



I hope that everyone completed the Academy's survey. It was relatively painless as surveys go and will provide important information for the Academy leadership. In addition the HR Division will have some information as a spin-off of that survey that may help us better meet your needs and concerns. I know that many complain about the number of surveys, etc.; however, I want to take this opportunity to ask you to respond to one more in the very near future - IT IS OURS! The Information Technology Committee and Executive Committee are interested in knowing how we are doing with technology. Therefore, we are surveying our members. This is your chance to let us know and give your suggestions for future directions. You should be getting an email announcing the survey and how to respond along with the announcement for this newsletter. Please complete it.

Some interesting and important trivia... Do you know where the HR Division ranks among the divisions of the Academy with respect to the number of members? Do you know how many of our members are students, academics, and executives?

Okay, I know that you are dying to know the answers! The HR Division is the fourth largest division of the Academy based on 2001 membership data. The largest divisions are Organizational Behavior, Business Policy & Strategy, and Organization & Management Theory, respectively. Many of our members are also members of these other divisions especially the OB Division. Approximately, 22% of our members are students, 8% are executives, and 69% are academics. Our membership continues to grow but it seems that our growth is not quite as vigorous as the larger divisions. The question for me is, why not? Of course, the Member Relations Committee co-chaired by Mark Roehling and Diana Deadrick has been considering these issues. However, I encourage you to express any suggestions or ideas that you may have that would help us attract new members.

With the membership data especially concerning students, executives, and academics in mind, The HR Division Executive Committee and I want to make sure that all of the members of the HR Division are being served. I believe that our conference activities reflect the interests of our members. However, if you have thoughts as to how we can do this better or additional activities that could be organized either at the 2003 meetings or elsewhere to meet the needs of our members, please contact me, Tim Judge who is the incoming Division Chair, or Diana Deadrick who is the PDW Chair and will be the Program Chair next year.

I would like to extend a personal invitation to you to attend the Business Meeting of the HR Division which is scheduled for Tuesday, August 13, 2002 at 5:30 pm in the Columbine Terrace at the Adams Mark. The Business Meeting is an excellent occasion to meet members of the Executive Committee as well as other members of the HR Division. Additionally, it gives you an opportunity to make suggestions for activities that the HR Division might consider for the upcoming year. This is your opportunity to exercise your voice in the HR Division's activities.

One bit of information that you may have already heard. The Academy of Management Board has approved a new interest group, "Critical Management Studies." This group may be of interest to you and if you want more information, please go their web site via the Academy of Management home page: <http://aom.pace.edu/cms/>

It has been an interesting year as HR Division Chair. I would like to thank the members of the Executive Committee, the chairs of the Committees, and most importantly all the members of the HR Division that have volunteered their time and energy in making things happen. Lastly, I restate my invitation for everyone to attend the Business Meeting of the HR Division on Tuesday, August 13; it is a wonderful opportunity to volunteer for committees and other activities for the coming year.

---

## **Election Results**

### **Lynn M. Shore Chair of Nomination Committee**

This year we were able to assemble an impressive list of candidates for the Program Chair and for the Executive Committee. We received a total of 16 nominations from the HR Division's membership. These were then submitted to members of the nominations committee, which evaluated and ranked all nominations. Committee members included Luis Gomez-Mejia, Jim Breaugh, Vida Scarpello, and Lois Tetrick.

From the initial slate of candidates two were chosen to run for election for Program Chair, and six for Executive Committee. Ballots were sent by email to all HR Division members. A total of 342 completed ballots were received. The results of the election indicate that the following candidates received majority votes:

PROGRAM CHAIR ELECT  
Micki Kacmar, Florida State University

EXECUTIVE COMMITTEE  
Bob Dipboye, Rice University  
John Delery, University of Arkansas  
Pam Perrewé, Florida State University  
Eduardo Salas, University of Central Florida

Congratulations to all the winners!

---

### **Program Chair Report Patrick M. Wright Cornell University**

Last year, Tim Judge moved the HR program into the digital age by encouraging diskette submissions and having all of the reviewing done on a website. Special thanks to Tim and his assistant Remus Ilies for sharing the web site with us, so that we could add to it and hopefully continue moving the division into cyberspace. We did this by encouraging all submissions be done over the internet (no diskettes to clutter my already cluttered office) and adding some bells and whistles to the web site. I will now proudly (and with a great sense of relief) hand the web site over to Diana Deadrick for her to further improvements for the 2003 program.

This year's HR Division received 216 submissions for the 2002 program in Denver. Of those submissions, 35 symposia and 60 papers were accepted and will be presented in Denver. This results in a total of 56 sessions on the HR Division program, with 22 co-sponsored with one or more other divisions. The mix of symposia and papers mirrored the mix of interests within the HR division, so the program should have something for everyone.

In particular, I would point Division members to a few sessions of general interest. On Monday, Aug 12 from 10:40-12:00 will be a symposium titled "Rigor and Relevance in HR Science and Practice," which is the HR Division's theme for this year's program. The session will consist of some Senior VP's of HR at leading organizations who will discuss both their evaluation of the HR program's content in terms of relevance, and provide insights into the issues on which they think HR Division members should conduct research.

On Tuesday, the 10:30-12:00 time slot looks especially attractive with symposia on Safety in the New Millennium, Temporary Work Agencies, and the Strategic Management of Human Capital. All three of these symposia received excellent reviews, and should ensure that all HR division members are at an HR event during that time.

Finally, having experienced the "last day lull" that happens at past meetings, I made every effort to schedule all of the HR-only sessions on Monday and Tuesday. There will still be HR symposia Wednesday morning, but only ones that were co-sponsored and led by other divisions. Thus, those that submitted with an HR focus (either only to the HR Division or naming HR as the lead division) were rewarded with their presentations coming during the main part of the program.

Before signing off, I will share a few somewhat lighthearted lessons I learned while serving my term as the Program Chair that will give you insights into what it's like to be the program chair:

1. *Academics cannot seem to read the directions.* The directions for submitting to the HR Division clearly stated for submissions to be sent as e-mail attachments to a special mailbox we set up here at Cornell. In spite of that, probably half the submissions did not come in correctly. I would receive submissions with 4 hard copies, or 4 hard copies plus diskettes, and just to cover all bases, 4 hard copies, a diskette, and an e-mailed soft copy. So much for trying to reduce office clutter! In the defense of those who did not submit correctly, however, although almost every division went to some form of electronic submission this year, the Academy's Call for Papers still provides instructions on hard copy submission at the beginning, and then has electronic submission guidelines almost as an appendix. Now that the HR Division has moved into the 21<sup>st</sup> century, perhaps the Academy can follow us.
2. *The Academy wants cross-division interaction at any cost (including sacrificing logic!)* While I know that the "powers that be" in the Academy do not want it to suffer the fate of APA (divisions splitting off to form their own societies, e.g., SIOP), I was surprised by the lengths to which they will go to avoid such a fate. We all know about the "multi-division" symposia that reduce the cost of a symposium

to any one division. However, how many know about the “Shared Interest Track,” consisting of papers that might be of interest to more than one division (no cost to the division itself, if accepted)? Or my favorite, the “Interactive Paper Sessions,” which requires that we submit 10% of our papers *submitted* (thus, in our case about 16 of the papers *accepted*) so they can be grouped in with papers from other divisions, forcing those of us in HR to hang out with people from other divisions? This is the academy’s version of forced school busing! The best part is that after submitting them to the coordinator of the IPS, I noticed that a number of the interactive paper sessions including our papers ended up with just our papers! So much for cross division interaction.

