisions is being circulated to other Division Chairs to ask for their signatures before being forwarded to the Executive Committee. It is our hope that this letter will elicit some rapid and effective response from the academy. However, in the meantime, keep those champagne bottles corked.

Editorial Transition at *OBHDP*

Jeff Edwards assumed the editorship of *Organizational Behavior and Human Decision Processes* on July 1, 2001. Jeff follows Dan Ilgen, who served three years as editor, 13 years as associate editor under Jim Naylor, and eight years as a board member, totaling nearly 25 years with the journal. During Dan's editorial term, Jeff served along with Elke Weber as associate editor, during which time the editorial team received nearly 700 manuscripts and published approximately 140 articles. Looking forward, Jeff is joined by associate editors Terry Connolly, Dave Harrison, and Scott Highhouse, and nearly 60 board members. The editors will work together to maintain *Organizational Behavior and Human Decision Processes* as a premiere outlet for research that spans organizational behavior, organizational psychology, and judgment and decision-making processes relevant to attitudes, cognitions, and behavior in organizations. The domain statement and incoming editorial board are listed below, and additional information can be obtained at the *OBHDP* web site (<http://www.academicpress.com/obhdp>).

OBHDP Domain Statement

Organizational Behavior and Human Decision Processes publishes fundamental research in organizational behavior, organizational psychology, and human cognition, judgment, and decision-making. The journal features articles that present original empirical research, theory development, literature reviews, and methodological advancements relevant to the substantive domains served by the journal. For each type of article, the journal emphasizes research that makes substantial contributions to understanding psychological processes relevant to human attitudes, cognitions, and behavior in organizations.

As implied by its title, *Organizational Behavior and Human Decision Processes* spans a broad spectrum of topics that address psychological and cognitive aspects of organizational behavior. These topics fall under the broad headings of perception, cognition, judgment, attitudes, emotion, well-being, motivation, choice, and performance. These topics are inherently integrative, given that perceptions, attitudes, and emotions are rooted in cognition and judgment, and motivation and performance are inextricably linked to choice. We are interested in articles that investigate these topics as they pertain to individuals as well as dyads, groups, and other social collectives, as exemplified by research on social cognition, negotiation, conflict resolution, interpersonal processes, and group decision-making. For each topic, we place a premium on articles that make fundamental theoretical contributions to applied psychology and, at the same time, are anchored in phenomena relevant to organizations.

Organizational Behavior and Human Decision Processes welcomes empirical research using different methodological approaches, including laboratory experiments, field experiments, field studies, survey research, and computational modeling. Studies are evaluated not according to the method used, but by the rigor and care with which the method is applied and its ability to yield valid answers to important research questions. Manuscripts that present multiple studies using complementary methods are particularly appealing.

Organizational Behavior and Human Decision Processes seeks research that makes significant contributions to the literature. Hallmarks of such research include developing and testing new theory, examining untested core elements of existing theories, resolving conflicting predictions from multiple theories or conflicting findings from multiple studies, and integrating different theories, propositions, or research streams into a unified framework. Significant contributions are less likely from research that merely replicates previous findings, revisits established findings using different samples or measures, or offers an incremental advancement to an existing body of knowledge. We urge authors to pose research questions that are fundamental and relevant to organizations, fully develop their theoretical arguments and hypotheses, apply rigorous empirical methods, and seek conclusions that break new ground and provide major and lasting impact.

Incoming *OBHDP* Editorial Board:

Maureen Ambrose
Hal R. Arkes
Susan J. Ashford
Jonathan Baron
Max H. Bazerman
William P. Bottom
Jeanne M. Brett
Arthur P. Brief
Joel Brockner
Susan E. Brodt
Colin Camerer
David Chan
Gretchen Chapman
Russell Cropanzano
Shawn P. Curley
Robyn M. Dawes
Fritz Drasgow
Daniel C. Feldman
Baruch Fischhoff
Robert Folger
Jennifer M. George
Gerd Gigerenzer
Reid Hastie
Chip Heath
Rebecca A. Henry
Verlin B. Hinsz

Daniel R. Ilgen
Gary Johns
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Helmut Jungermann
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Benjamin Schneider
Zur Shapira
Barry M. Staw
Philip E. Tetlock
Leigh Thompson
Elke U. Weber
Douglas H. Wedell
Howard M. Weiss
Robert E. Wood
J. Frank Yates
Michael Zickar

**Invitation to Participate in the Third
Innovative Teaching in Human Resources
and
Industrial Relations Conference**

Friday-Saturday
November 8-9, 2002

Hosted by The Ohio State University
Fisher College of Business

Program Sponsors

Fisher College of Business, The Ohio State University
Human Resources Division, Academy of Management
Industrial Relations Research Association
SHRM Foundation
University Council of Industrial Relations and Human
Resource Programs
WorldatWork

Course Objectives

The purpose of the conference is to provide leading-edge thinking on all aspects of teaching in human resources and industrial relations including curriculum innovations, teaching methods, teaching technology, and program development. Faculty, doctoral students, practitioners, professional association staff, and consultants from all subject areas broadly related to human resources and industrial relations such as human resource development, organizational behavior, organizational change, dispute resolution, and labor education are welcome.

