

CALL FOR SUBMISSIONS



West *meets* East

Enlightening. Balancing. Transcending.

AUGUST 12-16, 2011

Professional Development Workshop (PDW) Submission Deadline:
January 11, 2011, 5:00 PM EST (New York Time)

Scholarly Program Submission Deadline:
January 11, 2011, 5:00 PM EST (New York Time)

Caucus Submission Deadline:
March 8, 2011, 5:00 PM EST (New York Time)

<http://submissions.aonline.org/2011>

ACADEMY OF MANAGEMENT CALL FOR SUBMISSIONS

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West Meets East: Enlightening, Balancing, and Transcending

Ming-Jer Chen, Program Chair

The Academy of Management holds its 2011 conference against a backdrop of daunting challenges. The world economic crisis has destroyed vast amounts of wealth and millions of jobs. Business enterprises, governments, and public institutions around the globe have been forced to undertake major restructuring and transformation efforts.

At a time of volatility and uncertainty, the world is looking for new sources of growth and alternative business models. China has clearly been one of the drivers of growth over the past two decades. Now the world's leading recipient of foreign direct investment and the largest holder of U.S. Treasury bills, it has progressed from being the world's factory to being an overseas expansionist on a shopping spree. India and Korea have followed similar trajectories: Tata Motors' acquisition of Jaguar/Land Rover and Samsung's rise to global dominance, to name only two examples, seem to signal a sea change in the global business arena.

In the wake of the crisis, companies from emerging economies are among the leaders in growth and innovation, and the world appears to be in a transition from "West *leads* East" to "West *meets* East." Now, more than ever, we need business professionals—academics and managers alike—who can make sense of today's global complexity and multiplicity by thinking in broad and integrative ways. China's re-emergence and the ascendance of India and other burgeoning economies offer an opportunity for revolutionary thinking based on the promise of "East-West" integrative thinking and practice.

Indeed, this is an opportune moment for us to ask how we can learn (or re-learn) from the business practices and cultures of the world's emerging economic powers. Some cultural norms and practices are in fact diametrically opposite those of the West. For example, "family business," one of the most popular organizational forms worldwide, might well be called "business family" in Asia and some other parts of the world, where the cultural emphasis lies on family, rather than on business.

What does this kind of new learning mean for management theory and practice, which has been predominantly developed from economically advanced Western societies? What does it imply for the evolution of global managers and enterprises in the 21st century? What is the ultimate goal of enterprises of all kinds and across all countries—whether public, private, family, state-owned, not-for-profit, Eastern or Western?

The theme of "West Meets East" has special meaning for the Academy of Management. Our membership has swelled by more than 60 percent over the past 10 years, with almost 40 percent of our 19,000 members now spread across some 100 different countries outside North America. The Academy recently completed a two-year strategic planning exercise that identified nearly 20 major initiatives for the coming years, almost half of which relate to internationalization. The call for a second conference outside of the United States was just announced. Like most large, multinational organizations, the Academy finds itself facing its own set of global challenges. How might the

demographic shifts within the Academy reshape the management profession and redirect its scholarly pursuits? What questions does this global explosion raise about differences in research and teaching missions? What does professional development mean in this new reality, and what role will the Academy play? Will we be bystanders or constructive contributors to the debate on critical business issues of global significance? The Chinese word for crisis, “wei-ji,” is made up of the two characters representing danger and opportunity. To turn challenges into opportunities, we will need to draw on three ideals: enlightenment, balance, and transcendence. As business educators and scholars, our call is to develop enlightened managers and entrepreneurs who strive to transcend divisions around the globe and reach the balance between social good and self-interest, trust-based and legal relationships, teamwork and individual stars. The notion of “harmony” or “self-other integration” has long been central to Eastern management thinking and practice. Balance means integrating extremes, identifying commonalities and relationships, and applying universalities from setting to setting. Transcendence offers the ability to comprehend paradigmatic differences, similarities, and interrelationships.

Enlightening, balancing, and transcending open up opportunities for a richer and more expansive platform for new paths of scholarly, managerial, and human pursuits. The enlightened business scholar or manager strives to reach the pinnacles of both humanity and professionalism, with the hope of making our world not simply smaller but better.

At this 71st convening of Academy members, we extend our warmest welcome to all of you. And at the Academy’s first-ever gathering in San Antonio, Texas—where the West meets the South, and at the gateway to a vibrant Central and South America—we hope each of you will consider deeply the challenges-opportunities that lie ahead for all of us.

*Thanks to Stephen Carroll, Jr., Ben Haimowitz, Don Hambrick, Susan Jackson, John Michel, Jan Rivkin, Anne Tsui, Nancy Urbanowicz, and Jim Walsh for their helpful comments and suggestions.

Come to San Antonio and join the discussion of “*West Meets East: Enlightening, Balancing, Transcending.*” Visit our website at: <http://meetings.aonline.org/2011>

II. PDW PROGRAM SUBMISSION GUIDELINES

**Deadline for PDW Submissions:
January 11, 2011, 5:00 PM EST (New York Time)**

Message from the PDW Chair, R. Duane Ireland:

To ensure that your submission is correct and that it is reviewed, please carefully read through all of the guidelines and instructions in the pages that follow, and **Please, Please Submit Early!** The submission website opens on November 2 and the submission deadline is not until January 11. That leaves more than two months for submissions which I hope you will take advantage of. If you wait until the very last minute to submit, you are more inclined to make errors on the submission or forget to add a participant or worse, you forget to finalize your submission. PDW Chairs have a short period of time to check-in and review all of the submissions for their divisions before making a final decision. Any submission that is not finalized or didn't follow all the proper guidelines will automatically NOT be reviewed. So please submit early and allow yourself time to make any necessary corrections. Thank you!

A. GENERAL SUBMISSION INFORMATION

The Professional Development Workshops (PDWs) are a platform for colleagues to share knowledge and expertise and foster the professional development of workshop participants. It is an opportunity to develop innovative and creative workshops that will benefit Academy members. The PDW program is coordinated by the Academy's many divisions, interest groups, and theme committees. You must submit your PDW proposal online via the Academy's submission website, <http://submissions.aonline.org/2011>. If you would like to discuss your ideas prior to submitting, please contact the appropriate PDW chair (see pages 66-73) by **December 14, 2010**.

B. SUBMISSION POLICIES AND RULES

Rule of Three + Three

1. PDW Program Rule of Three

"No one may submit or be associated with more than 3 PDW submissions to an Academy Meeting; or appear in more than 3 PDW sessions during the PDW Program from Friday to Sunday, regardless of whether the sessions are held on-site or off-site".*

Rationale: The PDW Program Rule of Three was adopted in 2008 in an effort to minimize scheduling conflicts, and ensure that workshop participants can stay for an entire workshop instead of having to leave early or come late due to commitments to other workshops. This rule should also help to ensure that workshop attendees are not disappointed by participants who are not available for the entire workshop, as attendees expect.

*Appearances include all roles that are listed in the PDW program such as chairs, organizers, special guests, facilitators, speakers, presenters, co-authors, and so on

The following PDW session roles are exempt from the *Rule of Three + Three*:

- Academy, Division, Interest Group, or Committee Officer Roles
- Editors and Associate Editors who participate in Meet the Editor Panels or Sessions
- Receptions and other social events

- If a person appears twice in a single session (e.g. chair and speaker), it counts as one appearance.

Background for the Rule of Three + Three:

Rationale. The *Rule of Three + Three* serves as a means to ensure broad participation of members, it reduces the likelihood of the Program being dominated by a handful of people, and it helps ensure that no one is committed to appear in more than one place at a time. When people make too many commitments to participate in the conference program, scheduling conflicts often arise. As a consequence, participants may find it difficult to honor their commitments. The program and the experiences of attendees suffer when this happens. People who agree to participate in an all-day consortium, for example, are expected to participate for the entire day. They should not leave after an hour to rush off to another session. No presenter should have to arrive late to one session or leave early to present in another one. Organizers, other participants and especially the attendees are all frustrated by such behavior. The *Rule of Three + Three* will help reduce these problems. Participants are better able to fully honor their commitments, and attendees can attend these events knowing that the featured speakers will actually be there throughout the event.

How is the *Rule of Three + Three* enforced? Two approaches are used to enforce the Rule of Three + Three:

- a. Submitters are asked to help enforce the rule by informing session participants of the rule and obtaining statements from them to show that they understand and are complying with the rule. A person who agrees to be listed on more than three PDW proposals or three scholarly submissions puts all of those submissions at risk of being dropped from the program. Therefore, it is in the interest of submitters to ensure that everyone understands and follows the rule.
- b. The electronic PDW and Scholarly Program submissions system will automatically block submissions that violate the rule. The system will inform the submitter of the rule violation and indicate which participant has already been associated with three other submissions. The submitter will be instructed to revise the proposal by removing the violation. The proposal can be revised and resubmitted by the deadline without penalty. Clearly, the implications of including a violator of the *Rule of Three + Three* on a submission are far-reaching.

It is the responsibility of each participant to make sure that he/she does not violate the *Rule of Three + Three*. If you know that you have already committed to participate in 3 workshops and 3 scholarly submissions, please decline any further requests.

2. PDW Proposals can be submitted to only ONE Division/Interest Group/Committee

It is recommended that you contact the preferred sponsor (see page 66-73) to discuss your proposal prior to submitting. Please contact the preferred sponsor by **December 14, 2010** so that you have enough time to finalize your PDW and submit by **January 11, 2011**. During submission you will have the opportunity to suggest other divisions, interest groups, and committees that would be interested in the proposal.

C. SUBMISSION GUIDELINES

Below is a set of guidelines and formatting instructions to help you prepare your PDW proposal. Please read them carefully prior to submitting.

1. PDW proposals can be submitted to only ONE sponsor (that is, ONE division, interest group, or committee).
2. PDW proposals must include and be organized in the following order:
 - a. A title page that has
 - i. the Academy-assigned submission number,
 - ii. title of the workshop
 - iii. name of primary sponsor, and a list of other sponsors who might be interested in the workshop, and

- iv. a 250-word abstract of the workshop.
- b. A three to five page overview of the workshop.
- c. An explanation as to why the workshop should be of interest to the specified sponsor.
- d. A description of workshop's format.

Use Times New Roman 12-pitch font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" × 11" page setting.

***If any of the above guidelines and formatting instructions is not met, the submission will NOT be reviewed. Please note that the above guidelines are general AOM guidelines Please make sure to review the "Division, Interest Group and Theme Committee Special Submission Instructions" for any additional guidelines and requirements.**

D. SUBMISSION PROCEDURES

Step 1: Register Submissions on the Submission Website

1. **Create a login account on the Submissions Website.** Go to the submission website, <http://submissions.aomonline.org/2011>, and create a login account. Please make sure you remember this information.
2. **Enter the title and abstract of your PDW proposal using the following instructions:**
 - Enter title, short title, and abstract into the submission page
 - Use Title Case for the workshop title. The first letter of major title words should be in capital letters. Prepositions, conjunctions should not be capitalized for the title and short title. An example is: "Using Green Strategies for Recruitment, Retention and Engagement of Talent".
 - The short title must not exceed 30 characters (including spaces) in length.
 - Do **NOT** submit the abstract in all capital letters. The abstract should not exceed 250 words and must be inputted as single-spaced text with no double spacing between paragraphs. (This is for the online submissions form only. The proposal you upload should be double spaced.)
3. **Record your 5-digit AOM Submission ID number.** After completing the data entry process, you will see a page that summarizes all the information you have entered. This page includes a 5-digit number which is your AOM submission ID number. Be sure to enter your submission ID number as a header on all pages of your submission. You **MUST** also use your submission ID number as the file name for the workshop that you upload. Please reference this number whenever you contact the PDW Chairs or tech support.
4. **Proofread your entry.** Please proofread your entry carefully since this is what will appear in the final program. If any information is not entered into this database, it will not be included in the Program.

Step 2: Upload Submissions to the Submission Website

After entering the proposal information into the submission website (Step 1), upload the FINAL version of your full workshop proposal on the same submission screen. Please make sure you have read all the formatting guidelines and instructions in Section C before uploading

Step 3: Finalize Submissions on the Submission Website

After you have registered your submission (step 1), and uploaded it (step 2), the last step is to finalize your submission by answering a series of questions (see below). If your submission is not finalized, it will NOT be reviewed.

PDW Submission Checklist:

Before your submission can be finalized, you will be asked to acknowledge all of the following requirements.

1. This proposal complies with all the submission guidelines, style formatting, policies and rules.
2. All of the participants are correctly associated with this PDW submission.
3. This entire proposal is contained in one single document, in the following order:
 - a. A title page that has
 - i. the Academy-assigned submission number,
 - ii. title of the workshop,
 - iii. name of primary sponsor, and a list of other sponsors who might be interested in the workshop, and
 - iv. a 250-word abstract of the workshop.
 - b. A three- five page overview of the workshop.
 - c. An explanation as to why the workshop should be of interest to the specified sponsor(s).
 - d. A description of the workshop's format.
4. The final document was uploaded and the PDF conversion of this submission was reviewed on this submission site.
5. As the submitter, I certify that all participants have stated that they agree to participate in this workshop if it is accepted, and that they are not in violation of the *Rule of Three + Three*.
6. I understand that if this submission is accepted, all of the listed participants must be registered for the meeting to take part in the session.
7. I understand that the scheduling and audio visual requests are requests only. If my proposal is accepted, the PDW chair will let me know whether my requests are approved.
8. This PDW proposal is now complete (follows ALL Academy AND Division/Interest Group specific instructions and requirements) and is now ready for review.

Technical support is available via e-mail to **SubmissionHelp@AOM.pace.edu**. They will attempt to respond within 24 hours. Please recognize that the help desk may be busy just before the deadline.

Therefore, please do not wait until the last minute to submit! If the e-mail response is still not clear, then call **1-914-923-2607, Monday – Friday from 9:00 AM – 5:00 PM EST**. The help desk is closed on December 24, 25, 31 and January 1.

For authors who do not have internet access or electronic mail and are unable to submit via the Academy submission website, please contact Valerie Concepcion, Program Coordinator, at 914-944-2992, by January 5, 2011 at the latest.

E. DIVISION, INTEREST GROUP AND THEME COMMITTEE SPECIAL SUBMISSION INSTRUCTIONS

ALL-ACADEMY THEME SESSIONS: CALL FOR PROPOSALS

Program Committee: Jan W. Rivkin (chair), Harvard Business School, WestMeetsEast@hbs.edu
Petra Christmann, Rutgers University
Ishtiaq Mahmood, National University of Singapore
Tieying Yu, Boston College

2011 AAT Professional Development Workshops: Call for Proposals

WEST MEETS EAST: ENLIGHTENING, BALANCING, AND TRANSCENDING

In anticipation of the Academy of Management's 2011 meeting in San Antonio, we urge you to submit proposals for symposia and professional development workshops that address the meeting's theme: "West Meets East: Enlightening, Balancing, and Transcending."

The theme offers two related interpretations. At one level, the theme invites us to examine one of the most important trends of our time: the rise of Asia on the world stage. After centuries of Western leadership in most economic matters, the businesses and governments of China, India, and the rest of the East—as well as emerging economies more broadly—are asserting themselves with new vigor. What are the implications of the East's (re)emergence for business leaders, management scholars, and the Academy itself?