3. *The culture of volunteerism is alive and well in the HR Division (and thank God for that!)* We had over 200 reviewers help in reviewing this year’s submissions, up from about 176 last year. This enabled me to only have to send 3-4 submissions per reviewer, thus spreading a lighter load across a greater number of people. The web enabled us to increase the number of international reviewers as well. Thus, with the closing note, I want to thank all of the reviewers, my graduate assistant Tim Gardner, and most of all my administrative assistant Jo Poole, without whose help this program could never have been completed!

I look forward to seeing you all in Denver, and am confident you will enjoy the show!

---

## Awards Committee Report

**Daniel Turban**  
University of Missouri-Columbia

### 2001-2002 HR DIVISION AWARD WINNERS

Each year, the HR Division presents five awards at the annual meeting of the Academy of Management. The Herbert Heneman Jr. Award is given to the nominee that, throughout his or her career, has distinguished himself/herself in the field of human resource management. The Human Resources Scholarly Achievement Award is given to the author(s) of the most significant article published in HR with a

publication date of 2001. The Ralph Alexander Best Dissertation Award is given to the recent graduate with the most outstanding dissertation research on an HR-related topic. The Best Conference Paper Award is chosen from among the highest rated submissions to the annual conference and is given to the paper among these that is judged to be superior. Finally, the Best Student Conference Paper Award is chosen from among the highest rated student submissions to the annual conference and is given to the paper among these that is judged to be superior.

The Heneman Award is presented at the HR Division Ice Cream Social (on Monday, August 12, 2002 from 5:30 – 7:00 p.m. in Adam’s Mark, Plaza Ballroom E & F Concourse Level), whereas all other awards are presented at the HR Division business meeting (on Tuesday, August 13, 2002 from 5:30 to 7:00 in Adam’s Mark, Columbine Terrace). Please check the Academy program in Denver to confirm the times and locations of these two events and plan to attend these meetings to help us honor the award winners.

Five committees implemented rigorous evaluation processes to identify the best of the nominees for each award. These five committees were chaired by Gerald Ferris (Heneman Award), Sandy Wayne (Scholarly Achievement), Stanley Gully (Dissertation Award), and Talya Bauer (Best Convention Paper and Best Student Convention Paper). Thank you to these four individuals and the people that served with them on the various award committees.

#### Herbert Heneman Jr. Career Achievement Award

The winner of the Herbert Heneman Jr. Career Achievement Award will be announced at the HR Division Ice Cream Social in Denver, which will be on Monday, August 12, 2002 from 5:30 – 7:00 p.m. in Adam’s Mark, Plaza Ballroom E & F Concourse Level.

#### Committee Members:

Gerald Ferris (Chair) Florida State University  
Herb Heneman, University of Wisconsin  
Don Schwab, University of Wisconsin  
Susan Taylor, University of Maryland

#### Scholarly Achievement Award

Of the 14 nominations received, the committee determined that the winner of the 2001-2002 Scholarly Achievement Award goes to the following paper:

**Timothy A. Judge, Carl J. Thoresen, Joyce E. Bono, and Gregory K. Patton (2001).** The job satisfaction-

job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127: 376-407.

*Committee Members:*

Sandy J. Wayne (Chair), University of Georgia  
Jim Breough, University of Missouri, St. Louis  
Chris Earley, Indiana University  
Dan Feldman, University of South Carolina  
Barry Gerhart, University of Wisconsin  
Amy Kristof-Brown, University of Iowa  
Joe Martocchio, University of Illinois at Urbana-Champaign  
Ray Noe, Ohio State University  
Deniz Ones, University of Minnesota  
Debra Shapiro, University of North Carolina  
M. Susan Taylor, University of Maryland

**Ralph Alexander Best Dissertation Award**

Of the 16 excellent dissertations nominated, the committee decided that the following dissertation was most deserving of the award:

**Ian O. Williamson**, *Interfirm Network Ties, Interorganizational Imitation, and Organizational Hiring Patterns*.

Dr. Williamson's dissertation was completed at the University of North Carolina at Chapel Hill and Daniel M. Cable served as the dissertation advisor. Dr. Williamson is currently at the Robert H. Smith School of Business, University of Maryland, College Park.

*Subcommittee Members:*

Stanley M. Gully (Chair), Rutgers University  
Herman Aguinis, Univ. of Colorado at Denver  
Dave Harrison, Pennsylvania State University  
Etty Jehn, University Of Pennsylvania  
Ellen Kossek, Michigan State University  
David Lepak, University of Maryland  
John Mathieu, University of Connecticut  
Ray Noe, Ohio State University  
Deniz Ones, University of Minnesota  
Cheri Ostroff, Columbia University, Teachers College  
Scott Snell, Cornell University  
Chockalingam Viswesvaran, Florida International University

**Best Convention Paper Award**

The committee selected the following paper:

*Voluntary turnover and organizational performance* by **Jason Shaw**, University of Kentucky, **Nina Gupta** and **John Delery**, University of Arkansas.

*Subcommittee Members:*

Talya Bauer (Chair), Portland State University  
Murray Barrick, University of Iowa  
Michael Campion, Purdue University  
Adrienne Colella, Texas A&M University  
Amir Erez, University of Florida  
Stan Gully, Rutgers University  
Donald Truxillo, Portland State University  
Margaret Williams, Virginia Commonwealth University

**Best Student Convention Paper Award**

The committee selected the following paper:

*You paid for the skills, now keep them: Tuition-reimbursement and employee turnover* by **George Benson**, University of Southern California.

*Committee Members:*

Talya Bauer (Chair), Portland State University  
John Boudreau, Cornell University  
Jason Colquitt, University of Florida  
John Delery, University of Arkansas  
Fred Morgeson, Michigan State University  
Jean Philips, Rutgers University  
Robert Ployhart, George Mason University  
Christopher Porter, Texas A& M University  
Rudolph Sanchez, California State University, Fresno

---

**Professional Development Workshops (PDW) Program**

**Submitted by**

**Diana L. Deadrick, PDW Chair (Old Dominion U.)**

**Mary Watson, Workshop Committee Chair (New School U.)**

So, are you looking for something new, something fun to do while out in Denver this August? Look no further – we've got a pre-conference program that will knock your socks off!!! In addition to a Doctoral Student Consortium and a Junior Faculty Consortium, your HR Division colleagues developed six – count 'em, SIX faculty development workshops that will provide a forum for members to discuss and debate some of the challenges we face in terms of research and teaching activities. We are also co-sponsoring a workshop

developed by MED, which brings our PDW program to seven workshops, two consortia, and a Saturday evening kick-off reception! Good times will be had by all, so we hope you'll join us.

In this article, we want to highlight two innovations made to the upcoming PDW program and give you an abbreviated schedule for the PDW program, which runs from Friday, August 9 through Sunday, August 11. If you want more information about the consortia or any of the workshops, please refer to the accompanying articles and/or the Academy Program (also available via: [www.aom.pace.edu/program](http://www.aom.pace.edu/program)).

