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EXECUTIVE COMMITTEE: Term Expires

Robert Cardy	2003
Adrienne Colella	2003
Susan Jackson	2003
Dianna Stone	2003
Chris Riordan	2004
Scott Snell	2004
Daniel Turban	2004
Steve Werner	2004
John Delery	2005
Robert Dipboye	2005
Pam Perrewè	2005
Ed Salas	2005

NEWSLETTER EDITOR

*David G. Allen
University of Memphis*

ACADEMY OF MANAGEMENT WEBSITE:

<http://www.aom.pace.edu/>

HR DIVISION WEBSITE:

<http://www.hrdiv.org>



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Tim Judge
University of Florida

Greetings! I'd like to write to you about a few issues that the division has been working on in the past year.

Strategic Directions for the HR Division

As I see it, a critical function of the division chair and executive committee is to strategize about opportunities and threats to the division, and exploring future strategic directions for the division that can help it to become even more healthy and effective in the future. How healthy is the HR division, and where should it be headed? In an effort to assess the health of the division, I asked a subcommittee chaired by Joe Martocchio (Todd Maurer and Michelle Arthur were the other members of the subcommittee) to analyze the health of the HR division in two main areas: (1) membership trends and (2) member satisfaction. Although Joe, Todd, and Michelle have more details to report, a few summary points are worth mentioning:

1. Division membership is relatively stable relative to other divisions.
2. Member satisfaction is on par with other divisions as well.
3. One area where HR division member satisfaction is lower is in the area of information technology.

These results are very informative in that they suggest the division is basically healthy. By the same token, there are always opportunities for improvement and, indeed, I think our division may be at a critical juncture.

Specifically, in the past few years, the division has become financially healthy and has accumulated some reserve. This provides us with an opportunity to invest in our future. Though the division could throw more lavish receptions at the Academy, I do not believe that is the best use of our resources (especially given the exorbitant catering fees, like \$3 for a can of soda or \$10 for a basket of popcorn!). We will continue to sponsor social hours at the Academy, as well as the Ice Cream Social (with the help of our sponsors), but I do not think we should devote substantial *new* resources here.

Rather, I think we should invest in information technology as a means of better promoting and better demonstrating the benefits of the division. After all, one of the primary reasons the division is in better financial shape is due to savings in postage costs associated with putting the newsletter and elections online. At the same time, there is a sense that fewer people are reading the newsletter (perhaps even my column!) and, more generally, there is a question of how can we use information technology to better serve our members.

At the mid-year executive committee meeting, we discussed some ideas for how to better leverage information technology to benefit our members. Given that I think this is the most important strategic issue before the division, we are going to look at this carefully over the next few months; we will be in touch with some of the options.

A Word of Thanks and Congratulations

First, I want to thank the committee chairs and division leadership. They are just terrific to work with. Pat Wright is division chair elect (he will step into this role next year), and Dianna Deadrick (program chair) and Micki Kacmar (pre-conference chair) have done a great job with the program. It will be exciting. Bob Dipboye has been hard at work putting the division's fiscal house in order. Marcia Simmering has done a great job

as division secretary (keeping notes of all committee meetings that, hopefully, will facilitate institutional memory for my successors), and David Allen and Tim DeGroot, respectively, continue to engage in the critical but largely thankless tasks for editing the newsletter and running the website.

The other committee members also are hard at work doing the division's business. The other committee members are: *Workshops*-Chris Riordan (with help from Mary Watson); *Awards*-Dan Turban; *Doctoral Consortium*-Adrienne Colella, John Delery, and Ed Salas; Jr. *Faculty Consortium*-Pam Perrewé, Mark Roehling, and Scott Snell; *Newsletter Editor*-David Allen; *Webmaster*-Tim DeGroot; *HR Div Net*-Mark Huselid; *Information Technology*-Howard Klein and Jim Dulebohn; *International*-Randall Schuler and Mary Watson; *Member Relations*-Dianna Stone; *Sponsorship*-Steve Werner and Susan Jackson; *Teaching*-Judy Tansky; and *Council Representative*-Rich Klimoski. I have been mightily impressed with the dedication and helpfulness of all of the committee chairs. They are great citizens for the division, and they make my job so much easier. The division couldn't function without them. I also want to thank the past division chairs—Lois Tetrick and Lynn Shore—for all of their help.

Finally, congratulations to the incoming PDW chair, Joe Martocchio, and the incoming executive committee members, Dan Cable, Mary Gowan, Amy Kristof-Brown, and Juan Sanchez!

That's all for now. Thanks for reading. See you in Seattle!

Election Results

Lois E. Tetrick Chair of Nomination Committee

The election of this coming year's officers is complete. We received a record number of nominations this year for the Program Chair Elect. Based on these nominations an excellent slate of candidates was put forth to the membership for voting including two candidates for Program Chair and six for Executive Committee. Ballots were sent by email to all HR Division members. A total of 241 completed ballots were received, which was down somewhat from last year. Tabulation of the ballots indicated that the following candidates have been elected:

PROGRAM CHAIR ELECT

Joseph Martocchio, University of Illinois

EXECUTIVE COMMITTEE

Daniel Cable, University of North Carolina – Chapel Hill

Mary Gowan, The George Washington University

Amy Kristof-Brown, University of Iowa

Juan Sanchez, Florida International University

Congratulations to our new officers!

Program Chair Report

Diana Deadrick
Old Dominion University

As I put the finishing touches on the Seattle program, I was overwhelmed – overwhelmed by a sense of relief! It's been a very busy and hectic five months. This year, the Academy overall, and the HR Division specifically, received the highest number of program submissions ever: 4,015 and 235, respectively. Due to this somewhat unexpected surge, I put out a call for help with reviewing, and over 450 HR members volunteered to help with the reviews! Volunteers were chosen on a semi first-come basis, and the result was a pool of 271 reviewers that received and completed all of their submissions. The workload for each reviewer was only 2 - 3 submissions, and those reviewers that received 3 submissions found that at least one of those was a symposium proposal. So yes, Pat, **volunteerism IS alive and well in the HR Division!** Elsewhere in this newsletter is a list of all the reviewers that deserve our thanks!

As I finalized the program, I was also overwhelmed by a sense of how enormous the Academy program has become! This year will be the largest program yet; at last count, that amounted to a total of 759 Academy-wide regular meeting sessions (paper sessions and symposia). Add to that an ever-growing pre-conference program (270 Academy-wide PDW and consortia sessions) and you, too, will realize how much the Academy has grown (1029 sessions this year). For reference, the upcoming 2003 program is 11% larger than last year, and 27% larger than just three years ago. With this growth in mind, my goal as program chair was to try to **simplify** the HR program while, at the same time, develop a sense of **community** surrounding the HR program and HR Division. Oh yeah, I also think it's important that we have fun while we're working, so that is also built into the program. Let me tell you about

some of these innovations that we're trying out this year.

Visual Paper Presentations: This year, *all* HR paper sessions will use a "visual presentation" format, which is a poster presentation *combined* with conversation/discussion round tables. This format is conducive to **community-building** -- It encourages more of an informal discussion and exchange-of-ideas atmosphere. In addition, all paper presentations will be held in the same location throughout the meeting. That means that whenever you're in between sessions, or you're just looking for some good conversation, you can wander over to the HR "subdivision" in the Academy's "Visual Village." In terms of **simplifying** the program: We have more papers being presented in fewer sessions, and none of our paper sessions are scheduled at the same time. That means you might actually be able to attend every HR paper session and still have time to attend other Division's sessions.

Convention Center Location: This year, the Academy is spread out across five hotels and the Convention Center. In an attempt to reduce the amount of running around you'll have to do, most of the HR Division's sessions will be held in the Convention Center. An advantage of this location is that it puts our sessions – and us – in the middle of all the action! From a **community-building** perspective, the Convention Center is *the* gathering place this year; i.e., it will be home to the Visual Village (a research forum that promotes discussions with scholars from all Divisions and Interest Groups) and the Democracy Café (a conversational forum that promotes on-going discussions about various issues in a coffee house setting). From a **simplify-the-program** perspective, the Convention Center is home to many of our co-sponsoring Divisions (e.g., IM, ODC, OCIS) and most of the Academy-sponsored sessions (e.g., Showcase symposia, Shared Interest Track paper sessions, Interactive Paper sessions, and Visual Paper sessions). This means that a large number of our sessions were already scheduled in the Convention Center.