At a deeper level, the theme addresses how executives and scholars make sense of, and make simultaneous use of, apparent opposites. Competition and cooperation, exploitation and exploration, shareholder value and social welfare, individualism and collectivism, global and local, long term and short term, West and East—our world is full of such seeming polarities. How can business leaders and scholars gain enlightenment from the contrasts we inevitably encounter in management? How can we achieve balance between opposites? How can we transcend antithesis and draw strength from differences?

We seek diverse, creative proposals for sessions that embrace either one or both interpretations of the theme. Following the successful innovation of the 2009 and 2010 AOM conferences, All-Academy PDWs and Symposia will be featured together on the Academy's agenda on the Sunday of the 2011 annual meeting.

To craft an inspiring proposal for the All-Academy Program, we urge you to ask yourself the following questions about your areas of study: How can we learn from the business practices and cultures of the world's emerging economic powers, some of whose cultural norms differ dramatically from the West's? More broadly, how can we best learn from opposites? What can such learning contribute to management theory and practice, which have been developed primarily in Western societies? What might this reframed thinking imply for the development of global managers and enterprises in the 21st century?

We also encourage you to consider the Academy as a large multinational enterprise with growing global, cultural, professional, and personal diversity. How might shifts within the Academy reshape our scholarly pursuits and our impact on management? What questions will our global growth raise about differences in research and teaching missions? What does professional development mean in this new reality, and what role will the Academy play? At this juncture, will we be bystanders or constructive contributors to debates on critical business issues of global significance?

Finally, the proposals we seek should embody the theme's dynamism and richness in *format* as well as topic. They should draw on contrasts and diversity in the Academy, spark debate, adopt innovative approaches, and suggest new possibilities for thought and action. Our aim is to avoid the "talking head" format of so many sessions.

Please note: All-Academy PDWs and Symposia must focus on topics of interest to a very broad audience, and they are NOT submitted to the Academy divisions and interest groups. If you have an idea for an All-

Academy session, please communicate it in writing to the All-Academy Theme Chair, Jan Rivkin (WestMeetsEast@hbs.edu), as soon as possible and **no later than December 14, 2010**. In your email, please describe the session, including the format and participants you have in mind. If deemed acceptable, a full proposal must be submitted via the AOM submission system (<http://submissions.aomonline.org>) by **January 11, 2011, 5PM EST**. For more information and submission guidelines, please visit the 2011 Annual Meeting website, <http://meetings.aomonline.org/2011>.

BUSINESS POLICY & STRATEGY (BPS)

PDW Chair: Rajshree Agarwal, University of Maryland, bps@rhsmith.umd.edu

2011 BPS Division Professional Development Workshops: Call for Proposals

The Business Policy and Strategy (BPS) Division invites submissions of creative proposals for PDW sessions for the 2011 AOM Conference in San Antonio, Texas. Our continuing goal is to make the BPS Division's PDWs as innovative and interactive as possible. The preconference portion of the conference offers many opportunities to experiment with new session formats and ideas that might not fit easily within the confines of the regular conference program. For instance, session formats might include roundtable discussions, methods workshops, town hall meetings, debates, 'games' involving participants, technology demonstrations, breakout group sessions, and even off-site events. Illustrative topics include emerging theoretical developments, connections between strategic management and disciplinary research, cutting edge methods, and paper development workshops, just to name a few. Unlike traditional symposia, PDW sessions are also specifically intended for the professional development of participants.

PDW proposals that are of interest to other divisions besides the BPS division are also encouraged, though this is not a requirement for acceptance. Also encouraged are proposals that address the overall AOM 2011 conference theme: *"West Meets East: Enlightening, Balancing, and Transcending"* (please see the conference website for additional details).

PDW proposals may be submitted online at: <http://submissions.aomonline.org/2011> beginning on November 2, 2010. The deadline for submissions is January 11th, 2011, 5PM EST. The PDW program runs from 8 am Friday through 8 pm Saturday (August 12-13, 2011). All PDW participants must commit to participation in advance. All proposals require a statement indicating that all PDW participants have consented to participate in the PDW. The AOM's "Rule of Three" for the PDW program is that "no one may submit or be associated with more than 3 PDW submissions; or appear in more than 3 PDW sessions during the preconference from Friday to Sunday, regardless of whether the sessions are held on-site or off-site." Space and time for PDWs is limited, and we cannot guarantee acceptance of all proposals, yet our goal is to have as broad a representation of the BPS membership as possible.

CAREERS (CAR)

PDW Chair: Peter Heslin, University of New South Wales, Sydney, Australia, heslin@unsw.edu.au

2011 CAR Division Professional Development Workshops: Call for Proposals

We invite our colleagues in the Careers and other related divisions of the Academy of Management to submit proposals for Professional Development Workshops (PDWs). The PDW sessions will be held between 8:00a.m. Friday, August 12th, and 8:00p.m., Saturday, August 13th, before the start of the regular sessions of the Academy of Management in San Antonio, 2011. We encourage innovative proposals in any areas that relate to the interests and mission of the Careers Division (see the division's website at <http://www.cardiv.org/>) including support for junior scholars, those in 'mid-career stage' and those closer to retirement or developing careers outside academia.

Career Division Members indicated in a brief survey in September 2010 that they are particularly interested in PDW address:

- ◆ Tips for getting published

- ◆ Incorporating career concepts into OB and HR courses and in executive education
- ◆ Applying career development and coaching concepts (e.g., mindfulness, self-leadership, marketing yourself, establishing research collaborations, adaptability, managing diversity, work-life integration strategies)
- ◆ Cutting edge research methods
- ◆ Making career changes, international careers, and mentoring
- ◆ Dealing with the career impact of aging, economic adversity, and having many career changes.

Our members also indicated that they most value PDWs that feature:

- ◆ Meeting people: high quality networking & discussion opportunities
- ◆ Expert speakers who are *focused on the topic ...*
- ◆ Chances for meaningful engagement with the presenters and other participants
- ◆ Professional development: Real world and teaching applications, including actionable next steps
- ◆ Feedback on research papers / attention to personal research challenges
- ◆ Personal experiences: stories of dealing with *career* challenges
- ◆ Fun!

For 2011, submissions that attend to the conference theme of **West Meets East: *Enlightening, Balancing, and Transcending*** are especially welcome: How might we be *enlightened* by Eastern philosophies and business approaches in personally and collectively pursuing the Academy's vision to "inspire and enable a better world through our scholarship and teaching about management and organizations"? How might we better *balance* potential dichotomies including between work and life, learning and performing, collective good and self-interest, financial prosperity and authenticity, research and teaching, as well as science and practice? How might we *transcend* paradigmatic differences in approaches to our professional development that suggest enlightening and inspiring new opportunities?

Whilst the themes and suggestions provided above offer some guidelines, we would like to create a range of PDWs that is ultimately characterized by innovation, inspiration and meaningful connections among our diverse members. Proposals that pioneer new or alternative themes and formats are thus most welcome, though submissions clearly focused on adding to the professional acumen and/or social capital of attendees are particularly encouraged.

If you would like further information, want to chat about a potential submission, or simply be put in touch with other potential contributors, please do not hesitate to contact Peter Heslin, the PDW chair for the Careers Division. The Academy has identified **December 14, 2010 as a deadline** for submitters to contact PDW Chairs **for informal discussions about ideas for PDW sessions**, though the best time to do this is as soon as possible.

The deadline for submitting a final PDW proposal is **January 11, 2011, 5pm (Eastern Standard Time)**. Final proposals should be submitted using the online submission system <http://submissions.aonline.org/2011> and not directly to the Careers Division PDW Chair. Remember that for 2011, the "Rule of Three" applies to the PDW program. This means that no person can be listed as a potential contributor on more than 3 PDW submissions. These 3 PDW submissions are in addition to participating in 3 regular program sessions, so PDW submissions will not limit your submissions to the regular program.

Please keep in mind that this is a competitive process so sometimes not all submissions can be accepted, though the PDW chair may encourage collaboration on similar ideas when time allows and when doing so is likely to increase the chance of acceptance.

We are looking forward to receiving your exciting ideas for the Careers Division PDW program of 2011!!

Peter Heslin heslin@unsw.edu.au PDW-Chair, on behalf of the Executive Committee of the Careers Division.

CONFLICT MANAGEMENT (CM)

PDW Chair: William Bottom, Washington University in St. Louis, bottomb@wustl.edu

2011 CM Division Professional Development Workshops: Call for Proposals

The Conflict Management Division is soliciting proposals for professional development workshops (PDWs) at the 2011 Academy of Management meetings in San Antonio, Texas. Workshops are an opportunity to be innovative, explore cutting edge ideas, share expertise and best practices, and engage in stimulating discussions. They can take a variety of forms: roundtables, workshops, town hall meetings, debates, just to name a few. They can revolve around substantive issues or “state of the art” workshops on research, teaching, or practice relating to conflict. Workshops should be interactive and interesting to CM members but also have some broad appeal to multiple divisions. The theme of this year’s conference will be “West Meets East: Enlightening, Balancing, and Transcending”. Proposals reflecting this theme are particularly welcome. Workshops will be scheduled between 8:00AM and 8:00PM on Friday, August 12 and Saturday, August 13. **The submission website is <http://submissions.aomonline.org/2011> and the deadline for submission of proposals is Tuesday January 11, 2011 at 5 pm EST.** If you have any questions, or wish to discuss your ideas before submitting, please feel free to contact William Bottom, PDW Chair, by December 14th. We encourage early submissions.

CRITICAL MANAGEMENT STUDIES (CMS)

PDW Chair: Jan M. Schapper, La Trobe University, cmsaom@latrobe.edu.au

PDW Chair: Gavin Jack, La Trobe University, cmsaom@latrobe.edu.au

2011 CMS Professional Development Workshops: Call for Proposals

The Critical Management Studies (CMS) Division welcomes creative, inclusive and provocative proposals for its PDW program. The purpose of a PDW is to contribute to the professional development of CMS scholars in terms of research, teaching or professional practice and impact. Whilst proposals should address the substantive concerns and challenges of/to the CMS division, we also want PDWs that will be of interest to other divisions within the Academy (perhaps through co-sponsorship) and practitioners. In addition to previous PDW topics and formats we welcome proposed topics and formats that engage critically any of the following:

- **The 2011 conference theme “West meets East. Enlightening. Balancing. Transcending.”** Just what, and how, might we enact enlightenment, balance and transcendence? Where counts as East and West?
- **The advance of theory, research, education, and practice within the scope of a CMS agenda.** We particularly welcome proposals on social and political issues underexplored by CMS scholars, notably environmental destruction, race and ethnicity, disability and sexuality. Implications for teaching and for political action need to be explicit in proposals that are primarily theory-driven.
- **Approaches to teaching from a critical perspective.** How do we teach a critical approach to management? How do we learn from others located in different occupational, political, national, cultural and virtual spaces? Implications for research/theory need to be explicit in primarily teaching-focused proposals.
- **Professional development and career issues.** Topics could include the challenges of undertaking international research, publishing, hiring, promotion/ tenure, creating professional community or skill building activities.
- **Challenge and meet the challenges of the Academy and the CMS division.** Critical engagement with the AOM’s four strategic goals of internationalization, professional impact, state of the profession and academy management.
- **Creative, interactive, inclusive and developmental forms and formats.** PDWs should foster participation, debate and interaction. We encourage new or different workshop designs, processes or formats. Consider a panel, a roundtable, a case study-based PDW, an offsite event, a state-of-the-art workshop, drawing upon elements of local events and collectives. We particularly encourage PDWs led by early career researchers, and/or have a diversity of presenters/scholars in the organising team, or on panels. We will look for a gender, age, experience and nationality balance across the PDW program. The CMS PDW Programme includes the **Dark Side Competition** and the **Doctoral Consortium**. Why not submit a case to the competition and encourage your doctoral students to get involved in the consortium?

Please ensure that you read the PDW Guidelines for Submission, and feel free to discuss your ideas with Gavin Jack and/or Jan Schapper (PDW Co-Chairs) by emailing cmsaom@latrobe.edu.au before submitting a formal proposal and **no later than December 14, 2010**. All proposals will be subject to a peer review process. The deadline for proposals is **January 11, 2011, 5PM EST** through the AOM submission website <http://submissions.aomonline.org/2011>.

ENTREPRENEURSHIP (ENT)

PDW Chair: Sharon A. Alvarez, The Ohio State University, alvarez_42@cob.osu.edu

2011 ENT Division Professional Development Workshops: Call for Proposals

The Professional Development Workshops (PDWs) are one of the most stimulating parts of the Academy of Management annual meeting. Until **January 11, 2011, 5 PM EST** *you* have *your* chance of making this part of the meeting an even greater experience!

The Entrepreneurship Division hereby invites proposals for Professional Development Workshops (PDWs) for the 2011 Academy meetings in San Antonio. PDWs are a platform for us to share knowledge and expertise in a *highly interactive fashion*, and thus to foster our professional development. They are also an opportunity for the division to engage with the theme of the 2011 Academy, **West meets East: Enlightening, balancing, transcending**. These two aspects – engaging, interactive format and addressing the conference theme – will weigh heavily when proposals are evaluated.

According to our Domain Statement, the Entrepreneurship Division's domain is the creation and management of new businesses, small businesses and family businesses, and the characteristics and special problems of entrepreneurs. Major topics include: opportunity formation and exploitation, new venture ideas and strategies; ecological influences on venture creation and demise; the acquisition and management of venture capital and venture teams; the owner-manager; management succession; corporate venturing and the relationship between entrepreneurship and economic development.

In particular, we would welcome sessions in which contrasting points of view on such topics are compared and debated. Sessions that can push forward the division's level of scholarship and teaching by (re)examining some of our core assumptions and practices are also keenly encouraged. It is a plus but not an absolute must to connect to the conference theme. To stimulate your thinking, areas you may want to consider (but are not limited to)....

West meets East...for the Ventures Entrepreneurs Create (are different entrepreneurial forms needed in different contexts?)

West meets East...for the Entrepreneurs We Study (are there differences between entrepreneurs involved in different contexts and how they discover, create, and exploit opportunities?)

West meets East...for the Resources they use (what different resource combinations do entrepreneurs and entrepreneurial ventures need to create ventures?)

West meets East ...for the Theories We Use (is there a need for new theories to explain and understand entrepreneurship in different contexts? If so, what are they?)

East meets West ...for the Methods We Use (is there a need for new methods to explain and understand entrepreneurship in different contexts? If so, what are they?)

East meets West... for What We Teach (the relationship between our research pursuits and the expectations and needs of students, business practitioners and policy-makers)

West meets East...in Different Parts of the World (on the potential for and limits to generalizability across borders and environmental contexts).

PDWs are an opportunity for more interactive discussions, for alternative formats, and for stimulating conversation within our division as well as across divisional lines. Sessions that will take advantage of this opportunity to examine what constitutes excellence in the practice of both research and teaching, and thus to push the division's scholarship and practice to new levels, will be favored.

All submission must be made *fully electronically* at <http://submissions.aomonline.org/2011>. Submissions should NOT be submitted via email to the PDW chair.

The closing date for submissions is **5 PM EST, January 11, 2011**. Partnerships with other divisions may be suggested. Last day to contact PDW chairs for general inquiries, **December 14, 2010**. PDWs will be scheduled between Friday August 12, 2011 and Saturday August 13, 2011.