### **Innovations to the PDW Program**

Come to our first *town-hall meeting*!!! Vida Scarpello has put together a very, very impressive panel that will address an issue near and dear to most of us: What is the current and future role of HR education in business schools? Panel presentations will be followed by breakout tables that focus on specific topics, and an edited volume of papers will result from the session. Hopefully, this meeting will be the first of many annual town-hall meetings that focus on emerging issues, perspectives, and/or controversies of importance to our field. So mark your calendar now: **HR Education: Is It Dead or Just Sleeping? A Town-Hall Meeting on Friday, August 9**, 1pm to 5pm, Governors Square 10 in the Adam's Mark.

Our second innovation addresses another issue near and dear to most, if not all of us: *Research productivity and how to increase it*. This workshop is the brainchild of three of our members (Mark Roehling, Christina Stamper, and Mary Watson) who were looking for ways to help "hook up" members that have similar research interests. What a great idea – use the annual meeting as a means of not only sharing research results but also developing new research projects and partnerships! This type of session will be of interest to new members, current members who want to develop a new research programme/project, and current members who want to collaborate with someone new. So why don't you help get this initiative off the ground?!! Please join us: **Building Effective Research Networks: Capitalizing on Who You Know** will be held on **Sunday, August 11**, 9am to Noon, Tower Court B in the Adam's Mark. In order to get "connected" with a working group in your area of research, you should contact Christina Stamper at [Christina.Stamper@wmich.edu](mailto:Christina.Stamper@wmich.edu).

**Abbreviated PDW Schedule** (All sessions are in the Adam's Mark)

Friday: 1pm to 5pm -- HR Education: Is It Dead or Just Sleeping? A Town Meeting [Governors Square 10]

Saturday: 8am to 5:30pm -- Doctoral Student Consortium [Governors Square 10]

8am to 5pm -- Junior Faculty Consortium [Governors Square 9]

9am to Noon -- Surviving Workaholism – Yours, Mine, and Theirs [Plaza Court Room 1]

12:30pm to 2:30pm -- Does Innovative Teaching Work? Evaluating Learning Effectiveness and Publishing the Results [Plaza Court Room 1]

3pm to 5pm -- Facilitating Multinational HR Collaboration, Research, and Networking [Plaza Court Room 1]

5:30pm to 7pm -- Pre-Conference Reception [Governors Square 11]

Sunday: 8am to Noon -- Junior Faculty Consortium [Governors Square 9]

8:30am to Noon -- Doctoral Student Consortium [Gov. Square 10]

8:30am to Noon -- Innovative Teaching Practices: An Experiential Approach to Teaching HRM Competencies [Tower Court D]

9am to Noon -- Building Effective Research Networks: Capitalizing on Who You Know [Tower Court B]

\* 10:30am to Noon – The Authors Speak: Influencing Mgt. Education & Learning through Textbook Publishing & Writing [\*This session is in the Convention Center, Room A107; it was developed by MED and is co-sponsored by HR and OB]

As always, the HR Division's workshops are **free** and **open to all** Academy members. Because seating space will be limited, pre-registration is encouraged but not required. If you want more information about the

workshops, please contact Mary Watson ([watsonm@newschool.edu](mailto:watsonm@newschool.edu)).

---

## Information Technology Committee

**Herman Aguinis**  
**U. of Colorado at Denver**

### Committee Composition

The Information Technology (IT) Committee includes members with affiliations in industry and academic settings and residence inside and outside of the United States. Among those who are in academic settings, some have primarily teaching interests whereas others have primarily research interests. The committee also includes a very high degree of gender and ethnic diversity. In short, the IT Committee possibly includes the largest degree of diversity ever in any HR Division Committee. I would like to thank the following members of each of the three IT Subcommittees, and especially the Subcommittee Chairs **Howard Klein** and **Steve Werner** and the Webmaster **Timothy DeGroot**, for their hard work on behalf of the HR Division:

#### *Member Satisfaction and Use of IT Subcommittee:*

Howard Klein (Chair), Ohio State U. ([klein@cob.ohio-state.edu](mailto:klein@cob.ohio-state.edu))

Bradley J. Alge, Purdue U.

Kenneth G. Brown, U. of Iowa

Pawan Budhwar, Cardiff Business School, United Kingdom

Albert Elam, International Business Academy, Denmark

David A. Kravitz, George Mason U.

Jeffrey A. Miles, U. of the Pacific

#### *IT Policies Subcommittee:*

Steve Werner (Chair), U. of Houston ([swerner@uh.edu](mailto:swerner@uh.edu))

Karen Crooker, U. of Wisconsin-Parkside

Neal Mero, U. of Mississippi

Debra Steele-Johnson, Wright State University

Cheryl Wyrick, California State Polytechnic U. Pomona

#### *New IT Uses Subcommittee:*

Herman Aguinis (Chair), U. of Colorado at Denver ([Herman.Aguinis@cudenver.edu](mailto:Herman.Aguinis@cudenver.edu))

Rudy J. Sanchez, California State U. Fresno

K. K. Sharma, Eurasia Group, Hong Kong

Nagaraj Sivasubramania, Duquesne U.

### Goals and Outcomes

The following are the goals that we set for 2001-2002 for the IT Committee:

1. Monitor HR Division members' satisfaction and use of (a) HRDIV\_NET, (b) Web site, (c) Newsletter, and other IT initiatives;
2. Design policies for IT use; and
3. Propose new ways in which IT can help achieve the goals of the HR Division.

Regarding the first goal, we have designed a Web-based survey to assess (a) member information needs, (b) member use of the Division's website, e-newsletter, and HRDIV\_NET, (c) member satisfaction with those services, (d) possible reasons for low use or dissatisfaction with those services, and (e) suggestions for enhancements to those services. The email message announcing this issue of the Newsletter also included instructions and the link you can click on to complete the survey. The IT Committee will not be able to suggest improvements unless we hear from the Division's membership. So, please take 10-15 minutes of your time to complete this survey. We will complete a report based on the survey's results by the August 2002 meeting of the Academy of Management in Denver.

Regarding the second goal, we conducted a benchmark study including all 22 Academy of Management divisions and interest groups. We collected information on whether each of the Academy divisions and groups have an IT Committee and what type of IT policies (if any) they have. We learned that only 8 of the 22 divisions/interest groups have any form of IT policies. Of those, only Business Policy and Strategy has formal specific policies. The remaining seven have informal policies generally determined by the Webmaster. One division, Organizations and the Natural Environment, has two guidelines used to guide IT actions. They are as follows: (1) The Chair or Chair-Elect must approve any posting to the division announcement dedicated listserver, and (2) division communication with members is encouraged to be electronic. Based on this benchmark study, we recommended that the HR Division create several guidelines rather than formal and specific policies. Such guidelines might include the following:

- Division – Member communications should be electronic whenever possible, with alternatives available for those unable to use electronic methods.

- Division member email addresses should be carefully protected.
- Electronic communication should be reserved for necessary division business.
- Substantial IT policy decisions should be determined by the IT policy Subcommittee with approval of the HR Division Executive Committee.

The HR Division Executive Committee voted and approved the above recommendation regarding the creation of guidelines during the April 2002 meeting. As the next step, we are now working towards the creation of a comprehensive set of guidelines that will be reviewed on an annual basis to address any new issues. The IT Committee will submit these guidelines to the HR Division Executive Committee for consideration at the upcoming meeting of the Academy of Management in Denver in August 2002.