Monday Afternoon "Special Events": In the spirit of this year's *Democracy* theme, the HR Division is holding another town-hall meeting, this time during the regular program! The purpose of the meeting is to provide a forum where all HR members are invited to discuss how HR people contribute to management education, research, and practice. Group discussions will be led by Business School Deans, Journal Editors, and HR Practitioners. The town-hall meeting (12:20pm - 2:10pm) will be immediately followed by the Ice Cream Social (2:30pm - 3:50pm), which will be immediately followed by the visual presentation of the

HR Division's 'Best Paper' Honorees (4:10pm-5:20pm). In terms of a *community building* goal: What better way to get members involved and thinking about the HR Division as well as the field of HR than to set aside an entire afternoon that includes good conversation, good people, and good food?!!! In terms of *simplifying* the program: No other HR single-sponsored sessions are scheduled in these time slots! By trying to minimize some of the competition for your time, the hope is that you will attend these sessions and get to know your colleagues even better than you did before.

It all sounds pretty exciting, doesn't it?! And what's even more amazing is that this keep-it-simple, community-building oriented program is confined to two days, Monday and Tuesday! For most people, the Academy meeting now starts on Friday with the pre-conference workshops and/or consortia; by Wednesday, both interest and attendance have waned. I followed Pat Wright's lead and made sure that all HR single-sponsored sessions (paper sessions and symposia), and all jointly-sponsored symposia that designated HR as the "lead" division (i.e., HR was listed first among the co-sponsors), were scheduled on Monday and Tuesday. I could do this because I was responsible for scheduling those sessions. For those of you that plan to stay longer and attend sessions on Wednesday, no problem: There are still a number of jointly-sponsored and Showcase symposia in which HR is involved.

The program is almost complete (and may in fact be done by now), and you can find it and all other information about the meeting (registration and hotels) at the following web site address: <http://meetings.aonline.org>. If you have any questions or concerns, be sure to contact me (ddeadic@odu.edu). I look forward to seeing you in August!!

Awards Committee Report

Daniel Turban
University of Missouri-Columbia

2002-2003 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 2002. 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 (Monday, August 4, 2003 from 2:30 – 3:50 p.m. in the Sheraton Cirrus Ballroom), whereas all other awards are presented at the HR Division business meeting (Tuesday, August 5, 2003 from 5:30 to 6:30 in the Red Lion Hotel Whidbey Room). Please check the Academy program 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 Herbert G. Heneman, III (Heneman Award), Barry Gerhart (Scholarly Achievement), Sandy Wayne (Dissertation Award), and Rudy Sanchez (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 Seattle, which will be on Monday, August 4, 2003 from 2:30 – 3:50 p.m. in the Sheraton Cirrus Ballroom.

Committee Members:

Herbert G. Heneman, III (Chair), University of Wisconsin
Wayne Cascio, University of Colorado - Denver
Thomas Kochan, Massachusetts Institute of Technology
Susan Jackson, Rutgers University

Scholarly Achievement Award

Of the 11 nominations received, the committee determined that the winner of the 2002-2003 Scholarly Achievement Award goes to the following paper:

Rosemary Batt, Managing customer services: Human resource practices, quit rates, and sales growth. *Academy of Management Journal*, 45, 587-597.

Committee Members:

Barry Gerhart (Chair), University of Wisconsin
Rich Arvey, University of Minnesota
Alison Barber, Michigan State University
Peter Cappelli, University of Pennsylvania
Jose Cortina, George Mason University
Angelo DeNisi, Texas A&M University
Harold Doty, Syracuse University
Steve Gilliland, University of Arizona
Cheri Ostroff, Columbia University
Greg Stewart, University of Iowa
Charlie Trevor, University of Wisconsin
Pat Wright, Cornell University

Ralph Alexander Best Dissertation Award

The committee selected the following dissertation as most deserving of the award:

Timothy Gardner, *In the Trenches at the Talent Wars: An Examination of Competitive Interaction for Human Resources in the Software Industry*.

Dr. Gardner's dissertation was completed at Cornell University and Pat Wright served as the dissertation advisor. Dr. Gardner is currently at the Marriott School of Management at Brigham Young University.

Committee Members:

Sandy Wayne (Chair), University of Illinois at Chicago
Jason Colquitt, University of Florida
Mike Crant, University of Notre Dame
Michelle Duffy, University of Kentucky
Micki Kacmar, Florida State University
John Masyln, Wichita State University
Bruce Meglino, University of South Carolina
Robert Ployhart, George Mason University
Scott Seibert, University of Illinois at Chicago
Ian Williamson, University of Maryland

Best Convention Paper Award

The committee selected the following paper:

An Integrated Perspective of Antecedents to Ingratiation Behaviors by **Micki Kacmar, Dawn Carlson, Virginia Bratton, and Martha Andrews**.

Committee Members:

Rudy J. Sanchez (Chair), California State University, Fresno
Kenneth Brown, University of Iowa
Debra Cohen, Society for Human Resource Management
Edward Hernandez, California State University, Stanislaus
Julie Olson-Buchanan, California State University, Fresno
Maria Rotundo, University of Toronto

Best Student Convention Paper Award

The committee selected the following paper:

Individual Differences in Ability to Fake on Personality Measures by **Tracey Shilobod and Patrick Raymark**.

Committee Members:

Rudy J. Sanchez (Chair), California State University, Fresno
Wendy Boswell, Texas A&M University
Matthew Paronto, Portland State University
James Schmidtke, California State University, Fresno
Shay Tzafir, University of Haifa

2003 Preconference Development Workshops (PDW) Program

Micki Kacmar, 2003 PDW Chair Florida State University

Don't book your plane tickets to Seattle without first checking out the fabulous preconference schedule for the 2003 Academy Meetings. In addition to the Junior Faculty and Doctoral Consortia, we have a variety of off- and on-site activities planned for you Friday, Saturday, and Sunday. My role in developing the PDW program was to coordinate the work of three committees: the junior faculty consortium committee, the doctoral consortium committee, and the workshops committee. You will find specific details about each of

their preconference programs in other articles in this newsletter, so be sure to check them out.

As always, the HR Division's workshops are **free** and **open to all** Academy members. Because seating space will be limited, some sessions may require pre-registration. Please refer to the other preconference newsletter articles for more information on pre-registering.

One preconference event that will not be advertised elsewhere in the newsletter is the **Saturday evening kick-off reception**. This reception is sponsored by the HR division as a way of welcoming you to Seattle and saying thanks for being a HR division member. The reception will be held in the Grand Hyatt in the Menzie's Suite from 5:30-7:00 on Saturday evening. Please confirm the location in your program as the conference draws near.

In closing I'd like to thank the committee chairs and members for their timeliness and attention to detail. Their efforts created what I am confident will be a preconference program that has something for everyone.

See you in Seattle!

**HR DOCTORAL CONSORTIUM
ANNOUNCEMENT
Deadline: May 15, 2003**

**Adrienne Colella
Texas A&M University**

The HR Division will again host a doctoral Student Consortium prior to this year's Academy Conference in Seattle, WA. 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 take place on August 2-3. The number of distinguished individuals who have volunteered their time to meet with the doctoral students is impressive. The program includes a keynote by John Hollenbeck, an editor's roundtable, and small group discussions with leaders in various topic areas on content and process issues. Some of the topics that will be discussed include e-Hr, International HR, HR Strategy, and Creativity and Innovation. The consortium also includes sessions on job search, teaching, career issues, and "What They Don't Teach

You in Graduate School". Lunch and snacks will be provided. This is also a great chance for students to meet and form networks with their peers.