GENDER AND DIVERSITY IN ORGANIZATIONS (GDO)
PDW Chair: Stacy Blake-Beard, Simmons College, gdopdw@simmons.edu

2011 GDO Division Professional Development Workshops: Call for Proposals

The Gender and Diversity in Organizations (GDO) Division invites proposals for the pre-conference professional development workshops (PDW) to be held at the 2011 Academy of Management meeting in San Antonio, Texas, USA. PDW sessions will be held between 8:00 a.m. Friday, August 12th, and 8:00 p.m., Saturday, August 13th.

The mission of the GDO Division is to generate and disseminate knowledge about gender and diversity within and outside of organizations, to embrace diverse perspectives in organizational research and education, and to support social justice through the inclusion of marginalized voices in members' research and practice.

We encourage submission of PDWs designed to develop and enhance our members' professional and personal skills – particularly those related to GDO's mission. We especially invite proposals that relate to the theme for the 2011 meeting, *West Meets East: Enlightening, Balancing, and Transcending*.

PDW sessions can take any form including tutorials, panels, roundtable discussions, case studies, debates, and invited speakers. In addition, sessions may include practitioners, colleagues from other disciplines, and other types of organizations including corporations, public sector entities, and non-profits. PDWs provide an opportunity to experiment with new approaches that do not fit within the confines of the regular program, so submitters are encouraged to be innovative in workshop design. Interactive workshops will be particularly welcomed. Cross-divisional proposals, which involve two or more divisions and/or interest groups, are also strongly desired.

PDW submissions should be made through the Academy's website, <http://submissions.aomonline.org/2011>. The deadline for submissions is **Tuesday, January 11, 2011, at 5pm EST**. The AOM Program "Rule of Three" applies to the 2011 PDW Program—no one may submit or be associated with more than three PDW submissions or appear in more than three PDW sessions during the PDW program.

You are welcome to discuss potential PDWs with Stacy Blake-Beard at gdopdw@simmons.edu before submitting your proposal. Please note, though, that the deadline for submitters to contact PDW Chairs for general inquiries and information discussion about ideas for PDW sessions is **December 14, 2010**.

HEALTH CARE MANAGEMENT (HCM)
PDW Chair: Eric W. Ford, University of North Carolina Greensboro, ewford@uncg.edu

2011 HCM Professional Development Workshop: Call for Proposals

The Health Care Management Division has a long tradition of outstanding Professional Development Workshop (PDW) sessions. This year's theme for the AOM conference is "West Meets East: Enlightening, Balancing, and Transcending". We will hold our doctoral student and junior faculty consortium on Friday, August 12th followed by a set of innovative and interactive PDW sessions open to all conference participants on Saturday, August 13th, 2011.

We seek proposals from HCM division members who are interested in organizing a PDW session at the 2011 San Antonio, Texas conference. These sessions should involve a high degree of interaction for participants, and hold wide appeal for our membership. The overall goal is to engage in in-depth conversations related to health

care management research, education, and practice. To meet this goal, we encourage submissions that address any current HCM topic, but also encourage submissions that incorporate the conference theme into the session. PDW sessions that incorporate this year's theme should focus on enabling others to create, produce, and sustain effective teaching, research, and practice, as well as enhance the wellbeing of, and generate value for, all the stakeholders involved (notably our peers, students, academic institutions, health care organizations, and the public). Examples include, but are not limited to: research methods, building collaborative working relationships, publishing, teaching, career development, service, grant writing, mentoring, international issues, or new health care management strategies. Sessions that are innovative and include substantial interactivity among participants will be favored in the selection process.

Sessions comprising the doctoral student and junior faculty consortium will occur Friday, August 12th. Throughout the day, experienced faculty will engage in interactive discussions with consortium participants concerning dissertation work, finding the right job, getting tenure and other aspects of career development. This is a great time to network, get advice, and gain a deeper perspective and understanding from people in all stages of their careers.

People interested in organizing a session for the consortium or other PDW sessions should contact Eric Ford at EWFord@uncg.edu to discuss their proposals.

PDW submissions must be submitted online through the Academy of Management Online website. <http://submissions.aomonline.org>. The closing date for submissions is **January 11th, 2011, 5 PM EST**.

HUMAN RESOURCES (HR)

PDW Chair: David G Allen, University of Memphis, dallen@memphis.edu

2011 HR Division Professional Development Workshops: Call for Proposals

You are encouraged to work with colleagues both within and outside of the HR Division in developing and submitting proposals for PDW sessions, which are scheduled prior to the scholarly program between 8 am Friday (8/12/11) and 8pm Saturday (8/13/11).

The PDW format is highly flexible and can take nearly any form (workshops, tutorials, panels, debates, round table discussions, company visits, etc.). PDWs provide the opportunity to experiment with new models and ideas for sessions that do not fit within the confines of the regular program. Think about the sessions you wish were offered but have not seen on the program. The HR Division encourages the submission of creative ideas for interactive sessions that actively engage participants in learning new information, acquiring new skills and techniques, or addressing pressing issues or questions. PDWs can address any issue of concern to HR scholars and/or practitioners. Sessions on teaching, theory development, international HR, linking HR research and practice, and facilitating Division member development are encouraged. Please also consider but do not be bound by the conference theme - "West Meets East: Enlightening, Balancing, and Transcending." For example, you might consider putting together a PDW session that aims to integrate Eastern and Western perspectives on HR theory or practice, or that take a global perspective on the development of Division member knowledge, skills, or social networks.

If you have questions or would like to discuss or suggest a workshop idea, please contact the HR Division PDW Chair David Allen, at dallen@memphis.edu or 901-678-4729 by December 14, 2010.

All proposals should be submitted using the submission system, <http://submissions.aomonline.org/2011>. The submission deadline is **January 11, 2011** but earlier submissions are encouraged. Note that there is limited space on the PDW program and we cannot guarantee that all proposals will be accepted.

INTERNATIONAL MANAGEMENT (IM)

PDW Chair: Jennifer Spencer, George Washington University, IMDPDW@gmail.com

2011 IM Division Professional Development Workshops: Call for Proposals

The International Management Division (IMD) invites submissions for Professional Development Workshops (PDWs) at the 2011 Annual Meeting in San Antonio, Texas. Special consideration will be given to PDW proposals that integrate the theme of this year's meeting-- *West Meets East: Enlightening, Balancing, and Transcending*. PDW sessions will be held between 8:00am Friday, August 12th and 8:00pm, Saturday, August 13th.

The IM Division is dedicated to research and teaching on the theory and practice of multinational or multicultural management. Our goal in the PDWs is to enhance professional and personal skills associated with IM scholarship and teaching. With this in mind, we seek innovative, provocative, and exciting proposals that bring together an international community of scholars interested in enhancing research and teaching in International Management.

PDW formats are highly flexible and can take the shape of workshops, panels, round table discussions, training sessions, etc. As such, PDWs provide an opportunity to experiment with what is typically beyond the scope of regular paper sessions. Thus, we seek creative and interactive proposals that promote scholarship or teaching and involve not only other academy divisions, but also firms, not-for-profit organizations, consultancies, NGOs, and public sector organizations.

Submissions: If you are interested in organizing or being involved in a PDW in any way, please contact Jennifer Spencer, Professional Development Chair, at IMDPDW@gmail.com for more information or guidance on writing proposals.

Final PDW submissions should be made through the Academy's website, <http://submissions.aonline.org/2011>. The deadline for submissions is **Tuesday, January 11, 2011, at 5pm EST**. (This system opens Nov. 2, 2010.)

To learn more about the IM Division, visit our website at <http://divisions.aonline.org/im>.

I look forward to hearing from you regarding exciting workshops for the 2011 conference in San Antonio!

MANAGEMENT CONSULTING (MC)

PDW Chair: Paul Friga, University of North Carolina, pnf@unc.edu

2011 MC Division Professional Development Workshops: Call for Proposals

The Management Consulting Division:

- The MC Division is one of the most active and international divisions in the Academy
- Our mission is to bridge Theory and Practice, as well as Academics and Consultants
- We are known for innovative, practical, and high impact PDW sessions

The Professional Development Workshops - 2011:

- We welcome submissions for professional development workshops (PDWs) at the 2011 Annual Meeting in San Antonio, Texas
- PDW sessions will be held between 8:00am Friday, Aug. 12th, and 8:00pm Saturday, Aug. 13th
- The criteria used in evaluating PDW proposals, include the following:
 - **Bridging:** Does this proposal explicitly link theory/practice and/or academics/consultants?
 - **Quality:** Is this proposal designed around important topics and will the PDW be done in an excellent manner (e.g. widely regarded successful panelists)?
 - **Impact:** Will this PDW provide immediate usable advice, tools, and templates for our members?

- Special Topics – the following represent important topics or tracks to consider in your proposal:
 - **Doctoral Consortium:** We seek individuals who are interested in working with Ph.D. candidates as they shape their research, teaching and service strategies – either in the consulting space or connecting with consultants and/or businesses in data collection. Matt Semadeni will be leading the Consortium that will include topics such as: how to do mainstream research in leading journals, where to find data, what methods to use and how to manage your career.
 - **Teaching Consulting:** More and more universities and business schools offer consulting classes and/or experiential learning programs – how should we teach these classes?
 - **Current Topics:** What is hot right now in consulting and business?

Next Steps:

- PDW submissions should be made through the AOM website, <http://submissions.aomonline.org/2011>
- The deadline for submissions is Tuesday, January 11, 2011, at 5pm EST. You are welcome to discuss potential PDWs with Paul Friga at pnf@unc.edu before submitting your proposal. Please note, though, that the deadline for submitters to contact PDW Chairs for general inquiries and information discussion about ideas for PDW sessions is December 14, 2010.

MANAGEMENT EDUCATION & DEVELOPMENT (MED)
PDW Chair: Jacob Eisenberg, University College Dublin, medaom@ucd.ie

2011 MED Division Professional Development Workshops: Call for Proposals

The Management Education & Development Division (MED), one of Academy's most vibrant divisions, invites submissions for Professional Development Workshops (PDWs) at the 2011 Annual Meeting in San Antonio, Texas. PDW sessions will be held between 8:00am Friday, August 12th, and 8:00pm, Saturday, August 13th.

The primary goal of MED is to encourage and nurture professional scholarship in management education across all AOM divisions. We are committed to learning and development that is durable and helps organizations serve society and their multiple stakeholders. In the past years, MED emerged as one of the leading AOM divisions in offering top-quality workshops for all Academy members. We want to build on this proud tradition and for our 2011 PDW program, we seek proposals for creative and innovative sessions (and, yes, we mean it!) in which participants can work together to enrich their teaching and research skills and to advance learning in management education. In particular, we encourage proposals that:

- Explicitly include and encourage participants' interaction in the workshop
- Take an interdisciplinary approach
- Include non-US based and cross-national themes and participants
- Include practitioners, as well as academics

Formats for PDWs are wide and flexible and include (but not limited to!) workshops, town hall meetings, debates, tutorials, panels, tours, roundtable discussions, case studies, tutorials and workout sessions. MED is equally committed to providing developmental opportunities for doctoral students, junior faculty as well as for highly experienced scholars and senior faculty. Therefore, we encourage proposals from members of all AOM divisions that relate to the Theme of Advancing Management Teaching & Learning with a special focus on the 2011 Conference Theme.

CONFERENCE THEME: WEST MEETS EAST: Enlightening. Balancing. Transcending.

The conference theme - West meets East - provides a unique opportunity for exploring how different management, work and scholarly traditions play themselves out in Management Education & Learning. Some examples for topics to address in PDW sessions are:

- The impact of globalization and, specifically, migration, on content, form and range of management education programs;
- How do different cultural values and traditions express themselves in the approach to management teaching and learning?

- What are the effects of different educational, economic and societal mechanisms on management education in different countries?
- What challenges and implications are involved in adopting existing prevalent management education curricula and methods (e.g., case studies) to a multicultural audience of learners?

ADVANCING TEACHING & LEARNING THEME

In this theme we are interested in proposals that integrate or cross management disciplines. Examples for topics that may be addressed include:

- Scholarship on Teaching/Learning - encourages an agenda of inquiry related to teaching/learning and asking questions that create knowledge to advance the practice of management education
- Effective Teaching – focuses on the development of the whole teacher including her/his educational philosophy and teaching competency
- Learning Assessments – provides a forum to discuss both the approach and issues/concerns related to the assessment of student learning such as assessment systems, portfolio assessment, and faculty engagement.
- Learning Styles – examines learning styles of individuals and how they affect learners' ability to process and comprehend various presentation modalities of management education
- Teaching Strategies and Techniques – includes efforts especially designed to advancing the conversation on internships, service learning, simulations, project-based learning, online learning, and experiential learning

Submissions: All proposals will be considered for their potential to interest, excite and engage. PDW submissions should be made through the Academy's website: <http://submissions.aomonline.org/2011>. The deadline for submissions is **Tuesday, January 11, 2011, at 5pm EST**. You are welcome to discuss potential PDW ideas with Jacob Eisenberg at mcedaom@ucd.ie before submitting your proposal. Please note that the Academy deadline for submitters to contact PDW Chairs for inquiries and discussion about PDW session ideas is **December 14, 2010**.

MANAGEMENT HISTORY (MH)

PDW Chair: Milorad M. Novicevic, University of Mississippi, novicevic@gmail.com

2011 MH Division Professional Development Workshops: Call for Proposals

The MH Division's mission is to assist the AOM community of learners to understand management's past as a means to inform its present and future. By providing a historic understanding of management concepts and practices, MH Division contributors reflect all areas in the Academy of Management and promote excellence in management research, pedagogy, and practice.

We seek innovative and exciting proposals for the MH Division's professional development workshops (PDWs) at the 2011 Academy of Management conference in San Antonio. The MH PDW sessions will occur on **August 12-13** between 8 AM and 8 PM.

We are interested in proposals highlighting historic perspectives of any area(s) in the Academy of Management. We welcome PDW proposals that embrace the theme of the 2011 conference ("*West Meets East: Enlightening, Balancing, Transcending*"). For example, we welcome PDW proposals suggesting ways of researching national histories of management and entrepreneurship in both Western and Eastern nations. Alternatively, we would like to receive PDW proposals explaining how having a secondary specialization in management history may open a unique path to earning tenure. We also welcome PDW proposals that have linkages with San Antonio. Examples of these may include the variety of organizations headquartered in San Antonio. However, we welcome a wide range of historic perspectives on many topic areas.

The MH division enjoys a unique position in that all areas in the management field have rich and interesting histories. As such, sessions sponsored jointly with other Academy of Management divisions are particularly appropriate and highly encouraged.

Please review the online submission process at <http://submissions.aomonline.org> and the **submission deadline of January 11, 2011, 5 PM EST**. There is only limited space in the PDW program. Feel free to contact Milorad M. Novicevic (novicevic@gmail.com) for general inquiries and informal discussion **before December 14, 2010**. See you in San Antonio!

MANAGERIAL and ORGANIZATIONAL COGNITION (MOC)
PDW Chair: Kyle Lewis, University of Texas- Austin, kyle.lewis@mcombs.utexas.edu

2011 MOC Division Professional Development Workshops: Call for Proposals

The Managerial and Organizational Cognition (MOC) Division invites proposals for the pre-conference professional development workshops (PDW) to be held at the 2011 Academy of Management meeting in San Antonio TX, USA. PDW sessions are scheduled from 8AM to 8PM on both Friday (August 12) and Saturday (August 13).