Regarding the third goal, results from the survey will provide information about how the Division can expand its use of IT to serve its membership.

In closing, it's been a very busy year for the IT Committee! Please feel free to contact me via email ([Herman.Aguinis@cudenver.edu](mailto:Herman.Aguinis@cudenver.edu)) or phone (303-556-2512) about any IT concerns and ideas you may have.

## **2002 Junior Faculty Consortium Announcement and Call for Applications**

**By Cynthia Kay Stevens  
University of Maryland**

The 2002 Junior Faculty Consortium will once again be an enjoyable and highly informative event. The consortium will run from 8 a.m., Saturday, August 10th through noon on Sunday, August 11th. The consortium is being coordinated by myself, Adrienne Colella (Texas A&M University), and Alan Saks (York University) and will feature some of the field's outstanding researchers and teachers offering their strategies for success in all aspects of academe.

Saturday morning will begin with introductions and discussion of how we perceive the expectations of our respective departments and universities. Participants and coordinators will then discuss the fears and challenges that participants face as new faculty members and adjourn to smaller groups for interactive discussions with several JFC attendees concerning how

to address those challenges. The group will then join the doctoral consortium for the editor's roundtable sessions on strategies for publishing.

Saturday afternoon will consist of two sessions. First, Amy Kristof-Brown, (U of Iowa), Adrienne Colella (Texas A&M Univ.), and Steve Werner (U. of Houston), will lead roundtable sessions on setting career goals in planning for tenure. Next, an interactive Workshop on Teaching with the HR Division's Teaching Committee will provide hands-on ideas for giving and receiving feedback on course syllabi and student ratings.

Three more sessions are slated for Sunday morning. First, a fascinating session on Gaining Entrée into Organizations will be led by Eduardo Salas (U. of Central Florida) and Susan Taylor (U. of Maryland). Then Don Schwab (U. of Wisconsin), Angelo DeNisi (Texas A&M), and Talya Bauer (Portland State Univ.) will provide a panel discussion on Crafting an Effective Research Strategy. Finally, Micki Kacmar (Florida State U.) and Alan Saks (York U.) will provide tips and ideas on managing service responsibilities.

We invite all HR Division junior faculty members with less than 4 years of experience who have an interest in research and/or teaching in HR to attend. Those interested in attending should send (1) their contact information, (2) a brief bio, and (3) a \$40 check made out to the **Academy of Management** to:

Cynthia Kay Stevens  
Robert H. Smith School of Business  
University of Maryland  
College Park, MD 20742

Participants are encouraged to submit contact info and bios electronically, but they will not be considered registered until the check has been received.

## **Teaching Committee Update from Rebecca A. Thacker, Ph.D., PHR Ohio University Chair, Teaching Committee**

The Teaching committee will be presenting a pre-conference Professional Development Workshop before the AOM meeting in Denver. Entitled "Innovative Teaching Practices: An Experiential Approach to Teaching HRM Competencies," the workshop will take place on Sunday, Aug. 11 from 8:30am - Noon, Adam's

Mark – Tower Court D. The purpose of this workshop is to provide attendees the opportunity to learn how to teach HRM competencies using an interactive format. Blaine McCormick (Baylor University) and Donna Blancero (Arizona State University) will facilitate the interaction as they provide hands-on experience in teaching a competency to the participants.

The session will conclude with guidance from book publishing representatives from Southwestern and Prentice-Hall on how to develop and publish innovative teaching practices.

All AOM members are invited to attend. Please notify Rebecca Thacker if you wish to attend the PDW ([thacker@ohio.edu](mailto:thacker@ohio.edu)).

The Teaching Committee has submitted proposals for presentations at the 3<sup>rd</sup> HR/IR Teaching Conference at The Fisher College of Business at the Ohio State University, November 8-9, 2002. Four members of the committee are on the advisory board for the conference: Cheryl Adkins, Howard Klein, Judy Tansky and Rebecca Thacker.

---

**Hr Doctoral Consortium  
Announcement  
Robert L. Cardy  
Arizona State University**

The HR Division will again host a doctoral Student Consortium prior to this year’s Academy Conference in Denver, CO. The doctoral consortium provides students with a chance to meet leaders in the field as well as other students, and to exchange research ideas and career advice. Students should find this to be an invaluable experience.

This year’s consortium will be in Denver, CO on August 10-11. The number of distinguished individuals who have volunteered their time to meet with the doctoral students is impressive. The program includes a keynote by Wayne Cascio, an editor’s roundtable, and small group discussions with leaders in various topic areas on content and process issues. This year the content discussions are focused on the theme of new directions in HRM. The consortium also includes sessions on job search, teaching, and career issues.

The doctoral consortium was announced via e-mail to all HRM division members in February. To find information about the consortium, click on “doctoral consortium” at

<http://www.hrdiv.org/committeesbody.htm>.

To download a nomination form, go to [http://www.hrdiv.org/HRM\\_dctl\\_cnsrtm\\_nmntn.doc](http://www.hrdiv.org/HRM_dctl_cnsrtm_nmntn.doc).

The deadline for nominations was May 4, and we have received a great response. We will try to accommodate a limited number of late nominations, but please forward the information as soon as possible. The registration/nomination form is to be completed by the student and signed by the head of the program nominating the student. The usual policy has been to allow participation by only one student from each program; however, additional students from the same program may be considered on a space available basis.

If you have any questions regarding the consortium, please feel free to contact one of the three program coordinators: Bob Cardy ([Robert.cardy@asu.edu](mailto:Robert.cardy@asu.edu)), Janice Miller ([jsm@uwm.edu](mailto:jsm@uwm.edu)), or Elissa Perry ([perry@exchange.tc.columbia.edu](mailto:perry@exchange.tc.columbia.edu)).

---

**Treasurer’s Report  
Rodger W. Griffith  
Georgia State University**

As of 6/19/02, there is a total of \$43,178.33 in the HR operating fund.  
Also, as of 1/1/02, there is a total of \$2,889.59 in the endowment fund.

---

HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR  
HR  
HR FEATURE ARTICLE HR  
HR HR  
HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR

**Of Computerization and Reductionism:  
What About the Big Picture?**

**Robert L. Cardy  
Arizona State University**

Welcome back to another column. Is anyone reading any of this now that the newsletter has gone electronic? Of course, I wasn’t sure how many read it when it was

on paper. Whatever the medium, I find myself continuing to write this column and hope that you find some value in it. If you have comments about the column, please contact me ([Robert.Card@asu.edu](mailto:Robert.Card@asu.edu)).

The topic today is, to some extent, about going electronic in HRM. However, computerizing HRM operations seems to me to really just be a surface issue with some important and fundamental issues underlying this movement. I only hope to identify here some of the more salient issues, while more comprehensive treatment of the topic must be a focus of future efforts. While this column must be limited in scope the issues are, I think, real and being confronted by businesses every day. Research in this area could be both theoretically rich and relevant - a great combination! I encourage anyone with interest in this area to pursue research and theory development.