The deadline for nominations is May 15th. Space is limited, and students will be accepted on a first come, first serve basis. The usual policy has been to allow participation by only one student from each program (not university); however, additional students from the same program may be considered on a space available basis. Decisions on second participants will have to wait until after the deadline. This consortium is also intended for senior level doctoral students, so preference will be given to those in the dissertation stage of their careers.

The registration/nomination form (at the end of this newsletter) is to be completed by the student and signed by the head of the program nominating the student. The form should be returned to Adrienne Colella. If you have any questions regarding the consortium, please feel free to contact one of the three program coordinators: Adrienne Colella, John Delery, or Eduardo Salas. You can also find out about the consortium by clicking 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..

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**2003 Junior Faculty Consortium
Seattle, Washington**

**Pamela Perrewé
Florida State University**

Plans are under way... The HR Division of the Academy of Management is already preparing for the 2003 Junior Faculty Consortium and we want you to join us in Seattle. Building on last year's excellent program, we are putting together a number of exciting sessions that we hope you find interesting and important for your career progress. Find out some key

organization as saying, "This is what needs to be done, can you do that?"

The task-based approach has served organizations well for many years, but there seems to be a growing number of situations in which the task-based approach doesn't seem to work so well. Consider, for example, a work environment that is composed of teams and is project driven. A worker's responsibilities may differ across projects and the worker may contribute in different ways to various teams on which he/she is simultaneously a member. A fixed set of tasks simply doesn't capture the dynamic reality of this work situation and how the worker makes contributions to the organization. As another example, consider a situation in which customer service is the key strategy to competing in the marketplace and employees are empowered to maximize customer service. The concerns and needs of customers and what it takes to satisfy them may vary widely from one customer to the next. Rather than being captured by a fixed set of tasks, a worker's position in this type of situation might be best thought of as being broad and flexible.

Since a task-based approach may not work well in some (or in maybe a growing number) of situations, what's the alternative? Another approach that we will explore here is what I will term a person-based approach. In contrast to a task-based approach, the person-based approach emphasizes the worker as the key means to maximizing organizational performance and profit. For example, Bill Gates emphasizes general intelligence as a primary selection consideration. Rather than concern about particular skills and tasks, he feels that bright people will find a way to contribute to the business. Further, Gates has been credited with considering Microsoft workers as volunteers, since many of them have attained the financial position that would allow them to leave the organization. Thus, Bill Gates would seem to focus on employees, rather than tasks, as a primary concern. Shifting the primary unit of analysis from tasks to people can make sense from ethical and financial perspectives. Ethically, a person-based approach makes sense because we should treat others as they would like to be treated. Making people a priority would certainly entail treating people with regard. Financially, a person-based approach makes sense because it is people, not tasks, that generate profit for an organization. The person-based approach might be summed up by viewing the organization as saying "What do you want to do, what are your goals, and can we work together to help achieve all of our goals?"

The person-based approach can be operationalized through the marketing construct of customer equity. Janice Miller (University of Wisconsin - Milwaukee)

and I have been working on adapting the customer equity framework to the domain of managing people, an adaptation we refer to as employee equity. In the marketing domain, customer equity refers to the lifetime discounted values of customers. The construct reflects a long-term view of the value of a customer. While a single transaction may not generate much profit, it is the continued patronage and loyalty of the customer that can achieve substantial value to the organization. The customer equity construct shifts emphasis from the short term to the longer-term and shifts the unit of analysis from products or services to the customer. Thus, for example, a particular product or service might not be highly profitable but if it is something that customers value, it would not be deleted. From the customer equity perspective, taking such actions might boost short-term profit but could alienate customers and lower long-term profitability.

There are three factors that drive the marketing construct of customer equity: value equity, brand equity, and retention equity. Value equity is the fairly objective assessment of the price of a product or service in relation to its features, such as quality. Brand equity is the subjective perception regarding a product or service that isn't explained by the objective features. Retention equity has to do with the choice of the customer to continue to do business with the organization.

Applying the customer equity construct to managing employees is, I think, an easy translation if employees are viewed as internal customers. The employee equity construct would focus attention on the lifetime value of employees and the management emphasis would be on promoting employee loyalty and retention. The value, brand, and retention equity components would be the drivers through which management could influence employee equity.

Value equity would be the result of the employees' assessment of the exchange of their labor for the benefits of working with the organization. Wages and benefits would likely be the factors that would be thought of first as determinants of value equity. However, there are numerous other factors that might be important determinants of value equity. Any factor that is related to the convenience or inconvenience associated with working for the organization may be an important value equity consideration. For example, the availability of flex-time and other flexible work scheduling approaches, cafeteria-style benefits plans, the commute to work, and so on would all be factors that raise or lower the "price" of working for the organization.

The brand equity component of employee equity would reflect the more subjective and emotional employee judgments regarding the organization. Likely factors that influence brand equity perceptions would include the organization's culture regarding respect and treatment of employees, work-life balance, organization citizenship efforts, and ethics of the organization. These and other factors that influence the reputation and identity of an organization lead to employee perceptions regarding the brand of their organization. Brand perceptions have the potential to be critical in determining the commitment and loyalty of workers.

Retention equity is the tendency of workers to stay with an organization. Certainly factors such as pension plans can have an influence on retention equity perceptions. Other important influences might include socialization, realistic job previews, selection that includes consideration of personality and values, and other approaches to enhance the fit between the worker and the organization.

In sum, the employee equity construct and the components of value, brand, and retention equity provide a structure and conceptualization that can be used to enact the person-based approach to management. It may, however, clarify the distinction between the task and person based approach by contrasting the two frameworks. The following table presents selected contrasts between the task and person based management approaches.

Selected Contrasts in Task and Person Based Approaches

Task	Person
Compliance	Commitment
Narrow Criteria	Broad Contribution
Extrinsic Focus	Intrinsic Focus
Transactions	Support/Development
Separate Functions	Overall System

As summarized in the table, I would capture the task-based approach as largely centered on compliance. That is, there are certain things that need to be done in specified ways. The emphasis would largely be on operational requirements and adhering to those standards. The criteria would be derived from analysis of the tasks and would be relatively narrow. Motivating would largely be approached from an extrinsic perspective and emphasize contingent rewards. The work relationship with employees would tend to be viewed from a shorter-term perspective and, therefore, as a series of transactions. In addition, managing

people would be composed of separate functions, such as selection, training, appraisal, and compensation.

In contrast, the person-based approach would emphasize commitment of workers to the organization. The willingness of workers to contribute to the organization in some way would generally take priority over specifying the exact way in which that contribution should be made. There would be breadth in the criteria used to assess performance. This contrast could be captured as emphasizing bandwidth over fidelity. However, the breadth doesn't necessarily mean less specificity or lower standards. The point here is that there is a wider choice of possible tasks and ways to contribute to the organization. The person-based approach would also tend to foster and capitalize on intrinsic motivation. Rather than extrinsic rewards for particular task performance, the emphasis in a person-based approach would be on the long-term employment relationship and the goodwill and commitment of employees fostered by relationship building. Likewise, the person-based approach would focus on commitment, rather than compliance, as a basic means for maximizing performance. Finally, the person-based approach would tend to push toward recognition of the management of people as a system rather than a collection of separate functions.

The distinction between a focus on separate functions and more of a systems perspective merits further consideration, particularly since it has implication for HRM. Operationalizing the person-based approach through the employee equity framework has the potential for changing how we view and evaluate the major HRM functions in an organization. For instance, HRM functions are commonly viewed and treated as separate endeavors and are often evaluated by different criteria. Recruitment might be evaluated based on number of applicants and performance appraisal might be evaluated based on acceptability judgments by users and number of appraisal-related grievances. Further, changes to these functions would often occur as a result of benchmarking other organizations or on the basis of what seems to be the newest and timely way of doing things. The employee equity approach would bring the separate functions together under a common rubric and metric. Specifically, if a practice didn't contribute to value, brand, or retention equity, it's worth as part of an HRM function for the organization would need to be questioned. The employee equity framework would bring with it a common set of conceptual criteria for evaluating HRM activities. The implementation of these common criteria would also promote a systematic means for assessing possible changes to the conduct of the functions. Instead of a piecemeal approach engendered by benchmarking and consultant

recommendations, the employee equity framework would lead to a systematic and broader perspective. Potential changes to HRM practices would likely be evaluated on the extent to which they fit with the organization's brand, or somehow add to value or retention equity. The result should, in the long term, be the development of more coherent and integrated HRM systems. Finally, the equity framework has, I think, the potential to clearly shift HRM in an organization from a tactical player to a strategic asset. Value, brand, and retention equity may be central to an organization's strategy for competing for customers. Those same constructs can be used as the key competitive strategy in regard to employees. HRM would be more than tactical functions; it would be clearly seen as value added and part of the competitive strategy for an organization.