The MOC Division is devoted to understanding individual and collective cognitive processes in organizational contexts, including, but not restricted to, the nature and role of mental representations, judgment and decision making, social identity processes, attribution processes, individual differences, non-conscious forms of cognitions (e.g. intuition), sensemaking, categorization, organizational learning and memory, culture, communities of practice and cognitive institutionalism. The PDWs have become one of the most intellectually rich and vibrant parts of the MOC program and indeed of the Academy meetings more generally. With your help MOC can continue this tradition. PDW sessions present an opportunity to create innovative events in which participants are able to explore issues and problems in a more relaxed and interactive format.

We encourage proposals for innovative, informative, and challenging workshops that question fundamental assumptions about research processes, methodologies, and subjects. Special consideration will be given to PDW proposals that integrate the theme of this year's conference, *West Meets East: Enlightening, Balancing, and Transcending*. Proposals may also address more traditional topics and concerns. In crafting your proposals, be mindful that MOC encourages work spanning the macro, meso, and/or micro levels of analysis and we especially encourage work that addresses important organizational and societal problems and work that impacts practice. As in previous years, wherever possible, we encourage you to create proposals that may be of relevance to more than one division. Also, please remember that PDW formats are flexible and can be made to fit a wide range of styles and needs, from PhD students to junior faculty colleagues to 'veterans' and practitioners from a variety of backgrounds and disciplines.

PDW submissions should be made through the Academy's website, <http://submissions.aomonline.org/2011>. The deadline for submissions is **Tuesday, January 11, 2011, at 5pm EST**.

You are welcome to discuss potential PDWs with Kyle Lewis at kyle.lewis@mcombs.utexas before submitting your proposal. The deadline for submitters to contact PDW Chairs for general inquiries and to discuss ideas for PDW sessions is **December 14, 2010**.

MANAGEMENT, SPIRITUALITY & RELIGION (MSR)

PDW Chair:

J. Goosby Smith, California State University Channel Islands, AomMSRPDWChair@gmail.com

2011 MSR Professional Development Workshop: Call for Proposals

The Management, Spirituality and Religion (MSR) Interest Group cordially invites you to submit a Professional Development Workshop (PDW) proposal for the Academy of Management Annual Meeting in San Antonio, Texas, August 12-16, 2011. The conference theme is "***West Meets East: Enlightening, Balancing, Transcending***", which, for those of us in MSR has clear implications for research, practice, and teaching.

MSR is committed to understanding the nature, influence, and relationship of spirituality and religion in management and organizations. PDWs provide the perfect platform for us to share knowledge and expertise. This sharing provides greater opportunities for personal and professional development. PDWs also enhance our exploration of new and innovative constructs, methodologies, pedagogies, and practices, establishing a foundation for future MSR scholarship, and application. MSR encourages PDW submissions that are innovative, interdisciplinary, and highly interactive. We encourage you to involve participants from other AOM divisions

and to explore connections with the 2011 conference theme, such as:

- To what extent do organizations that are spiritual or religious enable enlightenment, balance, or transcendence?
- How can spirituality and religion affect the pursuit (or stifling) of enlightenment?
- What wisdom do Eastern and Western spiritual and religious traditions bring to management, teams, and/or organizational life and performance?
- In what ways can balance be achieved, even sustained, within organizations?
- What are best practices for managing employees and/or teaching students who are spiritually and religiously diverse?
- How might MSR research and practice be positioned uniquely to contribute to the conversation about enlightening, balancing, and transcending?

PDW proposals must include:

- 1) A title and AOM assigned submission number (in the proposal and in file name)
- 2) Primary sponsor and other potential sponsors
- 3) An abstract of up to 250 words
- 4) A 3-5 page workshop overview
- 5) A case for why the PDW would be of interest to MSR and potential co-sponsors
- 6) A description of the chosen format for delivery
- 7) An explicit written commitment (e-mail is fine) by *all participants to attend*
- 8) File formatting in either PDF, DOC (not .docx), or RTF

PDWs missing any of these items will not be reviewed or evaluated for acceptance.

PDWs will occur on Friday, August 12th and Saturday, August 13th. All-Academy Theme PDWs will occur on Sunday, August 14th. The “rule of three” applies; individuals may submit, appear in, or be associated with up to three PDWs. We urge you to submit proposals to this highly competitive review process. If you would like to assist with or attend the **MSR Doctoral and New Faculty Consortium**, one of our annual PDW highlights, contact Emmett Perry at Emmett.perry@rockhurst.edu.

The submission deadline is **Tuesday, January 11th 2011, 5 PM EST**. All submissions must be made through the AOM website at: <http://submissions.aomonline.org/2011>. To discuss ideas prior to submission, please feel free to contact J. Goosby Smith at AomMSRPDWChair@gmail.com by **December 14, 2010**.

Thank you for your support of MSR, and we hope to see you in San Antonio!

ORGANIZATIONAL BEHAVIOR (OB)

PDW Chair: Suzanne Masterson, University of Cincinnati, suzanne.masterson@uc.edu

2011 OB Division Professional Development Workshops: Call for Proposals

Professional Development Workshops (PDWs) for Organizational Behavior (OB) allow you the opportunity to develop and participate in innovative, inclusive, and interactive profession-enhancing experiences. PDW sessions can take many forms (workshops, interactive symposia, tutorials, town hall meetings, breakout sessions, debates, case studies, round tables, research incubators, etc.) and can address any issue of concern to OB scholars and/or practitioners. The OB Division’s theme is “Making Connections” and we are particularly interested in sponsoring PDWs that offer creative strategies for bridging boundaries between individuals or groups (e.g., between practitioners and academics, between international and domestic scholars, between scholars in different academic disciplines, or between junior and senior scholars).

We encourage you to consider, but not be bound by, the conference theme – *West Meets East: Enlightening, Balancing, and Transcending* – to bring together individuals from academics and/or practice in any PDW format. Research on topics such as beliefs, norms, and values within and across cultures; decision-making and leadership in a global context; organizational learning and knowledge sharing/transfer practices; and many others could have particular relevance to our understanding of organizational behavior as “West Meets East.” New views on well-established ideas are also welcomed as PDW topics, regardless of connection to the conference theme.

We encourage PDW sessions that can be co-sponsored by other divisions. If you would like to discuss a PDW idea prior to submission, please contact the OB Division PDW chair, Suzanne Masterson, at suzanne.masterson@uc.edu by December 14th, 2010. The OB Division PDW sessions will be scheduled from 8 am to 8 pm on both Friday, August 12th and Saturday, August 13th, 2011 in San Antonio, Texas.

Please be sure to follow the Academy of Management's PDW Guidelines for Submissions. Please submit using the PDW submission system at: <http://submissions.aomonline.org/2011>. The deadline for proposals is **Tuesday, January 11, 2011, at 5 pm EST**. We look forward to seeing your proposals!

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS (OCIS)

PDW Chair: Kevin Crowston, Syracuse University, crowston@syr.edu

2011 OCIS Professional Development Workshops: Call for Proposals

Proposals are invited for Professional Development Workshops (PDWs) for the Academy of Management Meeting to be held in San Antonio, TX, USA, 12–16 August 2011. PDW sessions are an opportunity to be innovative, discuss unresolved questions, learn (or teach) best practices in teaching and research, debate future directions for our field and organize novel activities that bring the expertise and experience of OCIS members to bear on the challenges that we all face in our daily professional lives.

PDW sessions (to be held on Friday and Saturday 12–13 August 2011) might include lectures, classes, workshops, invited speakers, town hall meetings, debates, tours and any other activity that will help members develop their professional skills. We welcome proposals for activities that will challenge and strengthen the members of the OCIS community. Proposals will be evaluated on their ability to draw an audience (from OCIS and across the Academy), innovativeness and potential impact on the professional success of participants. We particularly seek proposals that address the conference theme: *West meets East: Enlightening, Balancing, and Transcending*. For example, a PDW might help Western participants learn from the business practices and cultures of the East (and vice versa) or offer activities that contribute to the on-going globalization of the Academy and its membership.

If you are interested in proposing a PDW session or helping with the OCIS Doctoral or Junior Faculty Consortia, you are invited to contact the OCIS PDW chair before 14 December 2010 so we can work with you to develop the idea. All proposals for PDW activities must be submitted to the AOM submission website (<http://submissions.aomonline.org/2011>) by 11 January 2011, 5PM EST.

Key dates:	Deadline to contact PDW chair for guidance	14 December 2010
	PDW submissions due	11 January 2011
	Professional development workshops	12–13 August 2011
	Academy of Management Conference	12–16 August 2011

ORGANIZATION DEVELOPMENT & CHANGE (ODC)

PDW Chair: Jeffrey Ford, Ohio State University, ford.1@osu.edu

2011 ODC Division Professional Development Workshops: Call for Proposals

PDWs' are a platform for colleagues to share knowledge and expertise and foster the development of workshop participants. Coordinated by the Academy's many divisions, interest groups, and theme committees, PDW sessions are different from regular academy sessions in that they can have a longer time frame and use a more interactive and participative format. PDW sessions will be held prior to the AOM regular program from 8 a.m. on Friday August 12, through 8 p.m. on Saturday August 13, 2011.

This theme invites academics and managers alike to make sense of today's global complexity and multiplicity by thinking in broad and integrative ways. This is an opportune moment for us to ask how we can learn (or re-learn) from the business practices and cultures of the world's emerging economic powers and how these

practices challenge existing Western theories of management, particularly as it relates to organization development and change. How applicable are existing western theories of change and development to the rest of the world? How might existing Eastern practices inform and alter Western theories and practices? Is it possible to develop “generic” theories that apply to multiple cultures, or do we need to take a more contingency based approach in which practices vary by culture? What new theories might emerge from an integration of Eastern and Western thought? Is such an integration possible? What implications does the emergence of China, India, and other countries have for how we train future academics and practitioners?

Note that PDW space is limited, so PDW proposals that would be of interest to several divisions or interest groups are encouraged, although a PDW can only be submitted to one Division. (Any co-sponsors will be determined after submission.) If you are interested in submitting a proposal for a PDW session to be sponsored by the ODC Division, please visit the AOM submission site, <http://submissions.aomonline.org/2011>.

Also please note that the “Rule of 3” applies to PDW submissions. Therefore no one can submit or be a part of more than 3 PDW submissions (this is in addition to the Rule of 3 for the main scholarly program).

Proposals must include:

1. The workshop title
2. Full description of the workshop and activities
3. Time requirements of the workshop
4. Submitter (contact person) and presenter(s) information, including name, affiliation, address, phone, fax, and e-mail for each person.
5. Division or Interest Group sponsor being solicited and why
6. Suggested Division or Interest Group co-sponsors
7. How you intend to create healthy audience interaction and participation

The submission deadline is **Tuesday, January 11th 2011, 5 PM EST** (earlier submissions are strongly encouraged). All submissions must be sent via the AOM submissions system, <http://submissions.aomonline.org/2011>.

If you have any questions, please contact Jeffrey Ford at ford.1@osu.edu.

OPERATIONS MANAGEMENT (OM)

PDW Chair: Kevin Linderman, University of Minnesota, lindk037@umn.edu

2011 OM Professional Development Workshop: Call for Proposals

The Operations Management (OM) Division invites you to submit proposals for Professional Development Workshops (PDWs) for the 2011 Academy of Management Annual Meeting in San Antonio, TX. PDWs take place on Friday, August 12 and Saturday, August 13, 2011.

The OM Division encourages creative and innovative PDWs that build knowledge and share expertise oriented toward OM teaching, management practice and research. We also encourage PDW proposals that link to other divisions/interest groups and/or that reflect the conference theme - *West Meets East: Enlightening, Balancing, Transcending*. Appropriate PDW formats include workshops, tutorials, panel discussions, debates, round table discussions, practitioner focused sessions, and facility tours. Interactive PDWs are especially welcome. (Note: Traditional presentations of research papers should be submitted to the Scholarly Program portion of the Annual Meeting). December 14th 2010 is the deadline for submitters to contact PDW Chairs for general inquiries and informal discussions about ideas for PDW sessions.

PDW proposals must be submitted online via the AOM submission website, <http://submissions.aomonline.org/2011>. Please submit all proposals (along with any joint-division “sponsorship” suggestions) using this website. The General Submission Guidelines are available at the 2011 Annual Meeting website, <http://meetings.aomonline.org/2011>. **Deadline for Submissions: January 11, 2011, 5PM EST.**

If you have any questions or would like feedback or suggestions about your ideas for a PDW event, please do not hesitate to contact Kevin Linderman (linder037@umn.edu), OM Division 2011 PDW Chair.

For more information about the OM division please visit www.omaonline.org.

ORGANIZATION & MANAGEMENT THEORY (OMT)

PDW Chair: Michael Lounsbury, University of Alberta, omt_lounsbury@business.ualberta.ca

2011 OMT Professional Development Workshop: Call for Proposals

The Organization and Management Theory division is a community built from a common desire to develop and promote understanding of organizations and organizing. We stand at the intersection of micro and macro analysis, providing a context for mutually beneficial intellectual engagement across disciplinary and other boundaries.

In San Antonio, August 12-16, 2011, we would like to see PDW sessions creatively and innovatively addressing the Division's Mission of attracting, developing and serving academics and practitioners who wish to advance understanding of organizations and organizing. We would particularly like to see submissions that address the conference theme of "West Meets East: Enlightening, Balancing, and Transcending." In addition, we also encourage proposals that are of interest to members of other AOM divisions (e.g., ENT, BPS, MOC, etc.). PDW sessions have a very flexible structure but should have greater participant interaction than symposia in the regular program.

All submissions are to be submitted electronically at this site:

<http://submissions.aomonline.org/2011>

The deadline for submissions is **January 11, 2011. This is the same date as regular scholarly submissions.** Since we are interested in proposals that address the interests of a broad segment of Academy of Management members, we ask proposal submitters to note whether their PDW will be of interest to members of divisions other than OMT.

In your submission, you will be asked for the following information:

- The title of your session;
- Contact information for submitter and names and affiliations of all facilitators;
- A brief (2 page) outline of the proposed session, including a statement of planned activities, rationale for workshop, and the target audience;
- Ideal room setup and time frame. Innovative proposals and those that address the 2011 AOM conference theme are particularly encouraged;
- Other divisions to which the session would be of interest.

ORGANIZATIONS & THE NATURAL ENVIRONMENT (ONE)

PDW Chair: Frances Bowen, University of Calgary, ONE@haskayne.ucalgary.ca

2011 ONE Division Professional Development Workshops: Call for Proposals

The Organizations & the Natural Environment (ONE) division invites the submission of creative proposals for Professional Development Workshops (PDWs) to be held at the upcoming Academy of Management Meetings in San Antonio. PDWs will be scheduled on Friday, August 12 and Saturday, August 13, 2011.

The PDW portion of the AOM is an opportunity to be innovative, to discuss new research areas, to share best practices in teaching, scholarship, research and practical application of ideas. PDWs can take a number of forms: workshop, invited speakers, panel discussion, debate, case studies, field trips, reception etc. We seek submissions

related any area of environmental management and policy. We also encourage proposals that involve two or more divisions and/or interest groups and take advantage of the 2011 Conference theme, West Meets East: Enlightening, Balancing, Transcending. Let's make the ONE Division's PDWs as interactive and innovative as possible!