Businesses have been shifting from paper-based to computer-based systems for a number of years now. The application of software and shifting processes to, for example, a web-based approach, has been going on in all functional areas, including marketing, production, finance, and HRM. How prevalent and important is this trend? It has been estimated that the market for supply chain software and hardware will exceed \$20 billion in 2003. Obviously, this computerization thing is more than just a temporary fad. There are countless stories in the popular business press about the savings that have been realized by shifting from a paper-based to a computer-based system. For example, Fed-Ex shifted from a 20 page application blank in its hiring process to an on-line application. Errors in completing the application blank are now caught immediately and HR personnel have been freed up to do the more important task of background checks. The bottom line impact has been positive for Fed-Ex. Spartan Stores expects to increase efficiency and productivity by shifting to software to schedule labor. Many organizations are shifting to a self-service model of HRM in which workers can make benefit choices on-line. Companies have developed performance management software that provides for on-line appraisal of workers. Don't have time or want to develop your own performance dimensions? Just see the dimensions provided by the software. Don't like that pesky task of providing performance feedback? Just let the software generate narrative feedback based on the level and pattern of ratings. Likewise, many companies are going down the electronic training path with e-learning promises of training being available via the internet anywhere and any time. Similar electronic approaches to streamlining operations and increasing productivity are occurring in all areas of organizations. These efforts in HRM and other functional areas will

continue and be refined. The current push, however, is in integrating across all areas of the organization with software that captures the entire enterprise.

Enterprise resource planning software is meant to provide managers the information-technology needed for real time assessment of the status of orders and where materials are in the system. Further, and perhaps most important, the technology can provide the information needed to realize new projects or strategic direction. For example, paired with a human resource information system, the competencies of employees can easily be electronically catalogued. Breaking a project down into its component tasks and then identifying the competencies needed for those tasks allows a manager to identify employees who have the skills that best position them to make the project a success. The electronic approach allows management to determine the type of labor needed and its likely cost. Estimates of how long the project may take to complete or to get up to speed can be made, and return on investment estimates can be generated. We are not far from a system in which labor is brought together to accomplish particular projects and then reconfigured in a different fashion for another project. I'll take one from column a and two from column b for this project. I'll put in my labor order for the next project as soon as I finish running the numbers. Chinese take-out may capture where we are heading in management.

The above electronically assisted approach is certainly rational. The tasks needed, associated competencies, and employees (portrayed as boxes of competencies), can all be represented as a flow of boxes on a computer screen. Putting the various components together in cyberspace can allow examination of the bottom-line impact of varying combinations and amounts of the components. How can labor be most efficiently allocated? How should labor be assigned so that it results in the greatest productivity? How much more competitive, then, could we be in the marketplace? Certainly these are rational business questions and the ability to answer those questions is wonderfully enhanced by the use of technology. What could be wrong with this picture of management nirvana?

It seems to me that the problems associated with the software-based approach to management don't really reside in the software. The problems stem, I think, from the mind-set that underlies or is engendered by the software-based approach. Specifically, the software approach seems to be the computerization of scientific management. The central concept here is reductionism. If projects or jobs can be unbundled into their component tasks, then the discrete competencies needed to perform each component can be identified.

The competencies available in the labor force can then be assigned in the most efficient and productive manner possible. Certainly, this general approach has been with us for many years. However, competitive pressures and technology are combining to result in reductionism and allocation on a much more rapid basis. In the extreme, employees may be thrown together on a short-term basis and never even meet each other since the project is conducted virtually. What makes a manager think that people can be successfully allocated like this? For one thing, it is because labor and other pieces of the service or production function are portrayed as separate factors on an electronic display. But are the competencies so separable and successfully reconfigured? The problem, of course, is that even though factors can be conceptually portrayed as independent and separable features, operationally it may be the bundle of factors that is the meaningful unit. In other words, the configuration may be more important than the separate figures. Put in terms that we are probably all familiar with from the Gestalt school of thought, “the whole is more than the sum of its parts.” This truism was originally directed at perception, but it may apply just as well to organizational life.

A real life example may clarify why it may be compelling but dysfunctional to manage by separating parts from a whole. Consider the case of an unnamed book publisher. A cost conscious and computer savvy editor had all of the tasks associated with publishing another edition of a text laid out. Time lines and budgets were in place for each piece of the puzzle, from revising each chapter to the instructor’s manual and video cases. One of the pieces that could be broken out as a separate task was editing the text. Of course, good project planning would indicate that costs could be minimized and efficiency and ROI maximized if only new material (e.g., inserts and cases) would be copy edited. A copy editor was asked to do his job without having access to the entire text, only the new material. Thus, the context, the terms that may have already been defined, and the overall voice and style of the text was not part of the editing process. You can imagine the time and difficulty caused by this approach. The reductionistic approach of breaking out all of the tasks was supposed to result in cost savings and efficiency. It must have been a compellingly attractive cost saving item on the computer screen. Unfortunately, the computer analysis was wrong and the forest was almost lost for the trees.

As can be seen in the above examples, the reductionistic approach can conceptually lead to greater efficiency, but can operationally lead to increased costs and other negative outcomes. Allocating labor to the

various parts of the production or service function conveys to employees that they are just another cog in the process. Enterprise software provides the capability to push this approach to the extreme. Projects can be broken into their component parts and each part can be managed to minimize costs and maximize productivity. Looking at each step in a production or service function as simply a separate component can dehumanize what really exists within those components. It was just reported in June this year that Honeywell International has asked its jet engine parts suppliers to set up operations in Mexico. The reason for the “suggestion” is the necessity to lower labor costs due to the competitive market in which Honeywell operates. There are 170 suppliers to Honeywell, just in the state of Arizona. These suppliers employ approximately 10,000 people and many of them are small machine shop operations with only a few employees. None of the suppliers will talk about the suggestions that they move to Mexico. They’re scared of jeopardizing their relationship with Honeywell. How can Honeywell ask their suppliers to leave the country? Because it makes perfectly rational business sense when the supply chain is looked at as a bunch of boxes whose costs need to be minimized. How about if you were a small machine shop owner and Honeywell suggested you pick up operations and move to Mexico? How might your family feel about the move? What about the estimated \$2 - \$3 million it could cost to set up a small operation there? Wouldn’t you feel like a cog to be used by the corporate machinery? But, you might think, business is business and what’s the option anyway? As an alternative, people can be brought into the discussions and asked for their ideas. Maybe there are ways to go about cost cutting that wouldn’t involve moving out of the country. Viewed as partners in the process rather than as boxes to manage, people could participate out of commitment rather than fear. Yes, productivity and profit are important, but so are people. For lack of a better term, I will generically refer to this alternative perspective as the holistic approach.

A holistic approach might differ in a number of important ways from the common reductionistic approach. The following are some contrasts that may be important distinctions.

<u>Reductionistic</u>	<u>Holistic</u>
Feature	Gestalt
Process	Outcome
Control	Trust
One Way	Many Possibilities
Component Boundaries	Discipline or Project Boundaries

The reductionistic approach focuses on the features or components that make up the overall process. It is by focusing on and controlling the steps in the process that a positive outcome will be achieved. The emphasis is on control, even though an ostensibly liberating technology is used. That same technology can be used to collect various and fairly invasive measures of performance. In addition, the reductionistic approach ends up, perhaps by default, assuming that there is one way to successful performance. That is, a certain set of competencies, perhaps defined in behavioral terms, are specified as needed for effective performance. This competency model serves as the screen and template for success. The boundaries in the reductionistic approach are defined by the components. The limits to someone's job are clearly drawn (oftentimes literally now on a computer screen) and marching orders and domains are clearly separated.