You might be thinking that all this person-based and employee equity stuff amounts to is being nice to employees. I would like to think that the approach offers more structure and differentiation than just being nice. There is more to the approach than simply being nice and hoping for the best. The performance of employees is also a critical concern.

In the marketing domain, the customer equity approach includes segmenting (as marketers are so wont to do) customers into various levels. For example, the levels of lead, iron, gold, and platinum might be used to categorize employees according to their value to the organization. Lead customers may be quite difficult and demanding and end up costing the company more than they're worth. Platinum customers offer low cost and great return to the company. This categorization system can easily be applied to the employee equity framework.

From the employee equity perspective, employees could be categorized into the same lead to platinum framework, reflecting their value to the organization. The management emphasis would be on jettisoning the lead category employees and on turning iron into gold and gold into platinum. This management alchemy could take a variety of forms, but focusing on finding a good fit for the employee and developing a long-term relationship would be consistent with the approach. However, segmenting workers into the categories gives an "edge" to the employee equity framework and reminds us there is a business to run. While things like relationships and equity are important, there is a bottom line of performance. A critical issue here is just how is performance defined? What is the basis for segmenting the workers into the various categories?

In accordance with the employee equity framework, segmenting workers should be based on broad consideration of contribution. What is the overall value and potential for this employee? What do they bring to the organization? What does s/he cost the organization? These performance factors can, and probably should, be measured with clear and specific criteria. Again, the emphasis is on bandwidth over fidelity, but bandwidth doesn't have to come at a price of ambiguous measurement. It is important that the value of employees be measured by casting a broad net and considering the various ways in which employees can contribute to the organization.

The person-based approach and the employee equity framework may not be a viable option for all organizations, but it may be an effective management strategy for many organizations. There are a number of interesting issues that should receive research attention. For example, just what constitutes value, brand, and retention equity in the workplace needs to be addressed. What practices and organizational characteristics influence each of the equity components? Are the three equity components separate factors? While the three components are conceptually independent, it is likely that they overlap and bleed into each other in practice. Further, how do the three components relate to the employee equity construct? In some organizational settings, it may be that one component is much more important than others. An interesting research topic would be identifying the relative importance of the equity components under various organizational conditions. Another important area for research is mapping the HRM functions onto the equity components. What HRM practices contribute to the equity components and how much difference do they make? What would be the expected return on investment in the various HRM practices? How effective is the segmentation of workers into categories of values? What criteria are effective for the segmentation and is there interrater agreement? What are the keys to effective management alchemy of moving employees into higher value categories? These and other issues are important avenues for research that can begin to identify HRM as a cohesive and value added strategic package.

HRDIV_NET Up and Running!

Mark Huselid
Rutgers University
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!

Information Technology Committee

Howard Klein, Ohio State University
James Dulebohn, Michigan State University

We set the following goals for the 2002-2003 IT Committee:

1. Evaluate and improve HR Division members' satisfaction and use of (a) the Division web site, (b) the Division's e-Newsletter, and (c) HRDIV_NET.
2. Propose and evaluate new ways in which IT can help achieve the goals of the HR Division.

To accomplish these goals, three subcommittees were created. The composition and activities of each of these subcommittee is summarized below:

IT Policy and General Use Subcommittee

James Dulebohn (Chair), Michigan State U., (dulebohn@msu.edu)
Mike Bedell, Cal State Bakersfield
Albert Elam, Int'l Business Academy, Denmark
Janet Marler, U. at Albany

The Policy And Use Subcommittee is developing: (a) clear statements of purpose for each of the Division's electronic information sources, (b) recommendations to allow Division elections to be conducted through a web-based platform replacing the current e-mail process, and (c) a policy statement concerning external links on the HR Division web site, a process for evaluating proposed external links, and appropriate disclaimers relating to those links.

Newsletter/HRDIV_NET Enhancement Subcommittee

Howard Klein (Chair), Ohio State U., (klein_12@cob.osu.edu)
Bradley Alge, Purdue U.
David Allen, U. of Memphis
Mark Huselid, Rutgers U.
David Kravitz, George Mason U.

The Newsletter/HRDIV_NET Enhancement Subcommittee has recommended that the Division newsletter be made available in HTML format and is examining means to: (a) improve the communication of newsletter availability and content, (b) facilitate additional postings of intellectual interest to Division members on HRDIV_NET, and (c) increase member awareness of these information resources as part of a broader future campaign to articulate the benefits of Division membership.

Web Site Enhancement Subcommittee

John Boudreau (Chair), Cornell U., (jwb6@cornell.edu)
Kenneth Brown, U. of Iowa
Timothy DeGroot, McMaster U.
James Dulebohn, Michigan State U.
Maria Henry, Nova Southeastern U.
Howard Klein, Ohio State U.

The Web Site Enhancement Subcommittee is engaged in exploring (a) future ways to use the web site to better meet Division member needs (b) additional content areas that can be added to the web site (e.g., Division Archives), (c) potential external links to place on the Division web site that would be of value to members, and (d) ways to increase awareness of the HR Division website and its resources.

In closing it continues to be a very busy year for the IT Committee and we would like to thank each of the above committee members for their hard work on behalf of the HR Division. If you have any questions, concerns, or suggestions for the IT Committee, please feel free to contact the subcommittee chairs noted above.

Member Relations Committee

Dianna Stone University of Central Florida

The Member Relations Committee has been very busy this year, and has accomplished a number of important goals. First, we developed a new column for the newsletter titled the "Whole HR Choclon" which is now being written by Juan Sanchez, Florida International University.

Second, we organized the Second HR Town Meeting in order to engage division members in an interactive discussion on HR Values and HR Branding in Business Schools. The session is titled: Crafting an HR Value Statement, and is tentatively scheduled for Monday August 4 from approximately 12:00 to 2:00 pm.

Chairs of the Session:

Dianna Stone, U of Central Florida
Richard Klimoski, George Mason U
Mary Watson, New School for Social Research

Discussion Leaders represent key stakeholders in our field, and will lead interactive round table discussions on HR values from varying perspectives. They will include the following:

Keynote Speakers:

Jone Pearce, Dean, U of California Irvine and President of the Academy of Management
Yash Gupta, Dean, U of Washington

Heneman Award Winners

Wayne Cascio, U of Colorado-Denver
Gerald Ferris, Florida State U
Herbert Heneman, U of Wisconsin-Madison

HR Division Executive Committee Members

Diana Deadrick, Old Dominion U
K. Michelle Kacmar, Florida State U
Lois Tetrick, U of Houston
Patrick Wright, Cornell U

Journal Editors

Tom Lee, Editor, AMJ
Sara Rynes, Associate Editor, AMJ
Robert Ford, Editor, AME
Lynn Shore, Associate Editor, JAP
Steve Kozlowski, Associate Editor, JAP

HR Practitioners

Susan Messenger, CEO, SHRM
Debra Cohen, SHRM
Libby Sartain, Chief People Officer of Yahoo
Dan Lyons, VP of HR, Darden (tentative)

Representatives of the International Community

Miriam Erez, Technion U
Henrik Holt Larsen, Copenhagen Business School

Session Facilitators

Foard Jones, U of Central Florida
Mary Gowan, George Washington U
Judith Callahan, U of Central Florida
Kimberly Lukaszewski, SUNY-New Paltz
Linda Isenhour, U of Central Florida

We hope that all you will be able to attend and participate in this important session.