Please submit proposals at <http://submissions.aonline.org/2011>. The submission deadline is January 11, 2011, 5 PM, EST, but earlier submissions are encouraged. If you are looking for ideas or want to discuss an idea before submission, please send an e-mail to Frances Bowen ONE@haskayne.ucalgary.ca by December 14, 2010.

PUBLIC & NON PROFITS (PNP)

PDW Chair: Eric Martin, Bucknell University, e.martin@bucknell.edu

2011 PNP Division Professional Development Workshops: Call for Proposals

The Public and Nonprofit Division (PNP) encourages creative PDW proposals that relate to the 2011 Conference theme of "West Meets East: Enlightening, Balancing, and Transcending."

These sessions will be scheduled between Friday 8:00 am and Saturday 8:00 pm in San Antonio.

We are especially interested in proposals that:

- Showcase the conference theme explicitly through public and nonprofit management issues;
- Complement our Doctoral Student Consortium (addressing: methods, job search, career development, course development, publishing, etc.);
- Explore teaching and research in different settings (international, interdisciplinary, cross-sectoral);
- Foster collaboration between practitioners and academics;
- Address timely and important issues (Humanitarian Emergencies, Health Care; Security; International Interventions; Diplomacy, Peacekeeping and Development; the Economic Crisis, etc.)
- Invite and encourage co-sponsorship with other divisions and have varied and multiple participants.

Non-traditional formats especially encouraged. We only discourage traditional paper presentations. Please submit your PDW proposals at <http://submissions.aonline.org/2011>.

The deadline for proposals is **January 11, 2011 (but earlier is better!)**.

Contact PNP's PDW Chair, Eric Martin at e.martin@bucknell.edu or (570) 577-3628 with ideas or questions by December 14th.

RESEARCH METHODS (RM)

PDW Chair: Michael C. Sturman, Cornell University, michael.sturman@cornell.edu

2011 RM Division Professional Development Workshops: Call for Proposals

The Research Methods Division (RMD), one of the Academy's most active divisions, invites submissions for professional development workshops (PDWs) at the 2011 Annual Meeting in San Antonio, Texas. PDW sessions will be held between 8:00am Friday, August 12th, and 8:00pm, Saturday, August 13th.

RMD is looking for innovative, informative, and challenging workshops in *quantitative* and *qualitative* methodologies, for *cross-sectional* and *longitudinal* data, and for *micro-level* and *macro-level* applications. We want to provide workshops that will attract not just members of RMD, but members from throughout the Academy. As such, we are seeking workshops that range from those introducing researchers to a methodology, to advanced workshops that appeal to methodological experts, and everything in between. The proposed PDW should seek to advance the professional development of RMD and Academy members by discussing currently used and state-of-the-art research methodologies.

PDW submissions should be made through the Academy's website, <http://submissions.aonline.org/2011>. The deadline for submissions is **Tuesday, January 11, 2011, at 5pm EST**. You are welcome to discuss potential PDWs with Michael Sturman at michael.sturman@cornell.edu before submitting your proposal. Please note, though, that the deadline for submitters to contact PDW Chairs for general inquiries and information discussion about ideas for PDW sessions is **December 14, 2010**.

Special consideration will be given to PDW proposals that integrate the theme of this year's meeting, *West Meets East: Enlightening, Balancing, and Transcending*, with research methodology. RMD will consider including PDW sessions that have been popular at prior meetings, but we are particularly seeking new proposals for qualitative and quantitative topics and methodologies through the division's Mini-Lecture Series. We are also want to expand our offerings by seeking proposals on techniques for macro and longitudinal research. Preference will be given to sessions that will last 2 hours or less. If you think you can help in teaching one or more of the lectures, please send an e-mail to Michael Sturman (michael.sturman@cornell.edu) with information on the topic you want to teach and the expected number of hours/sessions required. RMD will provide close support and logistics for these mini-lectures.

If you want to know more about RMD, please visit the RMD Web at <http://division.aonline.org/rm/joomla/>

STRATEGIZING, ACTIVITIES and PRACTICE (SAP)

PDW Chair: Saku Mantere, Hanken School of Economics, saku.mantere@hanken.fi

2011 SAP Division Professional Development Workshops: Call for Proposals

The Academy of Management Special Interest Group on *Strategizing, Activities and Practice* was launched to advance knowledge and understanding of strategy as something people *do*; the work involved in doing strategy. The group focuses on the activities and practices of strategists, with an interest in how this work socially accomplishes a wide range of individual and organizational outcomes, and also relates to broader societal and institutional trends.

We invite submissions for professional development workshops (PDWs) at the 2011 Annual Meeting in San Antonio, Texas. PDW sessions will be held between 8:00am Friday, August 12th, and 8:00pm, Saturday, August 13th. We are planning for one of our PDW's to be a **paper development workshop**, aimed at supporting junior scholars in our field of inquiry in their getting their work published. We will be requiring the help of a large number of senior scholars to act as advisers to junior scholars and request that volunteers for the paper development PDW kindly contact saku.mantere@hanken.fi.

We also invite regular PDW submissions, which should be made through the Academy's website, <http://submissions.aonline.org/2011>. In assessing the PDW submissions we will focus on fit with the research program of the new Special Interest Group, as well as the impact the PDW will have on junior scholars. Please indicate potential co-sponsors (e.g., OMT, BPS, ODC, RM) in the submission document. The deadline for submissions is **Tuesday, January 11, 2011, at 5pm EST**. You are warmly encouraged discuss potential PDWs with Saku Mantere (saku.mantere@hanken.fi) before submitting your proposal. Please note, though, that the deadline for submitters to contact PDW Chairs for general inquiries and information discussion about ideas for PDW sessions is **December 14, 2010**.

If you want to know more about Strategizing, Activities and Practice, please visit <http://www.strategy-as-practice.org/>

SOCIAL ISSUES IN MANAGEMENT (SIM)

PDW Chair: Jennifer J. Griffin, George Washington University, jgriffin@gwu.edu

2011 SIM Division Professional Development Workshops: Call for Proposals

West meets East: Enlightening. Balancing. Transcending.

August 12th & 13th 2011

The Social Issues in Management (SIM) division seeks creative proposals for the PDW sessions (Friday, August 12th and Saturday, August 13th) at the 2011 Annual Meeting in San Antonio, Texas. The conference theme: *'West meets East: Enlightening, Balancing, and Transcending'* nicely complements our Division's work. Consistent with the conference theme we especially encourage submissions that:

- Critically and creatively address organizational solutions associated with restructuring and transforming efforts by private enterprise, governments, and public institutions. For example, has clearly articulating the purpose or identity of businesses helped them survive the global economic crisis? Are new ways of interacting among stakeholders including government and multi-laterals encouraging new methods of co-creating value? Have new business models or partnering practices been implemented to address base-of-the-pyramid and poverty issues? What are the ethical, political, social and economic implications when practicing enlightened capitalism, integrating mutual benefits and/or transcending current business models?
- Critically and creatively examine how our research can assist executives to make sense of today's global complexity by thinking in broad, holistic and integrative ways. How does China's reemergence and the ascendance of India and other burgeoning economies offer an opportunity for revolutionary thinking, and doing based on the promise of "East-West" integrative thinking and practice? What role does SIM play in research examining these important issues for management in the 21st century? How might the focus of SIM research change when passion and compassion are included in the scholarly journey?
- Critically and creatively discuss the pedagogical issues of enlightening, balancing and transcending when west meets east. How do you teach enlightened capitalism? What does it mean? How do you explore transcending yesteryear's business assumptions and ways of thinking in a classroom or via creative assignments?

While we are especially interested in PDW proposals linked to the conference theme, we recognize that the domain of SIM is very broad. Please submit proposals related to theory-building, empirical study, applied practice, or teaching that address core areas of interest to SIM members. These areas include: the reciprocal impacts of management behaviors on diverse stakeholders of businesses, business ethics, corporate (social) responsibility, social performance, stakeholder relations, governance, corporate political strategy, lobbying, government regulation, corporate corruption and compliance.

The submission deadline for PDW proposals is the same deadline for all submissions for the conference program: **11th January 2011, 5pm EST**. Earlier submissions are encouraged. All submissions must be made online at <http://submissions.aomonline.org/2011>. Please also email a copy of your proposal to Jenn Griffin at jgriffin@gwu.edu. Please contact Jenn Griffin by **14th December 2010** if you would like to discuss proposal ideas or if you have any questions.

TECHNOLOGY & INNOVATION MANAGEMENT (TIM)

PDW Chair: Riitta Katila, Stanford University, rkatila@stanford.edu

2011 TIM Division Professional Development Workshops: Call for Proposals

The Technology and Innovation Management (TIM) Division encourages interdisciplinary scholarship and dialogue on the management of innovation and technological change from a variety of perspectives, including strategic, managerial, behavioral, and operational issues. To explore these many issues, the division seeks innovative proposals for its pre-conference Professional Development Workshops (PDWs) at the Academy of Management's annual meeting in San Antonio in August 2011. PDW sessions will be held Friday and Saturday (August 12-13).

PDW sessions are attractive venues for exploring cutting edge issues since they can take a variety of formats (workshops, tutorials, debates, roundtable discussions) and can address topics that may not fit in the regular program. Central to each session should be the goal of engaging participants in a high level of interaction. We seek proposals that are related to the conference theme, *West meets East: Enlightening, Balancing, and Transcending*, or explore emerging trends in research and practice of Technology and Innovation Management. Acceptance of proposals will be based on (a) relevance to the interests of the Division's membership; (b) creativity; (c) potential to foster integration with the rest of the Academy (we welcome proposals that identify other Divisions and Interest Groups as co-sponsors). Our goal is to have a slate of PDWs that is as diverse, creative and interesting as our membership.

We encourage you to submit a proposal by using the PDW form available at the AOM submission site <http://submissions.aomonline.org/2011>. The submission deadline is January 11, 2011, 5:00pm EST. If you have any questions or would like to discuss an idea for a PDW before the deadline, feel free to contact Riitta Katila at rkatila@stanford.edu by December 14, 2010.

ASIA ACADEMY OF MANAGEMENT (AAM)

PDW Chair: Raveendra Chittoor, Indian School of Business, raveendra_chittoor@isb.edu

2011 Professional Development Workshops: Call for Proposals

The Asia Academy of Management (AAM) invites scholars interested in Asian management issues to submit creative proposals for its Professional Development Workshops (PDW) at the Academy of Management's annual meeting in San Antonio, Texas (12-16 August, 2011).

Professional Development Workshops (PDWs) are a platform for colleagues to share knowledge and expertise and foster the professional development of workshop participants. It is an opportunity to develop innovative and creative workshops that will benefit Academy members.

The mission of the Asia Academy is to assume a global leadership position in the advancement of management theory, research and education of relevance to Asia. It is a global organization that welcomes both researchers and managers who are interested in management issues relevant to Asia.

The 2011 Academy of Management annual meeting is of great interest to us as it focuses on the theme: *West meets East. Enlightening. Balancing. Transcending*. Some interesting issues related to the broad theme of the conference might include, but are not restricted to, the following,

- Similarities and contrasts in the strategies and management styles of Asian firms compared to firms in the rest of world, particularly the Western world. What are some of the unique management practices followed by Asian firms that could be of relevance to firms globally?
- Business groups are ubiquitous in many Asian economies. The dominant explanation of their existence has been that they fill institutional voids in underdeveloped economies. With economic liberalization and improvement in the institutional environment of these economies, will these business groups wither and fade away, or can they reinvent themselves and thrive?
- Many firms from Asia and other emerging markets are transforming themselves into 'emerging multinationals' by successfully competing with traditional MNCs from developed economies. What strategies and processes led these firms to overcome their late mover and resource disadvantages to emerge as multinationals?
- Reverse innovation: Traditionally firms developed products in the more advanced economies and sold them with few modifications in the developing economies. However, there has been an emerging trend of 'reverse innovation', where a growing number of multinationals are developing products suited to the local requirements of developing markets in Asia and then finding markets for them in more advanced economies.

We encourage proposals for leading and organizing activities that reflect the theme of the conference and are of relevance to Asian management. Such activities could include:

1. Panel sessions
2. Developmental workshops for junior faculty and doctoral students
3. Round table discussions on specific research areas/topics
4. Feedback on preliminary research ideas by experienced journal reviewers

5. Any other creative forms of scholarly activities

Any proposals for sessions organized in collaboration with other divisions, associated or affiliated societies of the Academy of Management will be highly appreciated.

The deadline for proposal submissions is **January 11, 2011, 5PM EST**. Please submit your proposal through the online submission system, <http://submissions.aomonline.org/2011>. You are welcome to connect with Professor Raveendra Chittoor (email: raveendra_chittoor@isb.edu) for initial enquires and coordination before submitting your final proposal.

DIVERSITY & INCLUSION THEME COMMITTEE (D&ITC)
PDW Chair: Lynn Shore, PDW Chair, San Diego State University, lshore@mail.sdsu.edu

2011 D&ITC Professional Development Workshops: Call for Proposals

The newly formed Diversity and Inclusion Theme Committee is charged with helping to ensure that the Academy fully supports and leverages the scholarly contributions of its diverse members and contributes to their professional development. Three values are central to the work of the Diversity & Inclusion Committee:

- We cultivate and advocate ethical behavior in all aspects of our work.
- We provide a dynamic and supportive community for all of our members, embracing the full diversity of our backgrounds and experiences.
- We respect each of our members' voices and seek to amplify their ideas.

Professional Development Workshops (PDWs) are a platform for colleagues to share knowledge and expertise and foster the professional development of workshop participants. It is an opportunity to develop innovative and creative workshops that will benefit Academy members.

This year's theme "*West Meets East: Enlightening, Balancing, Transcending*" encourages us to examine our long-held assumptions, perspectives, values, and behaviors to generate and explore new approaches to our professional lives. The increasing diversity in the Academy spotlights the importance of this year's theme. In the D&ITC, we especially welcome interactive workshops that facilitate the efforts of our diverse members and help to create an inclusive environment in the Academy. Therefore, we encourage any PDW proposal that addresses the central mission of the D&ITC as stated above. Some examples of the types of sessions we welcome are PDWs that:

- Seek ways to understand the current levels of inclusion and/or ways to enhance inclusion in the Academy.
- Enhance member knowledge and skills pertaining to diversity and inclusion.
- Help Academy leaders serve the diversity of member needs and backgrounds.
- Provide opportunities for positive and developmental interactions among members of diverse backgrounds.
- Assist in the sharing of knowledge, experiences, and perceptions of the Academy's diverse membership.

The deadline for proposal submissions is **January 11, 2011, 5PM EST**. Please submit your proposal through the online submission system, <http://submissions.aomonline.org/2011>.

IBEROAMERICAN ACADEMY OF MANAGEMENT (IAM)
PDW Chair: Santiago Ibarreche, University of Texas at El Paso, sibarr@utep.edu

2011 IBERO Professional Development Workshops: Call for Proposals

The Iberoamerican Academy of Management (IAM) invites the submission of creative proposals for its Professional Development Workshop (PDW) sessions that will take place between 8:00am Friday August 12th, and 8:00 pm, Saturday, August 13th at the 2011 Annual Meeting of the Academy of Management in San Antonio.

The Academy's Professional Development Workshops (PDWs) are a platform for colleagues to share knowledge and expertise and foster the development of workshop participants.