In contrast, a holistic approach focuses on the whole, which may include employee well-being and development, as well as profit. The focus in a holistic approach would, somewhat ironically, seem to be on the outcome, not so much on the process. For example, a holistic approach might lead to discussion with employees about the competitive environment in which the organization operates and exploration of what the organization may need to do in order to survive and be competitive. The focus may be on the overall outcome, but employees would be trusted to find means to achieve those ends. In contrast to the reductionistic approach, the holistic approach would allow for a variety of paths to success. Given a sufficiently organic, empowered, and flexible approach toward how the process of work is structured, people find where their skills and style best fit and what roles they can best play. In most work situations, the reality is that there are a lot of paths to success and great variance in styles and in patterns of strengths and weaknesses can be observed across successful people. Some people are best with concepts and others seem best with details. Some people are quantitative and technically oriented while others are more people oriented and are gifted with exceptional interpersonal skills. However, people find ways to compensate and deal with their deficits and make the most of their strengths. There are numerous paths to success. Finally, in a holistic approach, the boundaries constraining or defining an employee's responsibilities and activities are handed to them by their function or discipline, or by the project. For example, responsibility in a job may capture or include aspects that, in a reductionistic approach, are clearly in the domain of another component. However, the holistic approach allows for employees to more

broadly define their responsibility based on logic and common sense as to what is best for the overall project.

The above contrasts highlight some of the distinctions between the reductionistic and holistic approaches to managing work. It is interesting to note that the reductionistic approach, fueled by software capabilities, would seem to be contrary to the desires of most upper level managers. A summarization of the ideal workplace for most people in upper management is to have a fluid and flexible workplace that can quickly adapt to changing competitive pressures. However, a reductionistic approach compartmentalizes and fixes structure and labor contributions. This end, that seems to me to be at variance with what top management would really like to achieve, is brought about by the seductive rationale of reductionism and the promise of increased efficiency all quickly and easily laid out in an electronic fashion. Once the component system is in place, there is little doubt that increased speed should be a benefit. Quality of the overall product or service? Well, that depends on if all of the parts that were separated and done independently all fit together into a seamless whole. Further, it needs to be assumed that the whole isn't more than the sum of its parts.

The above contrasts between the two approaches suggest a number of research questions. First, a taxonomy of characteristics needs to be developed that captures each approach. The contrasts offered here are merely suggestive and not meant to be exhaustive. The sociocognitive approach and holistic management have been identified and described in the literature. Both of these approaches are relevant to, although maybe not completely defining, the holistic approach outlined here. Second, how effective are the two approaches? In the post September 11 world of a repressed economy, are the companies that are doing well more characterized as holistic or reductionistic in their approach? Or, does a balance between the two approaches lead to better outcomes? How do the approaches stack up in terms of performance measures and measures of employee well-being? How do the two approaches compare in terms of longevity as a criterion? Finally, are there situational characteristics that lead to one approach being more successful than another?

---

## HRDIV\_NET Up and Running!

**Mark Huselid**

[huselid@rci.rutgers.edu](mailto: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](mailto: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 RESOURCE MANAGEMENT COMMITTEE

**By Randall S. Schuler, Rutgers University**

The International HRM Committee is pleased to invite everyone to our forthcoming pre-conference workshop in Denver. The workshop is entitled "Facilitating Multinational HR Collaboration, Research and Networking," and is being held on Saturday August 10 from 3:00 to 5:00pm at the Adam's Mark Hotel, Plaza Court 1.

The purposes of the workshop include: 1) to discuss the processes and results of conducting large-scale international research projects with multiple collaborators; 2) to discuss issues pertaining to

international and cross-cultural research, with an emphasis on scale usage, data analysis and interpretation; and 3) to discuss international HR conference activities and international activities of professional HR associations.

To facilitate discussion in each of these three areas, we have volunteers to provide some initial thoughts and then to lead the open discussion. They include: Jim Sesil and Wolfgang Meyerhofer; Paul Sparrow and Chris Brewster; and Mike Morley and Debbie Cohen. Each set of presenters will take approximately 30 minutes with questions and answers. Contact May Watson, organizer of this Workshop, at [watsonm@newschool.edu](mailto:watsonm@newschool.edu) to register because there may be space limitations.

Taylor and Francis, the publisher of the International Journal of HRM, will sponsor coffee and cookies as they did last year in Washington, D.C. We thank them for this continued sponsorship.

The website of the IHRMC is now in its third year ([www.cba.uh.edu/irhmc](http://www.cba.uh.edu/irhmc)) and is graciously maintained by Steve Werner. For submission of your international HRM materials see [www.cba.uh.edu/ihrmc/submissions/index.htm](http://www.cba.uh.edu/ihrmc/submissions/index.htm).

Those of you interested in International HRM may want to join our list-server. To join send the following one-line message to: [listproc@lists.cudenver.edu](mailto:listproc@lists.cudenver.edu).

Subscribe INTHR (your name).

This service is graciously maintained by Herman Aguinis.



HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR  
HR  
HR OTHER NEWS HR  
HR HR  
HRHRHRHRHRHRHRHRHRHRHRHRHRHRHRHR

### **Martocchio joining Ferris as Co-Editor of *Research in Personnel and Human Resources Management***

Joseph J. Martocchio (University of Illinois) has joined Gerald R. Ferris (Florida State University) as a co-editor of the annual research series, *Research in Personnel and Human Resource Management* (published by JAI Press/Elsevier Science). Ferris and

Martocchio will co-edit Volumes 21 and 22 (2002, 2003) to effect a transition from Ferris to Martocchio as Editor. After 21 years in that position, Ferris is stepping down as Editor of the series in 2003. The series will continue to publish monograph-length conceptual pieces on important issues in human resources management. Should you have any questions about the series, please direct them to Joe at: Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign, 504 East Armory Avenue, Champaign, IL 61820; Ph. (217) 244-4098; Fax (217) 244-9290; [martocch@uiuc.edu](mailto:martocch@uiuc.edu).

---

**ATTENTION ALL FIRST AND SECOND  
YEAR  
DOCTORAL STUDENTS!**

**GET THE MOST OUT OF YOUR  
DOCTORAL EXPERIENCE BY  
ATTENDING**

***THE ACADEMY OF MANAGEMENT'S***

***NEW DOCTORAL STUDENT CONSORTIUM***

-- Saturday August 10th, 2002 – Denver, Colorado --

First and second year doctoral students, this is your invitation to attend the New Doctoral Student Consortium (NDSC) at the Academy of Management Conference in Denver, Colorado – August 9-14, 2002. The NDSC *represents* the Academy's interest and commitment to the professional development and success of all new doctoral students.

NDSC is organized and run by doctoral students for doctoral students! This one-day interactive session includes presentations and discussions by leading management scholars, and active panel discussions by both senior doctoral candidates and practicing academics. This 2002 NDSC agenda includes:

- ❖ Succeeding in your doctoral program;
- ❖ Entering the Academic Profession;
- ❖ Building effective networks, locally and internationally;
- ❖ Doing Exemplary Research and Publishing;
- ❖ Careers in our field; and
- ❖ Getting the most out of the Academy of Management experience

Light refreshments will be served during the day, and NDSC participants are invited to attend the "All Doctoral Student Reception" in the evening.