Finally, the Member Relations Committee will again organize and sponsor the Ice Cream Social at the Academy and it is tentatively scheduled for Monday at 2:00. We have some special treats for everyone at the social. We are also working with the Program Chair to sponsor a meeting with the CEO of SHRM at the meeting. We do not yet have a date for that event.

We look forward to seeing you at the Academy meeting in Seattle. I want to say a special thanks to all of the volunteers on the Member Relations Committee Members including Juan Sanchez, Jack Feldman, Linda Hoopes, Mary Watson, Richard Johnson, Fraya Wagner-Marsh, Linda Isenhour, Diane Sullivan, Ron Johnson, and Marie Mitchell. Finally, we would like to express our appreciation to Diana Deadrick for helping make our work a success this year.

International Human Resource Management Committee

Robert Konopaske
U. of North Carolina (Wilm.)

Here are details on ways you can participate in the International Committee's activities.

Join us for our PDW in Seattle

The International HRM Committee is pleased to announce that it is organizing another exciting pre-conference development workshop in Seattle, "*Crafting an International HRM Research Agenda for the Asian Context.*" If it's anything like last year's PDW in Denver, we expect to pack the room with people who want to listen to and interact with an all-star lineup of IHRM guest speakers.

Please mark your calendars for the IHRM Committee's PDW in Seattle:

Date: Saturday, August 2, 2003

Time: 3:30-5:30pm

Hotel: Red Lion Hotel

Room: Lopez B – 5th floor

The goal of this session is to create a shared dialogue around identifying pressing research issues for IHRM work on Asia. Calling on the unique opportunity to connect scholars, editors, and executive practitioners in the Seattle area, this session will help inform and extend Asian research networks on international human resource issues. To add to the richness of our session, we've invited an IHRM journal editor, two IHRM academic researchers, and an executive IHRM practitioner to discuss research issues as they relate to Asia. Our esteemed guest speakers include:

- *Michael Poole*, editor of the International Journal of Human Resource Management will provide a variety of strategies and tips on how to publish IHRM research on Asia in his and other leading academic journals.
- *Audrey Tsui*, President and CEO of Global Competitiveness Management Consultancy (formerly on the faculty of the Institute for Management Development - IMD), will be discussing the design and effective implementation of Action Learning programs in China."

- *Vlado Pucik*, a well-known IHRM academic researcher and textbook writer from the Institute for Management Development (IMD), will discuss his research experiences and current projects related to Asia.

Also, *Ken Meyers*, a Vice President of IHRM with Starbucks Corporation, is assisting the IHRMC to secure a Seattle-based IHRM executive from a multinational corporation with business and marketing operations in Asia. This executive speaker will be asked to provide a "from the field" practitioner perspective on how companies operationalize IHRM issues in an Asian context.

Part I of the workshop will consist of 10-15 minute presentations from each of the presenters above. Part II will include informal networking among participants on topics of research interest. No registration required. Come and enjoy the delicious (and free) refreshments!

For the third consecutive year, publishers Taylor & Francis and Routledge have agreed to sponsor the refreshments. The committee thanks Sherry Dixon and Francesca Poynter for their continued generous support of our IHRM activities and events.

Bring your International Perspective to the HR Division Town Hall meeting

This year's HR Division Town Hall Meeting, "Crafting an HR Value Statement," will be facilitated by more than 25 leaders from the HR Division. Like last year, this is expected to be a key activity, as it is designed to elicit the collective voice of HR Division members around the future of the HR Division, research, and practitioner field. The International Committee has helped to organize the program, which will include business school deans, faculty, practitioners, and representatives of SHRM.

We need your help to ensure that the international perspective is well represented at this town hall meeting. Five HR International Committee members are on the program, and we need *everyone's* participation to ensure that the international perspective remains central to collective HR Division outcomes.

Event: *HR Town Hall Meeting: Crafting an HR Value Statement*

Date: Monday, August 4, 2003

Time: 12:30-2:10 pm

Hotel: Convention Center rooms 605 and 606

The session (co-organized by Rich Klimoski, Dianna Stone, and Mary Watson) will be followed immediately

by the Division's Annual Ice Cream Social. Please mark your calendar now so that you don't miss this key activity.

Interact with us electronically

The website of the IHRMC is now in its fourth year (<http://www.cba.uh.edu/ihrmc/>) and is graciously maintained by Steve Werner. For faculty resources, IHRM sample syllabi and working papers, please visit the website.

The continued success and growth of the International HRM Committee is tied directly to the caliber of volunteer leaders it attracts. Our special thanks go out to the following individuals:

Steve Werner – University of Houston (Webmaster - IHRMC website) and Herman Aguinis - U. of Colorado at Denver (Listserve coordinator - IHRMC).

Give us your feedback

Let us know if there is more we can do to serve you as a member of the International Committee!

Randall Schuler Schuler@rci.rutgers.edu
Mary R. Watson WatsonM@newschool.edu
Robert Konopaske KonopaskeR@uncw.edu

Teaching Committee

Judy Tansky
Ohio State University

Using HR to Study Teaching: Teaching Competencies for Business Schools

Sunday, August 3, 2003, 9 a.m. to noon

The purpose of this workshop is to:

1. share the results of a competency study on teaching effectiveness -
Cynthia Stevens, University of Maryland
2. discuss what the findings mean for teaching in various business school settings - Roy Lewicki, Debra Cohen, Howard Klein
3. give participants a chance to generate ideas on how the findings could be applied to areas of their own interest (e.g., training doctoral students to teach, improving executive education, improving personal effectiveness in MBA or undergraduate teaching.)

Pre-registration is required, all Divisions are welcome.

Contact person:

Judy Tansky, tansky_1@cob.osu.edu

Status of the HR Division Membership

Joe Martocchio
University of Illinois

An ad hoc committee examined the status of HR Division membership as an input into the division's strategic planning process (Judge, 2002, From the Division Chair, *Human Resource Division News, XXVI*, Fall 2002, pp. 1-3). Three HR Division members served on this committee: Joe Martocchio (chair), Todd Maurer (Georgia Institute of Technology), and Michelle Arthur (University of New Mexico).

First, we investigated the "health" of the membership along two dimensions: (1) size, and (2) satisfaction. We analyzed division size by identifying changes in membership relative to other Academy of Management divisions based on co-membership with the HR Division ≥ 10 percent (Organizational Behavior, Organizational Development & Change, Organization & Management Theory, Research Methods, and International Management) and the Academy overall. Second, we compared HR Division member satisfaction with member satisfaction of the comparison divisions. Third, we conducted an analysis of HR member satisfaction based on membership type – Academics, Students, Executives, and Emeritus – (within the HR Division). Fourth, we perused the web site of comparison divisions to compare offerings. Finally, we made recommendations for further examining the status of the HR Division membership.

Our analysis of the HR Division membership suggests similar patterns to the comparative divisions in terms of membership trends and member satisfaction. Although the HR Division has moved from second largest to fourth largest division since 1990, the size of the membership grew every year since then. The annual rate of growth generally follows the rate for the comparative Divisions and the Academy of Management overall.

Our analysis of the all-Academy satisfaction survey data for 2002 pointed to some minor differences between the HR and other divisions. The results suggest some room for improvement for the HR Division. For example, HR Division members' satisfaction with responsiveness of the leadership and opportunities to participate in the annual program was slightly lower than for some of the comparative divisions. There were no significant differences among HR Division members based on membership type. Our

perusal of other divisions' web sites led us to the following recommendations: The HR Division might consider enhancing the web site to offer a broader array of information and opportunities for greater communication between members (e.g., an exchange of teaching materials). As before, we wish to emphasize that the magnitude of the differences was small. We concluded the report with a broad recommendation that the HR Division leadership consider our findings in conjunction with ongoing planning processes for the division.