Although it has Iberoamerican roots, the IAM is currently global in its reach, which is reflected in its highly international and geographically dispersed structure and decentralized mode of operation. The IAM's mission is:

“To foster the general advancement of knowledge in the theory and practice of management among Iberoamerican scholars and/or those academics interested in Iberoamerican issues; To perform and support educational activities that contribute to intellectual and operational leadership in the field of management within an Iberoamerican context.”

For further information on the Iberoamerican Academy of Management visit our site: <http://iberocademy.org>.

Consistent with this year's conference theme: “West meets East: Enlightening, Balancing, and Transcending,” we would like to suggest some potential topics that may be of interest to a broad audience:

- 1) What corporate strategies may foster understanding and collaboration between and within Iberoamerican contexts? Are these strategies different from others organizational contexts beyond Iberoamerica?
- 2) Are Management practices in Iberoamerican contexts especially in MNEs and SMEs different from those in Western and Eastern countries?
- 3) Are entrepreneurs in Iberoamerican able to be create multinational or “born global” businesses that include balancing and transcending local cultures and adapt to new and more challenging environments?

Furthermore, we welcome any proposals that advance theory, research, education, and practice in the field of management within the scope of our mission.

The formats of PDWs can take a variety of forms including round tables, panel sessions, developmental workshops, practitioner focused sessions, and doctoral consortia, to name a few. They shall not last more than 2 hours in length.

IMPORTANT!

We now have an online submission system for PDW proposals. The paper proposal form is no longer in use. The submission website is: <http://submissions.aomonline.org/2011>. If you have any questions or would like to have a chat about your ideas for this PDW event, please do not hesitate to contact Santiago Ibarreche (sibarr@utep.edu). **December 14th 2010** is the deadline for submitters to contact PDW Chairs for general inquiries and informal discussions about ideas for PDW sessions.

The deadline for submissions is **Tuesday, January 11, 2011, at 5pm EST**. Feedback on decisions will be given by February. The AOM Program “Rule of Three” applies to the 2011 PDW Program—no one may submit or be associated with more than three PDW submissions or appear in more than three PDW sessions during the PDW program.

INTERNATIONAL THEME COMMITTEE (ITC)

PDW Chair:

David Patient, Catholic University of Portugal - FCEE, Lisbon, Itcpdw2011@fcee.lisboa.ucp.pt

2011 ITC Professional Development Workshops: Call for Proposals

We encourage members of all Academy divisions and interest group to submit workshop proposals that explore international dimensions of management theory and practice.

We are interested in workshops that advance the international character of the Academy. If your PDW can *Enlighten, Balance, and Transcend* the diversity and complexity in today's global environment – it is likely well suited to International Theme Committee (ITC) sponsorship. Note, however, that not only are we focused on bridging management cultures between *East and West*, but also on bridging ALL of our different regions and management traditions!

We are seeking interactive and innovative workshops that support the ITC's primary role: to help the Academy become more truly international. Workshops well-suited to ITC sponsorship:

- Internationalize the Academy as an organization.
- Help Academy members improve their understanding of the internationalization of business trade and other forms of organizational transactions.
- Encourage Academy members to become exposed to, or provide exposure for, organizational scholarship being conducted outside the U.S.
- Assist the membership committee in its charge to expand internationally and to integrate international members into the Academy.
- Encourage members to understand and apply different cultural perspectives and ideas within the Academy.

The deadline for submissions is **Tuesday, January 11, 2011, at 5pm EST**. PDW submissions should be made through the Academy's website, <http://submissions.aonline.org/2011>.

If you would like to discuss your PDW idea before submitting, feel free to contact the ITC PDW Chair, David Patient, at itcpdw2011@fcee.lisboa.ucp.pt. However, please note that the deadline for you to contact PDW Chairs with general inquiries is **December 14, 2010**.

Now is the time to help us promote discussion, reflection and knowledge creation regarding the challenges of internationalization facing the Academy. The International Theme Committee is in a unique position to help you explore these issues by offering memorable and practical workshops. Please join us in making the Academy more truly international.

MENTORING COMMITTEE (MEN)

Co-Chair: Atira C. Charles, *Florida State University*, acharles@cob.fsu.edu

Co-Chair: Dorothy Kirkman, *University of Houston-Clear Lake*, kirkman@uhcl.edu

2011 Mentoring Professional Development Workshops: Call for Proposal

As we prepare to meet in San Antonio, TX for the 2011 AOM Annual Meeting, the **Mentoring Committee (MEN)** would like to encourage you to submit a professional development workshop (PDW) proposal. PDW sessions will take place between Friday August 12th (8am) and Saturday August 13th (8pm). As we align with the conference theme, *“West Meets East: Enlightening, Balancing, and Transcending”*, MEN is looking for PDW submissions that allow us to explore the concepts of integration, harmony, transformation, relationship, and learning through the lens of the mentoring context.

This year we would like to engage in conversations that include, but are not limited to the following questions: How do we maximize the utility, success, and efficacy of cross-cultural mentoring relationships? How do we better understand the human dynamics of difference, in order to increase cross-cultural communications within relationships with status-differentiations? How do firms effectively promote mentoring when the mentor and mentee are from the West and the East? How do firms better understand the cultural context of the various business engagement locales and promote various types of mentorship opportunities? How do we acquire “best practices” of mentoring from various countries?

To promote and add value to the success of the Academy of Management as an organization, we would also like submissions that can offer insight into how to maximize the meaning, structures, and processes of mentoring within the AOM and the field as a whole? What are the implications for cross-cultural advisor-advisee relationships? How do we ease the transition of doctoral students engaging in studies in a foreign land? How does the Academy facilitate within- and across- culture mentorship? We are excited to get the answers to some of these questions this year!

The mentoring committee looks forward to your submissions and contributions to this year's Annual Conference. Your PDW proposals can be submitted at <http://submissions.aonline.org/2011>. The deadline for submission is **Tuesday January 11th at 5pm EST**. You are welcome to contact Atira Charles at acharles@cob.fsu.edu to discuss potential PDW submissions, as long as all general inquiries and discussions of ideas are conducted prior to **December 14th, 2010**.

****We also encourage you to spread the objectives of the Mentoring Committee with your colleagues. The Mentoring Committee encourages the Academy to become exposed to and provide exposure for mentoring-oriented professional development opportunities, coordinates support for the scholarship of mentoring activities of Academy members, and looks for opportunities to raise the visibility of mentoring as an important professional activity within the Academy as well as the public and private sectors.****

NEW DOCTORAL STUDENT CONSORTIUM (NDSC)
Co-Chair: Preeti Wadhwa, University of Kansas, pwadhwa@ku.edu
Co-Chair: Sean Rogers, Rutgers, serogers@eden.rutgers.edu

2011 NDSC Professional Development Workshops: Call for Proposals

The New Doctoral Student Consortium (NDSC) serves doctoral students “new” to the Academy of Management.

The NDSC’s central mission is to provide a professional development outlet for doctoral students currently in their first or second year of a doctoral program, and those considering entering a doctoral program. The consortium provides an interactive environment in which doctoral students can learn more about succeeding in their doctoral program, entering the academic profession, participating in Academy of Management divisions and interest groups, meeting doctoral students from around the world, and getting the most out of the Academy of Management Meeting. The NDSC is committed to facilitating doctoral students’ initial experience with, and further integration into, the academic community in general, and the Academy of Management in particular.

Therefore, we encourage any PDW proposal that addresses the central mission of the NDSC as stated above. Furthermore, we also encourage PDWs that incorporate this year’s theme of *West Meets East: Enlightening, Balancing, and Transcending*

A PDW is highly flexible and can be in any format, such as workshops, panels, round table discussions, etc... We are also open to various creative and interactive topics and sessions.

If you are interested in organizing a PDW session, or just being involved please contact Preeti Wadhwa at pwadhwa@ku.edu or Sean Rogers at serogers@eden.rutgers.edu. All PDW proposals must be submitted through the AOM submission system, <http://submissions.aomonline.org/2011>. The deadline for online submission is **January 11, 2011**; however, you are strongly encouraged to submit earlier rather than later. Those wishing to know more about the NDSC can visit our website at <http://group.aomonline.org/ndsc/>.

PRACTICE THEME COMMITTEE (PTC)

Co-Chair: Kuo-Hui Frank Yu, City University of Hong Kong, kuo.frank.yu@cityu.edu.hk
Co-Chair: Wolfgang Guettel, University of Hamburg, wolfgang.guettel@jku.at

2011 PTC Professional Development Workshops: Call for Proposals

Annual Meetings Academy of Management, August 12-16, San Antonio, Texas, USA
(August 12-13 for PDW program)

Online Submissions Due *January 11th, 2011 at 5:00 PM ET (New York time):*
<http://submissions.aomonline.org/2011/>

The Practice Theme Committee is of strategic importance to the Academy of Management and spans across all Divisions and Interest Groups of the Academy. It aims to:

- Develop greater awareness of what practice means and how it can usefully inform our scholarship in terms of both research and teaching.

- Identify and profile exemplar initiatives that bridge the gap between theory and practice and engage practitioners and academics in the co-creation of knowledge.
- Create a platform for ongoing engagement with practitioners so that the knowledge we discover is relevant and has impact.

This year's theme "*West Meets East: Enlightening, Balancing, Transcending*," encourages us to self-reflectively examine our cherished assumptions, perspectives, and values to regenerate new cultural lenses for research and practice. Moreover, it implores us to engage our practice and research with cross-cultural awareness, global impact, and principled accountability. In particular, we invite you to take the challenge that a **practice perspective** offers to engage with:

1. How do we bridge theory and practice to bridge cross-cultural understanding in management research? How do we co-create knowledge between practitioners and academics to bridge cultural boundaries?
2. How do we engage our practice research with cross-cultural awareness, global impact, and principled accountability? How do we recognize and reward relevance, impact, and accountability in management research and practice?
3. How do we enhance management practice and research with curricula that foster cross-cultural awareness, global impact, and principled accountability? What are the challenges? What are some exemplary practices?
4. What are the leadership practices that embody enlightenment, balance, and transcendence? How do leaders enlighten societies, balance trade-offs, and transcend conflicts across borders?
5. How can we better understand the role of *phronesis* in addressing 'mal-practice' and 'mis-management' in advancing greater balance and harmony in research and practice? How do we bridge East and West through our practices to make a difference? How do we demonstrate embody reflexive practices that show trenchant cross-cultural understanding?

We encourage exciting, innovative, and interdisciplinary workshops involving **both researchers and practitioners**. Please note that the "Rule of Three" applies for the 2011 PDW program. If you have any questions before submitting, please contact Kuo Frank Yu (KuoYu@CityU.Edu.HK), PDW co-Chair, and Wolfgang H. Guettel (wolfgang.guettel@jku.at), PDW co-Chair.

TEACHING THEME COMMITTEE (TTC)

PDW Chair:

Christina A. Hannah, University of Maryland University College (UMUC), christinahannahumuc@gmail.com

2011 TTC Professional Development Workshops: Call for Proposals

The mission of the **Teaching Theme Committee** is to advance the *practice* and *scholarship* of teaching in the Academy.

West meets East

Enlightening our teaching practices. Achieving an optimal balance between teaching and research., Transcending national divisions and our personal and institutional biases and assumptions.

In keeping with the theme of the 2011 conference, TTC encourages submissions intended to foster thinking that is, in the words of this year's program chair, Ming-Jer Chen, "broad and integrative" and that serve the goals of enlightenment, balance, and transcendence. To this end, TTC welcomes PDW proposals that achieve the following:

1. Share best teaching practices and paradigms, preferably intended to help enrich understanding of the world's emerging economies.
2. Offer help with practical issues or challenges management faculty confront in their classrooms, preferably with a focus on encouraging learning that extends beyond personal experiences, beliefs, and value systems.
3. Inspire and prepare junior faculty to become highly effective teachers with a preferred emphasis on classrooms

that are diverse and/or multicultural.

4. Engage participants in activities to advance the scholarship of teaching with a preferred emphasis on expanding knowledge beyond national boundaries.
5. Share and stimulate innovative teaching ideas for more seasoned faculty who wish to help their students become broad and integrative thinkers. (See: <http://meetings.aomonline.org/2011/>)
6. Offer specific help for those teaching online and/or wishing to use social media to foster community and greater understanding among students and scholars around the globe.
7. Examine constraints and contributors to faculty investment in and commitment to teaching excellence. Areas of possible focus include, but are not limited to, the following:
 - o Finding needed sources and types of teaching/learning resources.
 - o Achieving and maintaining AQ/PQ requirements across the life-span of a career and/or at different types of schools.
 - o Creating teaching/learning portfolios that enhance the potential for promotion, tenure, and possible job changes.

Interactive sessions that facilitate sharing and learning across institutions, disciplines, and national boundaries will be given priority. Most importantly, TTC welcomes submissions from those dedicated to excellence in teaching in business and management programs.

PDW sessions may take many forms (e.g., workshop, invited speaker, panel discussion, town hall meeting, tour, keynote address, symposium, tutorial, workout sessions, debates, case study, round table, etc.) and the TTC encourages the submission of creative and provocative ideas. We encourage proposals that relate to the conference theme or other timely issues related to teaching. PDW sessions will be scheduled for August 12 through August 13, 2011.

All PDW organizers are required to submit a formal proposal using the 2011 PDW Proposal online Submission Form no later than Tuesday **January 11, 2011 at 5:00 p.m. Eastern Standard Time..**

The 2011 PDW Proposal Submission Form will be available starting on November 2 at: <http://submissions.aomonline.org/2011>

General inquiries and discussions about PDW ideas are welcome through December 14, 2010 by contacting Christina Hannah at (christinahannahumuc@gmail.com)

III. SCHOLARLY PROGRAM SUBMISSION GUIDELINES

Deadline for Submissions: January 11, 2011, 5:00 p.m. EST (New York Time)

Message from the Program Chair, Ming-Jer Chen:

To ensure that your submission is correct and that it is reviewed, please carefully read through all of the guidelines and instructions in the pages that follow. **Please, Please Submit Early!** The submission website opens **November 2, 2010**. The submission deadline for papers and symposia is **January 11, 2011**. These are firm deadlines.

If you wait until the last minute to submit, you are more inclined to encounter technical problems, make errors, forget to list a participant, or worse, you may forget to finalize your submission. Program Chairs have a very short period of time to review all of the submissions, so any submission that is not finalized or didn't follow all guidelines will NOT be reviewed. Please begin planning now and give yourself plenty of time to submit your best work for presentation. Thank you!

A. POLICIES AND RULES

Following the AOM Code of Ethics

Members should notify appropriate division chairs or committees regarding the practices or actions of members they believe may violate Academy policies, rules, or general standards of ethical conduct. Standards of conduct that are particularly relevant to participation in the annual conference are summarized here:

- i. **Participation.** To encourage meaningful exchange, Academy members should foster a climate of free interchange and constructive criticism within the Academy and be willing to share research findings and insights fully with other members.
- ii. **Original and new work.** Submitted papers must not have been previously presented or scheduled for presentation, published, or accepted for publication. If a submitted paper is under review elsewhere, it must not appear in print before the Academy meetings.
- iii. **Attendance and commitments.** The Academy is a voluntary association whose existence and operations are dependent on cooperation, involvement, and leadership from its members. Members should honor all professional commitments, including presentation of accepted papers and participation in scheduled roles, such as chair, discussant, or panel member. If absence from a scheduled meeting is unavoidable, members must contact appropriate individuals and pursue suitable alternative arrangements. Leaders have the same responsibilities and should perform their obligations and responsibilities in a timely, diligent, and sensitive manner, without regard to friendships or personal gain.¹
- iv. **Rigorous scholarship.** It is the duty of Academy members conducting research to design, implement, analyze, report, and present their findings rigorously. Research rigor includes careful design, execution, analysis, interpretation of results, and retention of data. Presentation of research should include treatment of the data that is honest and that reveals both strengths and weaknesses of findings.