The NDSC is proving to be one of the major pre-conference events for doctoral students attending the Academy of Management Conference, however, *attendance is limited*. You are strongly encouraged to register early by accessing the NDSC website – <http://www.aom.pace.edu/ndsc/> -- registration is now open! Visit our site to register and to learn more about this year's NDSC meeting.

For more information, contact Tyrone S. Pitsis (*NDSC Marketing Chair*) at [tyrone.pitsis@uts.edu.au](mailto:tyrone.pitsis@uts.edu.au).



---

**Call For Papers**

**Managing People in Entrepreneurial  
Companies:  
What are the Human Resource Issues?**

**A prepared special issue for Human  
Resource Management Journal**

The knowledge base of human resource management has primarily been for and in large organizations. However, the vast majority of companies in the United States are small companies. It might be argued that: (1) the concept of human resources is different for small and medium sized enterprises than it is for large organizations, (2) the concept of human resources changes as the enterprise grows, (3) the traditional functional approach to human resources does not capture what is happening to small and entrepreneurial companies, (4) both researchers and practitioners are in need of models of human resource strategies in small and entrepreneurial enterprises to guide human resource decision making, and (5) researchers need to be encouraged to actively examine human resources in small and entrepreneurial firms.

For this special issue, we invite scholars and practitioners to submit papers that deal with human

resource issues in small, entrepreneurial organizations. Conceptual papers, empirical papers, and case studies are welcomed for this special issue.

Topics that might be considered include:

- How the HR function evolves with the growth of small companies over time
- Best HR practices in small, high growth entrepreneurial firms
- Growth stage models of HR practices
- New theoretical models about the role of HR in small companies
- Descriptions of how incubator companies in large companies are influenced by the corporate HR group
- Studies of who performs the HR role in smaller organizations
- Differences in perceptions of the role of HR between HR professionals and the CEO/Founder
- The differences between task responsibilities and role responsibilities in emerging, growth oriented companies and their implications for the human resource function in such firms.

These topics are merely suggestive and contributing authors are encouraged to be creative in generating other ideas for study as long as they pertain to HRM in smaller organizations.

The guest coeditors for this special issue are Rob Heneman and Judy Tansky in the Fisher College of Business at The Ohio State University and Larry Cox and Michael Camp of the Kauffman Center for Entrepreneurial Leadership at the Ewing Marion Kauffman Foundation, Kansas City, MO. All articles will be blind reviewed by a pool of HRM and entrepreneurship scholars and practitioners. The deadline for submission is Oct. 31, 2002 and submissions should be sent to the following address:

Editor: Mark Huselid  
Human Resource Management  
Journal Production Office  
1556 Tanner Ave.  
Manasquan, NJ 08736

---

**International Human Resource  
Management Conference 2003**

**CALL FOR PAPERS  
THE 7th CONFERENCE ON  
INTERNATIONAL HUMAN RESOURCE  
MANAGEMENT**

**4th – 6th JUNE 2003  
UNIVERSITY of LIMERICK  
LIMERICK, IRELAND**

**THE 2003 CONFERENCE**

There is a substantial and growing body of extant literature which explores IHRM and its key determinants from a multiplicity of perspectives. However, beyond apparent agreement on its etymology, defining and delimiting the nature of IHRM and all its constituent parts poses something of a challenge. Building upon the work of the earlier conferences (Singapore, 1987; Hong Kong, 1989; Ashridge, 1992; Gold Coast, 1994; San Diego, 1996; and Paderborn, 1998), the theme of the 2003 conference in Ireland will be “International HRM: Exploring the mosaic, developing the discipline”. IHRM 2003 will seek to present a complement of academic and practitioner papers dedicated to exploring the multidimensional and dynamic nature of the field of IHRM. Contributions are invited in all areas of international human resource management including areas such as:

- The current state of the field of IHRM;
- Regional variations, convergence and divergence in HRM;
- HRM in the multinational enterprise;
- HRM strategy and performance;
- Contemporary issues in core functions of HRM, e.g. Recruitment & selection, Appraisal & performance management, Rewards and HRD;
- The labour market and HRM, e.g. Equality issues, legal aspects, industrial relations and employee representation, flexible work practices;
- Integrating Information Communication Technologies and HRM, e.g. e-hrm, ebusiness and human resource information systems;
- Contemporary issues in IHRM, e.g. expatriation, intercultural adjustment & repatriation, international careers, dual careers, knowledge management and the psychological contract, organizational commitment;

**HOW TO PARTICIPATE**

Details on how to submit an abstract for consideration as a full paper, a poster or symposium are available at [www.ihrm2003.com](http://www.ihrm2003.com)

**CONFERENCE CHAIR**

**Dr Michael Morley  
Department of Personnel & Employment Relations  
College of Business  
University of Limerick  
National Technological Park  
Limerick  
Ireland  
Tel: + 353 61 202273**

Fax: + 353 61 202572  
Email: [michael.morley@ul.ie](mailto:michael.morley@ul.ie)  
[www.ihrm2003.com](http://www.ihrm2003.com)

---

### And Finally...

### A Big Thank You to All the HR Division Reviewers for This Year's Program at the Academy!

Cheryl Adkins, Longwood College  
Herman Aguinis, U. of Colorado, Denver  
David G. Allen, U. of Memphis  
Tammy Allen, U. of South Florida  
Martin W. Anderson, State of Connecticut  
Ronald A. Ash, U. of Kansas  
Steve Ash, U. of Akron  
Jane E. Barnes, Rutgers U.  
Melissa W. Barringer, U. of Massachusetts  
Yehuda Baruch, U. of East Anglia  
Talya N. Bauer, Portland State U.  
N. A. Beadles, Georgia College State U.  
Terry Beehr, Central Michigan U.  
Bradford S. Bell, Michigan State U.  
Venkat Bendapudi, Ohio State U.  
Robyn A. Berkley, Rensselaer Polytechnic U.  
Charles H. Besseyre des Horts, Hautes Etudes  
Commerciales, Paris  
Cecile G. Betit, Independent Researcher.  
Mousumi Bhattacharya, Fairfield U.  
Dick Blackburn, U. of North Carolina, Chapel Hill  
Joyce E. Bono, U. of Minnesota  
Paul Boselie, Erasmus U.  
Wendy Boswell, Texas A&M U.  
James Breugh, U. of Missouri  
Kenneth G. Brown, U. of Iowa  
Jennifer Burgess, Bradley U.  
Diane Burton, MIT Sloan School of Management  
Elizabeth F. Cabrera, Universidad Carlos III de Madrid  
Ramon Valle Cabrera, Universidad Carlos III de  
Madrid  
Paula Caligiuri, Rutgers U.  
James Carey, Arizona State U., West  
Jon C. Carr, U. of Southern Mississippi  
Clint Chadwick, U. of Illinois  
Julia M. Chambers, Bloomfield College  
Gilad Chen, Georgia Institute of Technology  
Mark Clark, American U.  
Debbie Cohen, Society for Human Resource  
Management  
Adrienne Colella, Texas A&M U.  
Chris Collins, Cornell U.