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THE WHOLE HR CHOCLÓN

Juan I. Sanchez
Florida International University

A Chilean-American colleague at Florida Int'l University confirmed what Dianna Stone had previously pointed out to me: that the word "Choclon" means the whole group or crowd. However, my Chilean-American colleague also added that a "Choclon" is a somewhat disorganized crowd. The HR members' careers are not always linear and predictable, so the word "Choclon" may be a good fit! Judge for yourself:

Pat Lynch (Cal Poly, Pomona) "blew the whistle" on our own David Allen (University of Memphis). It turns out that David has been one of only nine recipients of the first set of Suzanne Down Palmer Professorship awards at the University of Memphis. David received one of the three awards in the research category. Our members continue to play important roles in the Academy's governance. For instance, Kathryn (Kay) Bartol (Robert H. Smith School of Business, University of Maryland) has been elected to a three-year term as Dean of the Fellow of the Academy of Management. John Boudreau had a recent stint as Visiting Director of the HR R&D Lab at Sun Microsystems. And yet he did not cease on his academic endeavors, which include being named Department Editor for Organizational Behavior, Performance, Strategy, and Design at the journal of "Management Science," his induction as a Fellow of the National Academy of HR, and a well-deserved promotion to Full Professor in 2002.

Those of you interested in evaluation research would be interested in E. Jane Davidson's (Western Michigan

University) effort to create the first fully interdisciplinary Ph.D. in Evaluation. The program spans 14 academic departments and areas as diverse as HR, organizational change, and international development. Melissa Gruys (Washington State University Vancouver) and her husband, Scott, shared the most important piece of news in this column: the arrival of their new baby girl, the 6-pound, 14-ounce, 19-inch long Hannah JoAnn, on Tuesday, September 3, 2002 at 11:42AM. Claudia Ferrante is upbeat about her new and challenging position, namely Assistant Professor of Management at the U.S. Air Force Academy. Gayle Porter (Rutgers) passed the requirements for SHRM's designation of Senior Professional in Human Resources (SPHR). Chet Robie kept wondering how life would be across the river from his post at Niagara University in Western New York. Chet will soon find out when he joins the Business & Economics faculty at Wilfrid Laurier University in Waterloo, Ontario.

Congratulations to everyone!

Keep those news items coming to:
 Juan I. Sanchez sanchezj@fiu.edu.

**Doctoral Student Subcommittee of the
 Member Relations Committee**

Linda Isenhour
University of Central Florida

**"Dutch Treat Dinner
 Saturday Night August 2, 2003"**

The newly formed Doctoral Student Subcommittee of the Member Relations Committee is planning a special "Dutch Treat" dinner on Saturday night in Seattle. It is designed as an opportunity to get members together for an informal, friendly dinner for all of those who arrive early for the Academy of Management meeting. Our newly formed Doctoral Student subcommittee is researching the possible restaurants and will announce the details on HRDivNet, the HR Division Website, and at the doctoral student consortium. In the meantime, let all of your HR Division friends know that there will be an additional opportunity for camaraderie they shouldn't miss. If you have any ideas for great places to eat or have questions, please contact Linda Isenhour (lisenhour@bus.ucf.edu). Otherwise, just mark your calendar, and plan to join your friends for dinner

We want to thank the other members of the Doctoral Student Subcommittee for their help with the dinner and the ice cream social scheduled for Monday, August 4 at approximately 2:30p in the Sheraton (exact time and place announced in the program). Many thanks to Gergana Markova, Marie Mitchell, and Diane Sullivan for serving on the subcommittee. If you are a doctoral student and would like to volunteer for next year's Doctoral Student Subcommittee, please send your name, address, phone, e-mail address, university, program, concentration, year in the program to Linda Isenhour at (leisenhour@bus.ucf.edu) by July 15, 2003. Note that you must be a member of the HR Division to participate in the subcommittee.

Call for Papers
***Academy of Management Review* Special**
Topic Forum

STIGMA AND STIGMATIZATION

Due Date: February 13, 2004

Guest Editors:

Robert Dipboye (Rice University)
Kim Elsbach (University of California at Davis)
Ramona L. Paetzold (Texas A & M University)

BACKGROUND

Goffman originally defined stigma as a distinguishing character or mark that leads to the devaluation of the individual. Goffman saw abominations of the body, blemishes of individual character, and tribal identities as the three categories of stigmatizing conditions. More recently, Jennifer Crocker and colleagues have argued that "visibility" and "controllability" are the most important dimensions of stigma because visible and controllable stigmas are the most damaging.

Stigmatization has been the subject of intensive research in a variety of settings by social psychologists. There has been a relative neglect, however, of stigmatization in organizational and work settings. The roles that people occupy at work, their experiences while performing these roles, and the groups and organizations with which they are affiliated all serve as potentially powerful sources of stigma. Stigmas that originate outside the organization intrude upon and influence what happens inside the organization. Stigmas that originate in the workplace are important to control processes in organizations and affect other spheres of an individual's activities outside of work. This special issue will build on the psychological and

sociological work on stigmas to explore the relevance of this work to individuals and groups within organizations. The expectation is that stigmatization in organizations requires a reconceptualization that incorporates dynamics that operate beyond the level of the individual.

Although not inclusive, the following set of research questions include issues that could be addressed:

- **Individual-level stigma.** Is stigma a property of the individual in the organization, or is it constructed by the perceiver? How does an individual in an organization come to be stigmatized? How do individuals in an organization overcome stigma? What goals are served by the stigmatizer? What factors affect the stigmatization process? What factors outside of the individual (organization-level or group-level) affect stigmatization of the individual? Are there positive outcomes for the organization of stigmatization? To what extent are stigmas, or stigmatization, universal? To what extent are they culturally bound? How does stigmatization differ from deviance, prejudice, and discrimination?

- **Internal organizational functioning.** How does the person-job or person-organizational fit model relate to and influence stigmatization? Do performance appraisal, selection, compensation, and other HR functions lead to stigmatization? Is stigmatization on the basis of dishonest or ineffective behavior crucial to maintaining organizational control? How does stigmatization affect efforts to achieve continuous improvement in organizations? Does a strong organizational culture necessarily involve stigmatization of those who do not conform to the culture? Does diversity increase tolerance for differences in organizations, or does it allow stigmatization to transmogrify into something else?

- **Group-level stigma.** How does occupation tarnish or stain the individual who is a member of that occupational group? Which occupations are more stigmatizing, and why? How does the trend toward team management relate to and influence stigmatization? Can social group stigma be "undone" in the workplace?

- **Organizational-level stigma.** What does it mean for an organization to be stigmatized? What are the processes by which an organization becomes stigmatized? How can organizational reputation be stigmatizing? How do organizations confront potentially stigmatizing events and situations? How do stigmatized organizations engage in impression management for external and internal constituencies?

How can organizations use stigmas to their advantage? What are the antecedents of organizational stigma? What are the organizational consequences of stigmatizing events? How can organizations and their members predict, cope with, and overcome organizational stigmas?

● **Methods.** How do we measure stigma? What are the particular concerns of multilevel approaches to the study of stigma? Does the construct have the same meaning across levels?

Submissions

Please prepare the manuscript according to the *AMR* Style Guide for Authors, which can be found in each January issue or at

<http://www.aom.pace.edu/amr/info-auth.htm>

Instructions for submitting manuscripts can also be found on the *AMR* web site-specifically, the submissions tab on

<http://www.aom.pace.edu/amr/info.htm>.

The Human Resources Division *whole-heartedly* thanks its 271 Reviewers!!!