Authorship and credit should be shared in correct proportion to the various parties' contributions. Whether published or not, ideas or concepts derived from others should be acknowledged, as should advice and assistance received. Authors should also guard against plagiarizing the work of others. Plagiarism is defined as:

The failure to give sufficient attribution to the words, ideas, or data of others that have been incorporated into a work, which an author submits for academic credit or other benefit. Attribution is sufficient if it adequately informs and, therefore, does not materially mislead a reasonable reader as to the source of the words, ideas, or data. Attribution (or the lack thereof) is materially misleading if it could cause a reasonable reader to be mistaken as to the source of the words, ideas, or data in a way that could benefit the author submitting the work. (Worthen, 2004: 444. Italic for emphasis added).¹

The Rule of One for Papers

“A paper can only be submitted to one division or interest group.”

This long-standing Academy rule is similar to the requirements of most journals. It also uses reviewer time efficiently.

Scholarly Program Rule of Three

“No one may submit or be associated with more than three scholarly submissions (papers and/or symposia) to an Academy Meeting; or appear in more than three sessions during the refereed scholarly program from Sunday to Tuesday.”

- i. **What counts as a Scholarly Program appearance?** Scholarly Program appearances include all roles that are listed in the scholarly program such as chairs, organizers, special guests, facilitators, speakers, presenters, co-authors, and so on.

The following appearances in the scholarly program are exempted from the *Rule of Three + Three*:

- Academy, Division, Interest Group, and Committee Officer Roles
- Academy and Division General Sessions (Welcome, Business Meeting, Social)
- Caucuses organizers (maximum of two)
- If a person appears twice in a single session (e.g., chair and speaker), it counts as one appearance.

- ii. **Rationale.** The *Rule of Three + Three* serves as a means to ensure broad participation of members. It reduces the likelihood of the program being dominated by a small handful of people, and it helps ensure that no one is committed to appear in more than one place at a time. When people make too many commitments to participate in the conference program, scheduling conflicts often arise. As a consequence, participants may find it difficult to honor their commitments, and the program and the experiences of the attendees will suffer from this problem. People who agree to participate in an all-day consortium, for example, are expected to participate for the entire day. They should not leave after an hour to attend another session. No presenter should have to arrive late to one session or leave early to present in another one. Organizers, other participants, and especially the attendees are all frustrated by such behavior. The *Rule of Three + Three* helps reduce these problems. Participants are better able to fully honor their commitments, and attendees can attend events knowing that the featured speakers will actually be there throughout the event.

- iii. **How do we enforce the *Rule of Three + Three*?** Two approaches are used to enforce the *Rule of Three + Three*:

Submitters are asked to help enforce the rule by informing session participants of the rule and obtaining statements from them to show that they understand and are complying with the rule. A person who agrees to be listed on more than three PDW proposals or three scholarly submissions puts all of those submissions at risk of being dropped from the program. Therefore, it is in the interest of submitters to ensure that everyone understands and follows the rule.

¹ Kevin J. Worthen, “Discipline: An A Dean’s Perspective on Dealing Plagiarism,” *Brigham Young University Education & Law Journal*, 2004, Issue 2, 441–48.

The electronic PDW and scholarly program submission systems will automatically block submissions that violate the rule. The system will inform the submitter of the rule violation and indicate which participant has already been associated with three other submissions. The submitter will have to revise the proposal by removing the violation. The proposal can be revised and resubmitted by the deadline without penalty. Clearly, the implications of including a violator of the *Rule of Three + Three* on a submission are far-reaching.

It is the responsibility of each participant to understand and follow the *Rule of Three + Three*. If you have committed to participate in three workshops and three scholarly submissions, you should decline further requests.

B. SPECIFIC GUIDELINES FOR SCHOLARLY SUBMISSIONS

Paper Submission Guidelines

What is a “paper”? A paper refers to a fully developed manuscript on a scholarly topic. Papers represent the majority of the submissions and form the most scholarly sessions on the program. Accepted papers are organized into four types of sessions: Divisional Presentation Paper Sessions; Divisional Roundtable Paper Sessions, Cross-Divisional Paper Sessions and Discussion Sessions. Visit the annual meeting website at <http://meeting.aonline.org/2011> for the definition and format of these different types of sessions.

i Submission Rules for Papers

- a. Each paper can be submitted to only ONE division or interest group. Submitted papers must NOT have been previously presented, scheduled for presentation, published, or accepted for publication. If a paper is under review, it must NOT appear in print before the Academy meeting, August 12–16, 2011.
- b. NO changes in the paper title, abstract, authorship, and actual paper can occur AFTER the submission deadline.

ii Formatting your paper. Please follow these guidelines to ensure your paper is reviewed. Papers that are not prepared according to these formatting instructions will NOT be reviewed.

- a. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document using one of the following formats:
 - Portable Document Format (.PDF)
 - Microsoft Word (.DOC)
 - Rich Text Format (.RTF).
- b. Name the file to reflect the Academy assigned 5-digit electronic submission ID number (e.g., 12345.doc).
- c. The maximum length of the paper is 40 pages (including title page, ALL tables, appendices, and references).
- d. The format for tables and figures, references, and appendices should follow the *Academy of Management Journal's* Style Guide.
- e. Use Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" × 11" page setting.
- f. Record the 5-digit electronic submission ID number as the header on all of the pages.
- g. Number all of the pages of the paper.
- h. To facilitate the blind review process, remove ALL author-identifying information from the uploaded document, including acknowledgements, since this is the document that the reviewers will be reading. Note: You will still include ALL authors associated with your submission on the submissions form. The information listed on this form will appear in the program.
- i. Check that the paper prints correctly (i.e., all imported figures and tables appear) and ensure that the file is virus-free.

Symposium Submission Guidelines

- i **What is a “symposium?”** Symposium sessions are organized as either Panel Symposia or Presenter Symposia. A **Panel Symposium** engages a group of panellists in a formal interactive discussion. A **Presenter Symposium** involves a series of authored papers on a preset theme.
- ii **Symposia sponsors.** A symposium that is designed for a specific audience can be submitted to as many as three divisions or interest groups that will each review the symposium independently. A symposium that would appeal broadly to AOM members in ALL divisions and addresses the meeting theme, “*West Meets East: Enlightening, Balancing, Transcending,*” should be submitted to the All-Academy Theme (AAT) committee. A theme-based symposium that relates to a specific division or interest group should be submitted to that division or interest group. When you submit a symposium, the electronic system will ask you to select potential sponsors and rank them in order.
- iii **Review process.** Symposia are NOT blind reviewed. The reviewers see the names of the presenters, participants, and organizers. Proposals for symposia are judged based on overall quality; interest to Academy members; relevance to the sponsor being sought (division, interest group, AAT committee), innovativeness, and contribution. For more details about the criteria used by specific sponsors, consult the Division Domain statements, which appear in the following pages of this Call.
- iv **Formatting your symposium proposal.** Please follow these instructions to ensure your symposium proposal is reviewed. Proposals that are not prepared according to these instructions will NOT be reviewed. A **symposium submission** must include the following and be organized in the following order:
 - a. A title page that includes:
 - i. Academy-assigned submission number
 - ii. Title of symposium
 - iii. Complete formal names of all participants
 - iv. List of potential sponsors.
 - b. Three- to five-page overview
 - c. Explanation of why the symposium should be of interest to EACH of the specified sponsors
 - d. Two- to five-page synopsis of EACH presentation (for presenter symposium only)
 - e. Summary of the panelists’ discussion (for panel symposium only)
 - g. Use Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5” × 11” page setting.

NOTE: Symposia proposals that do not follow these formatting instructions will NOT be reviewed.

C. SUBMISSION PROCEDURES

Step 1: Register Your Submission on the Submission Website

1. Go to the submission website at <http://submissions.aonline.org/2011> and create a login account. Record the login information; you will need it to access the reviewers’ comments.
2. Enter the title page and abstract of your paper or symposium using the following instructions:
 - a. Change the format of the paper title and abstract to single space and use the “wrap text” feature (i.e., don’t hit the “return” or the “enter” key on your keyboard of Word before you copy and paste into the submission system).
 - b. Use Title Case for the paper title. The first letter of major title words should be in capital letters. Prepositions and conjunctions should not be capitalized for the title and the short title. Example: “Conceptual and Methodological Issues Associated with Cross-Cultural Research.”

- c. The short title (used for symposia only) must not exceed 30 characters (including spaces) in length.
 - d. Do NOT submit the abstract in all capital letters. The abstract should not exceed 250 words and must be single-spaced with no double spacing between paragraphs for the online submissions form.
3. Select three keywords for EACH sponsor you are submitting to. For symposium submissions, you can select up to three sponsors to submit your symposium to. You need to select three keywords for EACH sponsor that will receive your submission.
 4. After completing the data entry process, you will see a page that summarizes all the information you have entered. This page includes a 5-digit number which is your AOM submission ID number. Be sure to enter your submission ID number as a header on all pages of your submission. You MUST also use your submission ID number as the file name for the paper or symposium that you upload. Please reference this number whenever you contact the program chairs or tech support. Please proofread your entry carefully since this is what will appear in the final program. If any information is not entered into this database, it will not be included in the program.

Technical support is available via e-mail to **SubmissionHelp@AOM.pace.edu**. The help desk will attempt to respond within 24 hours. Please recognize that the help desk may be busy just before the deadline.

Therefore, please do not wait until the last minute to submit! If the e-mail response does not solve the problem or is not clear, you can call **1-914-923-2607, Monday–Friday from 9:00 a.m. until 5:00 p.m. EST**. The help desk is closed on December 24, 25, 31 and January 1.

Note: For authors who do not have Internet access or electronic mail and are unable to submit via the Academy’s submission website, please contact Valerie Concepcion, Program Coordinator, at 914-944-2992, by January 5, 2011 at the latest.

Step 2: Upload Your Submission to the Submission Website

After entering the title page and abstract to the submission website (Step 1), upload your FINAL full paper or symposium on the SAME submission screen. Your uploaded submission (for papers ONLY) should not include any author identifying information. Please make sure you have read all the guidelines and formatting instructions in Section B before uploading.

Step 3: Finalize Your Submission on the Submission Website

After you have registered your submission (Step 1) and uploaded it (Step 2), the last step is to finalize your submission by acknowledging several statements (see below). If your submission is not finalized, it will NOT be reviewed.

Paper Submission Finalization Checklist:

1. This paper complies with all the submission guidelines, style formatting, policies, and rules.
2. The title, abstract, and keywords are complete and accurate.
3. All of the participating authors/co-authors are correctly associated with this paper, and their contact information has been verified. NOTE: In the past, some submitters, who are authors, forgot to add their own names as an author on the submission. If you as a submitter who is also an author, please be sure to add your name.
4. This entire paper is contained in one single document (including all text, tables, charts, graphs, and references).
5. There is no author-identifying information contained within this document.
6. The final paper was uploaded, and the PDF conversion of this submission was reviewed on this submission site.

7. This submitted paper has not been previously presented or scheduled for presentation, published or accepted for publication, and, if under review, has not appeared in print before the Academy meeting.
8. This submitted paper is original and has fully acknowledged the work of others.
9. This paper is now complete (follows ALL Academy Division/Interest Group specific instructions and requirements) and is ready for blind-review.
10. I understand that my accepted paper will be accessible only to the people who register for the 2011 AOM conference.
 - o If accepted, I understand that my paper will be posted in the online program from May to October. An automatically generated cover page will appear on this posted version. It will include the title, author identifying information, and a statement that the paper has been accepted for presentation. I understand that I will be able to upload revisions of an accepted paper during this viewing period. I understand that I can remove the paper from the online program at any time without penalty. I understand that my accepted paper will be accessible only to the people who register for the 2011 AOM conference.
11. I understand that if this submission is accepted, all of the listed participants must be registered for the meeting to take part in the session.

Symposia Submission Finalization Checklist:

1. This symposium complies with all the submission guidelines, style formatting, policies, and rules.
2. All participants, including organizers, authors, and other presenters are correctly associated with this symposium submission.
3. This entire symposium is contained in one document, includes the following, and is organized in the following order:
 - a. A title page that includes:
 - i. Academy-assigned submission number
 - ii. Title of symposium
 - iii. Complete formal names of all participants
 - iv. List of potential sponsors.
 - b. Three- to five-page overview
 - c. Explanation of why the symposium should be of interest to EACH of the specified sponsors
 - d. Two- to five-page synopsis of EACH presentation (for presenter symposium only)
 - e. Summary of the panelists' discussion (for panel symposium only)
 - f. Use Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" × 11" page setting.
4. The final document was uploaded, and the PDF conversion of this submission was reviewed on this submission site.
5. As the submitter, I certify that all participants have stated that they agree to participate in this workshop if it is accepted and that they are not in violation of the *Rule of Three + Three*.
6. This symposium is now complete (follows ALL Academy AND Division/Interest Group specific instructions and requirements) and is ready for review.
7. I understand that if this submission is accepted, all of the listed participants must be registered for the meeting in order to take part in the session.

D. CAUCUS PROPOSALS SUBMISSION INSTRUCTIONS

This year, we are especially eager to solicit caucus proposals that directly address the meeting theme, “West Meets East: Enlightening, Balancing, Transcending.” A caucus is defined as a group of Academy members who share a topical interest, a professional concern, or some other affinity. Caucuses are designed to provide a convenient, informal way for Academy members with shared interests to find one another and to develop a sense of community within the larger Academy structure. Caucuses are open to all Academy members. The number of caucuses in any given year varies. In 2008, there were 36 caucuses. By 2010, this number had increased to 88. Caucuses are scheduled during the Scholarly program on Monday and Tuesday. If you have a proposal or would like to discuss your idea for a proposal, please contact the Caucus Chair **Cynthia Cycyota** (cynthia.cycyota@usafa.edu). All Caucus submissions must be made via AOM submissions website at <http://submissions.aomonline.org/2011> by **March 8, 2011**.

Caucus Submission Guidelines

Caucus proposals must include:

- Title
- Name, email address, and phone number of up to TWO Caucus organizer(s)
- Short description (up to 500 words) of the topical content, including two key words in bold
- Names of five AOM members, in addition to the organizer(s), who support the proposal. Note that these five names will NOT be listed in the program and will NOT be counted in the Rule of Three + Three. We ask that you include them as a way to verify that the topic is one that is likely to appeal to at least several AOM members.

E. PROGRAM DENOTATIONS FOR SESSION ORIENTATIONS AND AWARDS

A. **Orientations.** As an aid for members, the official AOM Program includes several symbols to denote the general orientation of sessions. The types of orientations denoted are:

- Research
- Teaching
- International
- Practice
- Theme, **“West Meets East: Enlightening, Balancing, and Transcending”**

B. **Awards.** The program also denotes the finalists of these two Academy awards:

- **William H. Newman Award** for single-authored paper based on a dissertation completed in the past three years; and
- **Carolyn Dexter Award** for Best International Paper.