Karen J. Crooker, University of Wisconsin, Parkside  
Nancy DaSilva, San Jose State U.  
Diana L. Deadrick, Old Dominion U.  
John Deckop, Temple U.  
Richard S. DeFrank, U. of Houston  
Timothy DeGroot, McMaster U.  
John E. Delery, U. of Arkansas  
Brian R. Dineen, Ohio State U.  
Thomas W. Dougherty, U. of Missouri  
James H. Dulebohn, Michigan State U.  
Ben Dunford, Cornell U.  
John C. Edwards, East Carolina U.  
Hillary Anger Elfenbein, Harvard U.  
Jeff Ericksen, Cornell U.  
Daniel Feldman, U. of South Carolina  
Claudia Ferrante, Carnegie Mellon U.  
Cory R. Fine, U. of North Florida  
Todd Fister, U. of Illinois  
Michael F. Flanagan, California State U., Bakersfield  
Patrick Christopher Flood, U. of Limerick  
Daniel G. Gallagher, Queen's U.  
Daniel Ganster, U. of Arkansas  
Tim Gardner, Cornell U.  
Lucy Gilson, U. of Connecticut  
Kay M. Glasgow, Cal Poly State U.  
Caren Goldberg, George Washington U.  
Mary Gowan, U. of Maryland  
Donna M. Greenwood,  
Gary J. Greguras, Louisiana State U.  
Markus Groth, U. of New South Wales  
Melissa L. Gruys, Washington State U.  
Nina Gupta, U. of Arkansas  
James Guthrie, U. of Kansas  
Gadi Harel, Technion, IIT  
Stephen J. Havlovic, U. of Wisconsin, Whitewater  
Justine Horgan, Inter U. for Social Science Theory  
Vandra Huber, U. of Washington Business School  
Mark Huselid, Rutgers U.  
MaryAnne Hyland, Adelphi U.  
Remus Ilies, U. of Florida  
Mike Ingerick, George Mason U.  
Roderick D. Iverson, Simon Fraser U.  
Karen Jansen, Penn State U.  
Diane Johnson, U. of Alabama  
Robert G. Jones, Southwest Missouri State U.  
Aparna Joshi, Rutgers U.  
Micki Kacmar, Florida State U.  
John Kammeyer-Mueller, U. of Minnesota  
David M. Kaplan, James Madison U.  
Ronald Karren, U. of Massachusetts  
Deb Kidder, U. of Connecticut  
Brian Klaas, U. of South Carolina  
Howard J. Klein, Ohio State U.  
Robert Konopaske, U. of Saint Thomas  
David A. Kravitz, George Mason U.  
Amy Kristof-Brown, U. of Iowa

Timothy E. Landon, U. of Michigan, Dearborn  
 Lucinda M. Lawson, Lehigh U.  
 Mila B Lazarova, Rutgers U.  
 Huy Le, U. of Iowa  
 Barbara Lee, Rutgers U.  
 David P. Lepak, U. of Maryland  
 Edward Levine, U. of South Florida  
 Paul E. Levy, U. of Akron  
 Brian Loher, Mansfield U.  
 John A. Lust, Illinois State U.  
 Patricia A. Lynch, California State Polytechnic U.  
 Janet H Marler, U. Albany/SUNY  
 Graeme Martin, U. of Abertay, Dundee  
 Joseph J. Martocchio, U. of Illinois  
 Suzanne Masterson, U. of Cincinnati  
 Linda Matthews, U. of Texas, Pan American  
 Gary C. McMahan, U. of Texas, Arlington  
 Bruce M. Meglino, U. of South Carolina  
 Kimberly K Merriman, Temple U.  
 Nicholas S. Miceli, Ohio Northern U.  
 Zeeva Millman, A & M Human Resources Consultants  
 Atul Mitra, U. of Northern Iowa  
 Jonathan S. Monat, California State U., Long Beach  
 Edilberto F. Montemayor, Michigan State U.  
 Frederick P. Morgeson, Michigan State U.  
 Motohiro Morishima, Hitotsubashi U.  
 Lisa Moynihan, Cornell U.  
 Paul W. Mulvey, North Carolina State U.  
 Nhung Nguyen, Lamar U.  
 Margaret Nowicki, Ithaca College  
 Dan Ondrack, U. of Toronto  
 HJ Park, Cornell U.  
 Charles K. Parsons, Georgia Institute of Technology  
 Stephanie C Payne, Texas A&M U.  
 Jill Perry-Smith, Georgia Institute of Technology  
 Jean Phillips, Rutgers U.  
 Robert Ployhart, George Mason U.  
 Christopher Porter, Texas A&M U.  
 Richard A. Posthuma, U. of Texas, El Paso  
 Gil Preuss, Case Western Reserve U.  
 J. Bruce Prince, Kansas State U.  
 John Purcell, U. of Bath  
 Sumita Raghuram, Fordham University  
 Raul Ramirez, U. of California, Irvine  
 Barbara Rau, U. of Wisconsin, Oshkosh  
 Elizabeth C Ravlin, U. of South Carolina  
 Pat Raymark, Clemson U.  
 Roni Reiter-Palmon, U. of Nebraska, Omaha  
 Hettie Richardson, Louisiana State U.  
 Quinetta M. Roberson, Cornell U.  
 Joe Rosse, U. of Colorado  
 Maria Rotundo, U. of Toronto  
 Jukka Sadevirta, Society for Human Resource  
 Management  
 Sudhir K. Saha, Memorial U.  
 Juan Sanchez, Florida International U.  
 Rene Schalk, Tilburg U.  
 John M. Schaubroeck, Drexel U.  
 Lyle Schoenfeldt, Appalachian State U.  
 Chris Scholz, U. of Saarland  
 Steve Scullen, North Carolina State U.  
 Lynn Shore, Georgia State U.  
 Robert R. Sinclair, Portland State U.  
 Gangaram Singh, San Diego State U.  
 Nagaraj Sivasubramaniam, Duquesne U.  
 Bill Smith, Emporia State U.  
 Scott Snell, Cornell U.  
 Christina Stamper, Western Michigan U  
 Jeffrey M. Stanton, Syracuse U.  
 Ernie Stark, Bellevue U.  
 Greg Stewart, Brigham Young U.  
 Judy P Strauss, California State U., Long Beach  
 Marc Street, U. of Tulsa  
 Cem Tanova, Eastern Mediterranean U.  
 Judy Tansky, Ohio State U.  
 Amanuel Tekleab, U. of Maryland  
 Stephen Teo, U. of Technology, Sydney  
 Paul Tesluk, U. of Maryland  
 Rebecca A. Thacker, Ohio U.  
 Marc Thompson, U. of Oxford  
 Tom Timmerman, Tennessee Tech. U.  
 Annette Towler, U. of Colorado, Denver  
 Donald Truxillo, Portland State U.  
 Daniel B. Turban, U. of Missouri  
 Arup Varma, Loyola Univ. Chicago  
 Tim Vogus, U. of Michigan  
 John Wanous, Ohio State U.  
 Elizabeth Weatherly, U. of Alabama, Huntsville  
 Jon Werner, U. of Wisconsin, Whitewater  
 Megan Werner, U. of Iowa  
 Michael Wesson, Texas A&M U.  
 Kenneth G. Wheeler, U. of Texas, Arlington  
 Ellen M. Whitener, U. of Virginia  
 Margaret Williams, Virginia Commonwealth U.  
 Robert P. Wright, U. of Hong Kong  
 Ed Yost, Ohio U