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Melody LaPreze, Southwest Missouri State U.
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Lucinda Lawson, Lehigh U.
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Huy Le, U. of Iowa

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Michael Moore, Michigan State U.
Frederick Morgeson, Michigan State U.
Motohiro Morishima, Hitotsubashi U.
Don Mosley, U. of South Alabama
Paul Mulvey, North Carolina State U.
Troy Mumford, Utah State U.
Kent Murrmann, Virginia Tech
Barbara Myers, Auckland U. of Technology
Luciara Nardon, U. of Oregon
Nhung Nguyen, Lamar U.
KC O'Shaughnessy, Western Michigan U.
Dave Palmer, U. of Nebraska at Kearney
Charles Parsons, Georgia Institute of Technology
Gregory Patton, U. of North Dakota
Joseph Petrick, Wright State U.
Robert Ployhart, George Mason U.
Richard Posthuma, U. of Texas at El Paso
Sonya Premeaux, Arkansas State U.
J. Bruce Prince, Kansas State U.
Douglas Pugh, U. of North Carolina at Charlotte
Barbara Rau, U. of Wisconsin at Oshkosh
Elizabeth Ravlin, U. of South Carolina

Pat Raymark, Clemson U.
Douglas Rebne, Stuttgart Institute of Management &
Technology
Nora Reilly, Radford U.
Monika Renard, Florida Gulf Coast U.
Hettie Richardson, Louisiana State U.
Chris Robert, U. of Missouri
Mark Roehling, Michigan State U.
Lynda Rogerson, Colorado Technical U.
Janet Romaine, Saint Anselm College
Maria Rotundo, U. of Toronto
Joel Rudin, Rowan U.
Sudhir Saha, Memorial U. of Newfoundland
Juan Sanchez, Florida International U.
Rene Schalk, Tilburg U.
Lyle Schoenfeldt, Appalachian State U.
Chris Scholz, U. of Saarland
Robert Schwab, Andrews U.
Steve Scullen, North Carolina State U.
Anson Seers, Virginia Commonwealth U.
Rajan Selvarajan, Northeastern State U.
Jason Senjem, Syracuse U.
Jim Sesil, Rutgers U.
Jason Shaw, U. of Kentucky
Peter Sherer, U. of Oregon
Sheryl Shivers, Florida A&M U.
Lynn Shore, Georgia State U.
Robert Sinclair, Portland State U.
Gangaram Singh, San Diego State U.
Nagaraj Sivasubramaniam, Duquesne U.
Scott Snell, Cornell U.
Ashok Som, ESSEC Business School
Zhaoli Song, U. of Minnesota
Christina Stamper, Western Michigan U.
Gary Stark, Washburn U.
Greg Stewart, U. of Iowa
Matthew Stollak, St. Norbert College
Mike Sturman, Cornell U.
Jianmin Sun, Remin U.
Charlotte Sutton, Auburn U.
James Tan, U. of Wisconsin at Stout
Judy Tansky, Ohio State U.
Ibraiz Tarique, Rutgers U.
Tracy Taylor, U. of Technology
Amanuel Tekleab, U. of Maryland
Stephen Teo, U. of Technology
Paul Tesluk, U. of Maryland
Rebecca Thacker, Ohio U.
Henk Thierry, U. of Tilburg
Marc Thompson, U. of Oxford
Annette Towler, U. of Colorado at Denver
Charlie Trevor, U. of Wisconsin
Donald Truxillo, Portland State U.
Craig Tunwall, Empire State College
Catherine Tyler, Oakland U.
Shay Tzafrir, U. of Haifa

Aharon Tziner, Netyana Academy
Mark Van Buren, Corporate Executive Board
Bob Vecchio, U. of Notre Dame
Xiaoyun Wang, U. of Manitoba
Stephanie Ward, U. of Houston
Mary Watson, New School U.
Elizabeth Weatherly, U. of Alabama in Huntsville
Theresa Welbourne, eePulse, Inc.
Jon Werner, U. of Wisconsin at Whitewater
Steve Werner, U. of Houston
Michael Wesson, Texas A&M U.
Lee Weyant, Eastern New Mexico U.
James Wilkerson, Southern Illinois U.
Margaret Williams, Virginia Commonwealth U.
Michael Wimsatt, Virginia Commonwealth U.
Joel Winter, Allstate Research & Planning Center
Robert Wright, Hong Kong Polytechnic U.
Cindy Wu, U. of Illinois at Urbana-Champaign
Lyle Yorks, Teachers College Columbia U.
Dianne Young, ConocoPhillips
Deborah Zinni, Brock U.

**Registration Form
Human Resource Division Doctoral Consortium
2003 Academy of Management Meetings
Seattle, WA, August 2-3**

Nominee's Name: _____

University & Program: _____

Mailing Address: _____

E-Mail: _____

Telephone: _____

Exp. Graduation Date: _____

Research Interests: _____

Name of Faculty Member
Making Nomination: _____
(should be Department Chair, Area Leader, or Doctoral Program Coordinator)

Signature of
Nominator: _____

E-mail of Nominator: _____

Phone of Nominator: _____

Please return completed form by May 15, 2003 to:

Adrienne Colella
Dept. of Management
4221 TAMU
Mays Business School
Texas A&M University
College Station, TX 77843-4221

Or by e-mail to Acolella@cgsb.tamu.edu

Request for Contributions to a Special Issue of *HRMJ* –

Teams and HR: How Team-based Work Systems Impact HR Practices in Organizations

Guest Editor: Eduardo Salas, University of Central Florida
email: esalas@pegasus.cc.ucf.edu

Organizations are increasingly moving from work systems designed around individual contributors to team-based structures in which two or more individuals work interdependently to accomplish organizational goals. On one hand, the advantages of teams are manifold: task redundancy, synergy from combining efforts, availability of greater cognitive resources to deal with technological and environmental complexity, workload leveling, continuity in the face of turnover, and greater coordination across functions, departments, and divisions. On the other hand, teams require greater organizational support to meet their goals. To maximize team effectiveness, organizations must adapt their human resources (HR) systems to accommodate the unique needs of teams. HR systems that are affected include recruitment, selection, training & development, performance appraisal, and reward systems. However, to date, few publications have systematically evaluated the impact of team-based systems on organizational HR practices.

For the upcoming special issue of *HRMJ* we solicit articles that address issues such as the following:

- Well-known typologies of team structure include action and negotiation teams, advice and involvement teams, production and service teams, self-managing teams, project and development teams, (Sundstrom, DeMeuse, & Futrell, 1990), and management teams (Cohen & Bailey, 1997). How do different types of teams differentially affect the design and implementation of HR practices and systems?
- How are teams staffed? Do organizations make an effort to staff to an “ideal” team or assign individuals with functional skills to a team and then teach them how to perform as a team?
- How are teamwork (as opposed to taskwork) skills acquired, i.e., selection or training & development?
- How does the organization show that it values teams, and measure their efficacy?
- Reward systems: should individuals or team members be rewarded? What types of team-based rewards are most effective?
- Team leaders: how are they selected and developed? How does their development differ from that of traditional managers?
- Organizational support systems: does HR target resources specifically toward teams, e.g., conflict-resolution strategies, or does it merely provide individual-level training to intact teams?
- Physical workplace: What changes does the organization make to the office configuration and to the layout of manufacturing equipment?
- What communication aids, e.g., software, collaboration tools, does the organization need to provide to leverage team efficacy?
- How does the organization determine which resources are needed by teams, e.g., in the form of information, access to resources outside the team and even outside the organization, e.g., clients?
- What is the timing of changes to organizational subsystems? Are changes made after teams have been put in place or are changes strategically identified beforehand and implemented prior to or concurrent with the formation of teams?
- What organizational interventions occur if teams are disbanded early, or if their recommendations are not followed?
- At the strategic level, how do team-based systems impact the organization’s policies, strategic plans, service strategies, etc.?

For this special issue, we invite papers that discuss the impact of team-based systems on organizational HR practices. Papers can be theory-focused, research-focused empirical articles, or practitioner-focused research articles (e.g., case studies). The guest editor for this special issue is Eduardo Salas (University of Central Florida, esalas@pegasus.cc.ucf.edu). All articles will be double-blind reviewed by a pool of Team and HRM scholars and practitioners – *HRMJ*’s policy is to make editorial decisions in one round of reviews, whenever possible. The deadline for submission is **November 1, 2003**. Manuscripts should be sent to:

Mark Huselid, Editor
Human Resource Management Journal
c/o Special Issue on Teams & HR practices
1234B Hamilton Court
Lakewood, NJ 08701/
Email: hrmj@rci.rutgers.edu

Electronic submissions are strongly encouraged.

***2003 HR Division
Professional Development Workshops
Program***

**Christine M. Riordan
PDW Committee Chair
(University of Georgia)**

The pre-conference program for the Academy of Management has expanded quite a bit. In response, the HR Division is offering a variety of workshops, Friday, August 1st – Sunday, August 3rd. As always, the HR Division's workshops are **open to all** Academy members. However, many workshops require pre-registration. Please see the notes below for each workshop and get your spot reserved now!