Topics

The conference organizers welcome submissions on all subjects related to the theme of innovative teaching in human resources and relations. Possible topics could include:

Curriculum Issues

- The place of HR/IR in Master of Business Administration programs
- Development, trends and current offerings in HR/IR curriculums (undergraduate or master's)
- Internationalizing the HR/IR curriculum
- Executive and Labor Education
- HR competencies
- Certificate programs
- Certification programs

Teaching Styles, Techniques, and Methods

- Innovative uses of field settings
- Characteristics of excellent teachers
- Evaluating student learning and performance
- Promoting oral/written communication skills
- Effective use of classroom teaching methods other than lecture

Teaching Technology

- Integration of computers and the internet in HR/IR coursework
- Classroom applications of multimedia technology
- Multi-site teaching through satellite/fiber optic technology/distance learning and delivery
- New library/reference technologies
- Uses and abuses of technology in the classroom

Programmatic Issues

- Student recruitment and placement
- Effective student internship programs
- Problems/opportunities of part-time or night programs
- Fostering dedication to teaching in a research environment
- Use of advisory boards

Conference Format

The conference will begin Friday, November 8, 2002 at 8:30 a.m. and end Saturday, November 9 at 3:00 p.m. Five types of sessions will be featured at the conference. Each session will last sixty minutes. The sessions are designed for both individual and group presentations and a maximum of audience/presenter interaction

Workshops will feature one presenter; or two or more co-presenters working as a team, concentrating on a specific subject.

Panels will feature three to four speakers who will provide separate but related topical presentations of 10-15 minutes each.

Demonstration sessions will feature actual live or online demonstrations of HR/IR teaching methods, approaches, and technologies.

Interest Group sessions provide an opportunity for persons interested in a particular course (e.g., compensation) or topic (e.g., computer simulations) to get together, meet each other and exchange ideas, syllabi and other materials. No formal presentations will be made.

Poster Sessions will be an opportunity to discuss innovative teaching methods on a one-on-one basis

Best Presentations

Authors of best presentations will be invited to write a book chapter for *HR/IR Education* to be published by Information Age Publishing (formerly JAI Press).

Location

The conference will be held at the new \$120 million Fisher College of Business complex in Columbus, Ohio. The new complex consists of state of the art classrooms, a library and computer center, executive education building, and a 150-bed hotel. Other housing is available within a block of the Fisher College of Business. Columbus, Ohio is located centrally in the United States and has many entertainment opportunities including the arts, theater, sports, shopping, and dining in unique settings including the Arena District, Brewery District, Victorian Village, German Village and Short North Galleries.

Submissions

All submissions will be reviewed by an academic advisory board and everyone submitting will be notified of acceptance in writing by June 1, 2002. In selecting presentations, greater priority will be given to those proposals that feature a high degree of audience participation, multimedia, and do not have a lecture format.

Submissions must contain the following information:

- The complete address of each presenter including e-mail
- A three-page (maximum) description of the presentation
- The format of the presentation

Submission must be mailed to the following address or sent by e-mail by March 1, 2002. Please send to:

Judy Tansky, Ph.D.
Department of Management and Human Resources
Fisher College of Business
The Ohio State University
2100 Neil Avenue
Columbus, Ohio 43210-1144
e-mail: tansky_1@cob.osu.edu

AoM 2002: SPECIAL CALL

Collaborative Research, Context, and Knowledge Creation

The Research Methods (RMD), Management & Organizational Cognition (MOC) and Organization Development & Change (ODC) Divisions are pleased to announce a special forum for the Academy of Management Meeting in Denver, CO, August 9-14, 2002 addressing knowledge creation and the context of collaborative research.

[Please indicate on the top right-hand side of the title page that the paper is being submitted to the Special Call on Collaborative Research, Context and Knowledge Creation.]

Our purpose is to promote inquiries and conversations about context, ways of being, and ways of relating that mutually engage academics and practitioners in creating useful knowledge for both managers and scholars.

Objectives:

- 1) To develop a better understanding of how context enables collaborative research approaches and how it contributes to knowledge creation.
- 2) To extend the conversations from the 2001 Special Call on Practitioner and Practice-Grounded Research.
- 3) To deepen the inquiry into the role of practice and practitioners in research and, conversely, the role of academics in practice.