Many thanks go to the PDW Committee members **Debra Cohen** (SHRM), **Maria Kraimer** (University of Illinois – Chicago), and **Cheryl Adkins** (Longwood University) for all of the hard work they put into organizing and coordinating many of these workshops. They did a great job.

We hope you will join us for these interesting workshops! Make sure to check your Academy Program to confirm all times, dates, and locations.

Friday's Pre-conference Program – August 1, 2003

Site Visit with Starbucks (Time: 9-12) – This site visit will provide participants with an opportunity to visit the headquarters of Starbucks, a Seattle-based international corporation. The site visit will include a plant tour and a presentation by a Starbucks's HR professional. Participants need to pre-register by contacting Cheryl Adkins (cadkins@longwood.edu). The site visit is limited to 20 participants. Registration is on a first-come, first-serve basis.

Site Visit with Wizards of the Coast (Time: 1-5) – This site visit will provide participants with an opportunity to visit Wizards of the Coast, a national developer and producer of games (trading card games, table-top role playing games, science fiction, and fantasy literature). Wizard has many innovative HR practices, especially in the area of training. The site visit will include a tour of the firm's facilities, a short presentation by the HR group on the firm's HR practices, focusing in particular on selection and training and development, and an extended question and answer period. Participants need to pre-register by contacting Cheryl Adkins (cadkins@longwood.edu). The site visit is limited to 20 participants. Registration is on a first-come, first-serve basis.

The Psychological Impact of Terrorism (Time: 1-5) – This workshop will: expose participants to the latest research on the psychological impact of the threat of terrorism, introduce participants to a measure that assesses the impact of the threat of terrorism on individuals and organizations, teach participants to detect the early signs of stress associated with the threat of terrorism, and teach participants some tools for dealing with the threat of terrorism. Pre-registration is not required but is encouraged. Please contact Thomas Rippon (avalon100@pacificcoast.net) for more information about this workshop.

Saturday's Pre-conference Program – August 2, 2003

Morning Sessions

HR Certification for Faculty and Students (Time: 10–12). Over 20,000 people sit for HR Certification Exams each year. This workshop will heighten participants' awareness of HR certification opportunities, discuss the relevance of HR certification for faculty and students, and consider models for preparing for certification exams. Pre-registration is required for this workshop. Please contact Phil Way (Philip.way@uc.edu) for more information about this workshop.

The Never-ending Story: A Workshop on Survey Scale Development and Validation (Time: 8-12). The RM, HR, and OB Divisions are sponsoring this workshop. The purpose of the workshop is to provide a tutorial in scale development and validation practices for management researchers. Additionally, two journal editors will discuss what should be reported for new and existing measures for articles submitted to management journals. Pre-registration is required for this workshop. Please contact Claudia Cogliser (ccogliser@ou.edu) for more information about this workshop.

Challenges in Managing Professional Service Firms (Time: 9-12). The OMT, BPS, and HR Divisions are sponsoring this workshop. This workshop is intended to initiate dialogue about the managerial challenges facing professional service firms. Seating is limited and pre-registration is required. Please contact Candace Jones at jonescq@attbi.com for more information about this workshop.

Cross-cultural HRM: Convergence and Divergence (Time 9:30-11:30). The HR Division and IAM are sponsoring this workshop. This workshop will present and discuss topics of relevance in the management of people in Europe that focus on different approaches. Discussions will center on trends towards convergence of approaches although, one model will not be emphasized. Participating members of the CRANET-E network will make presentations. Pre-registration is not required but is encouraged. Please contact Rita Cunha (rcuhna@fe.unl.pt) for more information about this workshop.

Afternoon Sessions

Mentoring Doctoral Students (Time: 1-3). The HR and OB Divisions are sponsoring this workshop. The purpose of this workshop is to provide Assistant Professors with advice and guidance on mentoring doctoral students. In addition, the workshop will allow faculty members to share their own experiences from mentoring doctoral students and to better understand the students' perspective of their expectations of faculty mentoring. Pre-registration is not required but is encouraged. Please contact Maria Kraimer (mkraimer@uic.edu) for more information about this workshop.

Personal and Career Transitions (Time: 1-5). The purpose of this session is to have an open discussion about the events in one's personal life and personal career and how the two intersect. The Academy is a focal point for many management academicians and has typically been helpful with the professional side of one's career. Yet, most of us experience life's joys and tragedies while trying to pursue a career. This session will explore some of the significant events that can impact one's career and provide an avenue for discussion and support for individuals who have experienced one or more significant and potentially career derailing events. Pre-registration is not required but is encouraged. Please contact Debra Cohen (dcohen@shrm.org) for more information about this workshop.

Crafting International HRM Research (Time: 3:30-5:30). The goal of this session is to create a shared dialogue around identifying pressing research issues for IHRM work on Asia. Calling on the unique opportunity to connect scholars and practitioners in the Seattle area, this session will help inform and extend Asian research networks on international human resource issues. Pre-registration is not required but is encouraged. Please contact Randall Schuler (schuler@rci.rutgers.edu) for more information about this workshop.

All Day Session

Rebuilding Trust (Time: 8:00-4:00). The OB and HR Divisions are sponsoring this workshop. This session is motivated by the recognition that trust is a crucial issue in today's managerial and business environment, with a significant interest in understanding how it can be built and rebuilt. Yet research on trust formation is still in its early stages, and research on trust rebuilding is in its infancy. The PDW has three objectives. First, the workshop is intended to stimulate research on trust building and rebuilding. Second, the workshop will attempt to help participants gain a better understanding of how to put research into practice. Lastly, the event is designed to further develop a community of scholars who study and teach the topic and to stimulate future collaborations. For more information about this workshop, please contact Kirk Dirks at dirks@olin.wustl.edu.

Sunday's Pre- conference Program – August 2, 2003

Using HR to Study Teaching: Teaching Competencies for Business Schools (Time 9-12). The purposes of this workshop are to: (1) share the results of a competency study on teaching effectiveness, (2) discuss what the findings mean for teaching in various business school settings (3.g., undergraduate & MBA teaching, training doctoral students, teaching executives), and (3) give participants a chance to generate ideas on how the findings could be applied to areas of their own interest. Pre-registration is required. For more information about this workshop, please contact Judy Tansky at tansky_1@cob.osu.edu.

So Now That We Know What We Need To Do, How Do We Do It?

A Dialogue On Transforming Leadership Research For The Knowledge Era (Time 8-12). The OB and HR Divisions are sponsoring this workshop. Over the past few years, conversations have been held in AOM symposia regarding the need to reconceptualize leadership beyond supervision. These discussions have been well received, and there is growing consensus that while leadership and management researchers are talking about change, we need to get beyond just talking and start doing. The purpose of the present workshop is to bring together a group of people to focus specifically on what we need to do to transform leadership research and how we can do it. Please contact Mary Uhl-Bien (mary.uhl-bien@bus.ucf.edu) for more information about this workshop.

2003 Ob-Careers-Hr Senior Faculty Consortium -- Life In A Different Lane: Effectively Managing The Late Stages Of A Career (Time 8-12). The OB and HR Divisions are sponsoring this workshop. For many people who have no clear idea what to expect, retirement can be one of life's major transitions. For all the attention that has been devoted to beginning a successful career, there has been scant attention devoted to effectively managing the late stages of one's career. The purpose of this workshop is to examine dimensions and options associated with these late stage transitions. Whereas this transition may be challenging, it is a normal phase of life. Making the retirement transition begins with recognizing the complexities and opportunities this phase of life affords. Thus, as this PDW hopes to show, "A Life in a Different Lane" can be exciting and rewarding, but requires preparation and action. Please contact Art Bedian (bede@lsu.edu) for more information about this workshop.

As you can see, there is an exciting preconference program planned for the 2003 Academy meeting. Please contact the designated individuals for more information about each of these workshops. Also, please make sure to pre-register when needed. Many of these sessions have limited seating or participation! See you soon in Seattle.