Background:

In recent years there has been 1) a growing awareness of the limitations of academic research--too narrow (Bedeian, 1989) and closed to practitioners (Hambrick, 1994); 2) a greater openness to a diversity of approaches--"the new context may require entirely different assumptions, approaches, and relationships" (Lowendahl and Revang, 1998); and 3) a willingness to experiment, e.g. the AoM Practitioner Series and RMD's Special Call on Practice-Grounded Research are designed to explore new approaches to research.

Increasingly robust conversations are creating new insights, understandings, and concepts about doing research that really matters. This Call is an invitation to all scholars (academics and practitioners) to join in those conversations by submitting papers, symposia, etc. Many scholarly works already connect to the domain of this Call. We encourage you to develop, document, and report on your inquiries in these areas.

In addition to a focus on the collaboration of academics and practitioners, you are invited to examine the context (nature and relationships) of research and to use theoretical perspectives that provide insight into the collaborative research process, e.g. knowledge creation theory. Theoretical and empirical research on knowledge creation provides rich unexplored perspectives on ontology, research methods, and ways of linking research to practice. For example, the work by Nonaka, et al. might be used in a variety of ways. Their concept of "ba" (the place of knowledge creation) could be used to explain ontological aspects of collaboration. Also, Nonaka, et al.'s SECI model, which distinguishes stages in the knowledge creation dynamic--four combinations of development-transfer of tacit and explicit knowledge--might be aligned with various research methods and/or management practices.

Submissions:

Papers, symposia, etc. are welcomed from all management disciplines and perspectives. We especially invite practitioners to participate in this Call. Of particular interest are submissions that focus on:

- 1) Approaches/methods/studies that are directly useful to managers and organizations--generates results (e.g. knowledge) that can be implemented (Beer, 2001).
- 2) Engaging practitioners in research and its effect on the research process and outcomes.
- 3) Roles (e.g. learning coach) and techniques (e.g. reflection exercises) that support collaborative research.
- 4) How research context, process, and outcomes relate to different aspects of knowledge creation and knowledge use. For example, mapping the academic-academic and the academic-practitioner interactions using the SECI model.
- 5) Collaborative inquiry, context and organizational learning. For example, papers that explore issues related to context specificity, generalizability, skills

and knowledge transfer, etc. in practice-oriented research.

- 6) Philosophical issues concerning ontology and epistemology as they relate to collaborative research and knowledge creation.
- 7) Role of networks and network structures in providing a context for collaboration and knowledge creation.
- 8) Innovative perspectives and extending the 2001 Special Call (see below).

Examples of Innovative Perspectives:

- Build on the work of Karl Weick (1999) on "heavy" vs. "light" (survival) tools of research. Compare it to other distinctions, e.g. Nowotny, et al. (2001) "weakly" vs. "strongly" contextualized knowledge.
- Explore the implications of the issues and positions presented by Andrew Van de Ven in his 2001 AoM Presidential Address, "Strategic Direction for the AoM," e.g. Boyer's types of scholarship.
- Examine collaborative research, ontology, and knowledge creation through the theoretical lens of complexity theory--explaining its emergent nature, process, and rules.
- Make a case for "holistic research"--actively integrating and making explicit the context and interpersonal relationships/processes of the research project, as well research methods. An example from the 2001 AoM meeting: *Working Along the Practice-Grounded Research Continuum: A Collaborative Academic-Practitioner Action-Science Experiment in the U.S. Department of Veterans Affairs.*
- Compare/contrast epistemologies and/or ontologies of various AoM divisions, other groups, or journals.

Examples of Extending the Conversation of the 2001 Special Call:

Finally, papers that extend the 2001 Special Call on Practitioner and Practice-Grounded Research might include an examination of factors that enable collaborative research (Mode 2/Model II). Papers might address the following questions:

- 1) What are the ontological and epistemological implications when the characteristics of Model II (Argyris and Schön 1996) and Mode 2 (Gibbons et al. 1994) are highly present?
- 2) How do changes in society and science affect management research? For example, Nowotny, et al. extend the work of Gibbons et al. They suggest that social changes are driving a transformation of research and research institutions, including a need for context-sensitive research.

Final note: Authors should use a writing style that is friendly to both academics and practitioners.

The points of contact for the Call is Dan Twomey, (973) 443-8802, dtwomey@fdu.edu. Additional information and a threaded discussion for this Call are available at <CHRMS.org>. Submission Guidelines are available at the AoM web site www.aom.pace.edu. Also you may wish to contact the Program Chairs of the three sponsoring divisions: Tojo Thatchenkery, RMD, joseph@gmu.edu; Pamala Barr, MOC, mgtpsb@langate.gsu.edu; or Chris Worley, ODC, chris.worley@pepperdine.edu.

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Call for Papers