Please visit the 2011 annual meeting website at <http://meetings.aomonline.org/2011> to read more about the Orientation and the criteria and submission procedures for the Newman and Dexter Awards.

F. DIVISION DOMAINS AND SPECIAL INSTRUCTIONS

ALL-ACADEMY THEME SESSIONS (AAT)

Program Committee: Jan W. Rivkin (chair), Harvard Business School, WestMeetsEast@hbs.edu
Petra Christmann, Rutgers University
Ishtiaq Mahmood, National University of Singapore
Tieying Yu, Boston College

WEST MEETS EAST: ENLIGHTENING, BALANCING, AND TRANSCENDING

In anticipation of the Academy of Management's 2011 meeting in San Antonio, we urge you to submit proposals for symposia and professional development workshops that address the meeting's theme: "West Meets East: Enlightening, Balancing, and Transcending."

The theme offers two related interpretations. At one level, the theme invites us to examine one of the most important trends of our time: the rise of Asia on the world stage. After centuries of Western leadership in most economic matters, the businesses and governments of China, India, and the rest of the East—as well as emerging economies more broadly—are asserting themselves with new vigor. What are the implications of the East's (re)emergence for business leaders, management scholars, and the Academy itself?

At a deeper level, the theme addresses how executives and scholars make sense of, and make simultaneous use of, apparent opposites. Competition and cooperation, exploitation and exploration, shareholder value and social welfare, individualism and collectivism, global and local, long term and short term, West and East—our world is full of such seeming polarities. How can business leaders and scholars gain enlightenment from the contrasts we inevitably encounter in management? How can we achieve balance between opposites? How can we transcend antithesis and draw strength from differences?

We seek diverse, creative proposals for sessions that embrace either one or both interpretations of the theme. Following the successful innovation of the 2009 and 2010 AOM conferences, All-Academy PDWs and Symposia will be featured together on the Academy's agenda on the Sunday of the 2011 annual meeting.

To craft an inspiring proposal for the All-Academy Program, we urge you to ask yourself the following questions about your areas of study: How can we learn from the business practices and cultures of the world's emerging economic powers, some of whose cultural norms differ dramatically from the West's? More broadly, how can we best learn from opposites? What can such learning contribute to management theory and practice, which have been developed primarily in Western societies? What might this reframed thinking imply for the development of global managers and enterprises in the 21st century?

We also encourage you to consider the Academy as a large multinational enterprise with growing global, cultural, professional, and personal diversity. How might shifts within the Academy reshape our scholarly pursuits and our impact on management? What questions will our global growth raise about differences in research and teaching missions? What does professional development mean in this new reality, and what role will the Academy play? At this juncture, will we be bystanders or constructive contributors to debates on critical business issues of global significance?

Finally, the proposals we seek should embody the theme's dynamism and richness in *format* as well as topic. They should draw on contrasts and diversity in the Academy, spark debate, adopt innovative approaches, and suggest new possibilities for thought and action. Our aim is to avoid the "talking head" format of so many sessions.

Please note: All-Academy PDWs and Symposia must focus on topics of interest to a very broad audience, and they are NOT submitted to the Academy divisions and interest groups. If you have an idea for an All-Academy session, please communicate it in writing to the All-Academy Theme Chair, Jan Rivkin (WestMeetsEast@hbs.edu), as soon as possible and **no later than December 14, 2010**. In your email, please describe the session, including the format and participants you have in mind. If deemed acceptable, a full proposal must be submitted via the AOM submission system (<http://submissions.aomonline.org>) by **January 11, 2011, 5PM EST**. For more information and submission guidelines, please visit the 2011 Annual Meeting website, <http://meetings.aomonline.org/2011>.

BUSINESS POLICY AND STRATEGY (BPS)

Program Chair: Jeffrey J Reuer, Purdue University, BPS2011ProgramChair@purdue.edu

2011 BPS Division Scholarly Program: Call for Submissions

I hope you are already beginning to look forward to next year's Academy of Management meetings in San Antonio, Texas. The BPS division has a lot to contribute to this year's AOM conference theme, *West Meets East: Enlightening, Balancing, and Transcending*. Not only does this theme encourage consideration of global complexities and the many challenges brought about by the worldwide economic crisis, but it also encourages us to think about new sources of growth, innovation, and business models, which are core strategy topics.

Call for Submissions. If you are a PhD student or faculty member who has not submitted research to the Academy or BPS Division before, I would like to encourage you to do so. We would welcome the chance to consider your submission for the program. For other scholars, please continue to support the division by submitting your research papers and creative symposia. Symposia offer a wonderful opportunity to collaborate with others to develop an engaging and cohesive session on a particular research topic. I would like to encourage you to start planning symposia teams and developing symposia that are novel, combine different theoretical lenses or research methodologies, or rigorously examine new phenomena from different perspectives.

Call for Reviewers: Please sign up! The success of the BPS program depends upon your active involvement, especially your participation in reviewing submissions for the competitive program. Thank you for your willingness to volunteer and contribute to the program in this important way by providing high quality and timely reviews. The recruitment of reviewers starts in early October. **To sign up as a BPS reviewer, please visit the AOM reviewer signup website at <http://review.aomonline.org/>.** We will ask you to review about three submissions between January 20th and February 10th. Your reviewer assignment will be based on the five topic codes that you indicate represents your areas of expertise.

Submission Deadline: The submission deadline for next year's conference is January 11th, 2011 at 5:00pm EST. The submission system opens on November 2, 2010. Please consult the Academy of Management website for useful submission information, and note that the BPS Division maintains the same submission requirements as the Academy of Management.

With your help, I'm looking forward to a great BPS program in 2011! See you in San Antonio next August!

CAREERS (CAR)

Program Chair: Julia Richardson, York University, jrichard@yorku.ca

2011 CAR Division Scholarly Program: Call for Submissions

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

Special Instructions: The Careers Division of the Academy of Management Conference offers a venue for productive dialogue and debate. Therefore, we encourage submissions from a broad range of disciplines, perspectives and contexts. **We especially welcome conceptual and empirical papers and symposia that fit within the careers domain and that extend our understanding of careers.** We also welcome contributions that embrace and/or challenge the theme for the 2011 meeting "*West Meets East: Enlightening, Balancing and Transcending?*"

The deadline for submitting a paper or symposium is **January 11th, 2011**. Remember to seek broad appeal with symposia (including panel discussions) as those that target multiple divisions have a higher chance of being accepted. Please note that the Scholarly program for the conference will consist of **four** different paper session types: Divisional Presentation paper sessions, Divisional Roundtable paper sessions, Cross-divisional paper sessions and Discussion paper sessions. Symposium Sessions will be either Panel Symposia or Presenter Symposia. Caucus submissions are also invited. Please check the Academy of Management general web-site for requirements for each submission type.

Division Awards: The Division offers an Overall Best Paper Award; a Best Applied Paper Award; the Arnon Reichers Outstanding Student Paper Award for a single-authored student paper (identified as such at the time of submission) or that meets the Academy's Newman Award criteria; and a Best Symposium Award (to be judged during the conference, announced afterward, and presented the following year). The Division also presents the Michael J. Driver Best Regional Paper Award at its business meeting to the most outstanding careers-related paper presented at any of the regional Academy conferences in the previous twelve months.

CONFLICT MANAGEMENT (CM)

Program Chair: Zoe Barsness, University of Washington, zib@uw.edu

2011 CM Division Scholarly Program: Call for Submissions

The Conflict Management Division is soliciting submissions for the scholarly program at the 2011 Academy of Management meetings in San Antonio, Texas. We particularly encourage submissions that relate to the theme of this year's conference: "West Meets East: Enlightening, Balancing, and Transcending." Submissions relating to this theme will reflect today's global complexity and multiplicity by thinking in broad and integrative ways about the diverse challenges facing managers and organizations around the world.

The Conflict Management Division (CM) encourages research from several conceptual domains including: 1. the nature and management of conflicts at the individual, group, organizational, inter-organizational and societal level; 2. power processes, such as influence, coalitions, coercion, deterrence, and persuasion; 3. bargaining and negotiation processes, including negotiator characteristics and behavior; 4. collaboration and competition; 5. third party interventions, such as facilitation, arbitration, and mediation; and, 6. organizational justice and dispute resolution procedures. Major topics include application of the above conceptual foci to a wide variety of contexts including team interactions, inter-cultural relations, organizational diversity, labor relations, workplace disputes, community conflict, and public policy development.

Special Instructions: CM welcomes empirical and conceptual papers, as well as proposals for symposia (including panel discussions, debates, and roundtables) and workshops.

Division Awards: CM paper submissions are eligible to win one of the following awards for excellence in the study of conflict.

- *Best Empirical/Theoretical Paper* - for the best empirical or theoretical paper submitted to the CM division;
- *Best Student Paper* - for the best empirical or theoretical paper submitted by a graduate student or students;
- *Best Paper: Conflict in Context* - for an outstanding field-based paper studying organizational, political or social conflict;
- *Best Paper: New Directions in the Study of Conflict* - for a paper that makes a significant new contribution to the conflict literature through innovation, including, but not limited to, the innovative use of new methods or a new approach/venue for the study of conflict and negotiation in organizations and broader society.

To be eligible for the student paper award, all authors must be enrolled in graduate school at the time of submission, and should clearly indicate this on the cover page of their submission.

The submission website is <http://submissions.aonline.org/2011> and the deadline for submissions is January 11, 2011, 5PM EST. We encourage early submissions.

CRITICAL MANAGEMENT STUDIES (CMS)

Program Chair: Alex Faria, EBAPE/Fundacao GetulioVargas, alex.faria.br@gmail.com

2011 CMS Division Scholarly Program: Call for Submissions

The Critical Management Studies (CMS) Division welcomes contributions for the 2011 Academy of

Management Meeting. CMS serves as a forum within the Academy of Management for the expression of views critical of established management practices and knowledge and socio-political order and the generation of alternatives. Our premise is that structural features of contemporary society, such as the profit imperative, international hegemony, patriarchy, racial inequality, and ecological irresponsibility often turn organizations and management into instruments of domination and exploitation and that organizations and management both reinforce and change those structural features. Our areas of concern include but not limited to:

- critiques of managerialist theories and managerial authority;
- resistance to managerial authority, identity, affectivity, rationality, and subjectivity;
- critiques of political economy and world politics;
- critical perspectives on globalization, entrepreneurship, technological innovation;
- critical analyses of discourses of management, development, and progress;
- critical perspectives on class, gender and race;
- critical assessments of emerging alternative forms of organization and management;
- the profit-imperative and the natural environment;
- critical epistemologies and methodologies.

The CMS Division welcomes (a) conceptual and empirical papers and (b) proposals for symposia. **We encourage papers and proposals that cross the boundaries of divisions and interest groups, and bring together members from the far corners of the Academy and engage ‘reality out there’.**

We are also interested in papers and symposia that critically address the 2011 conference theme: “*West Meets East: Enlightening, Balancing, and Transcending*”. In the words of the Program Chair, “The world economic crisis has destroyed vast amounts of wealth and millions of jobs... the world is looking for new sources of growth and alternative business models... the world appears to be in a transition from “*West leads East*” to “*West meets East*.”... this is an opportune moment for us to ask how we can learn (or re-learn) from the business practices and cultures of the world’s emerging economic powers... China’s re-emergence and the ascendance of India and other burgeoning economies offer an opportunity for revolutionary thinking based on the promise of “East-West” integrative thinking and practice... Enlightening, balancing, and transcending open up opportunities for a richer and more expansive platform for new paths of scholarly, managerial, and human pursuits...”.²

The neo-Orientalist conference theme raises a number of interesting questions for CMS scholars, among them:

- How could the notion of “Global South” be used to challenge the dominant West-East dichotomy? How to de-marginalize ‘non-emerging’ economic powers?
- How to engage with South-South relationships and the emerging alternatives and knowledges from the “Global South”?
- How to learn (or re-learn) from the other(s) by fostering a field of management ‘knowledges’ (in plural) rather than management knowledge? How to highlight new forms and possibilities of management knowledge(s) as vehicles for establishing and extending relations of power?
- How to engage the “West meets East” proposition with the dominant representations of emerging powers as “rise of the rest” and world politics as “clash of civilizations” in the Anglo-American literature and foreign policies?
- How could the notion of “worlds in transition” (in plural) be used to challenge the notion of “world in transitions” to foster and reframe transcendence, balance and enlightenment in management?

Further details on the CMS Division at: <http://group.aonline.org/cms/>. For details on Critical Management Studies beyond the Academy of Management: <http://www.criticalmanagement.org/>. *Division Awards*: Awards will be given for the best paper authored by a doctoral student or students, for the best paper overall, and for the best (development-oriented) reviewer.

The deadline for submission of proposals is 5:00 PM (EST) January 11, 2011 through the AOM submissions website <http://submissions.aonline.org/2011>.

² Chen, M.-J. 2011 PDW Chairs Program Development Guidebook. pp. 3-4, italics in the original.

ENTREPRENEURSHIP (ENT)

Program Chair: David Audretsch, Indiana University, daudrets@indiana.edu

2011 ENT Division Scholarly Program: Call for Submissions

Specific Domain: The Entrepreneurship Division's domain is the creation and management of new businesses, small businesses and family firms, as well as the characteristics and special problems of entrepreneurs. The Division's major topic areas include: new venture ideas and strategies, ecological influences on venture creation and demise; the acquisition and management of venture capital and venture teams; self-employment; the owner-manager; management succession; corporate venturing; and the relationship between entrepreneurship and economic development.

Special Instructions: Paper and symposia submissions contributing to the conference theme "West Meets East: Enlightening, Balancing, and Transcending" are particularly encouraged, but selection of papers is not restricted to this theme. Issues related to the conference theme that you may wish to consider include:

- How have entrepreneurs dealt with the economic crisis?
- How do entrepreneurs serve as a catalyst for new sources of growth?
- What is the role of entrepreneurs in China and elsewhere in the East?
- Is the Asian model of entrepreneurship different from that in the West?
- What lessons for entrepreneurship can be learned from the East?
- How have entrepreneurial opportunities, strategies and performance been shaped by globalization?

Other interesting themes are also welcome!

Please remember that the submission date is the same for papers, symposia and PDWs. If you are willing to submit, you are, of course, also willing to review. *Please note that you have to renew your reviewer registration every year!*

Division Awards: The Entrepreneurship Division provides awards to the author(s) of the best: conceptual paper; empirical paper; family business paper, and social entrepreneurship paper (additional categories may be added depending on sponsorship).

GENDER AND DIVERSITY IN ORGANIZATIONS (GDO)

Program Chair:

Gwendolyn M. Combs, University of Nebraska-Lincoln, gdogmc2011program@unl.edu

2011 GDO Division Scholarly Program: Call for Submissions

Specific Domain: Content relating to gender and diversity within and outside organizational boundaries including cultural, societal, and worldwide levels, along with the influence of group relations on the structuring of societies and the production of knowledge. Major topics include, but are not limited to, theory and research on: Gender and its intersections with race, class, and other institutionalized systems of power; the impact of group diversity on well-being and effectiveness at individual, group, and organizational levels of analysis; the impact of occupational and organizational structures on marginalized and dominant groups; experiences of members of different social groups, including (but not limited to) groups differentiated by gender, race, ethnicity, class, sexual orientation, gender identity, gender expression, nationality, religion, culture, (dis)ability, and age; the impact of organizational policies, practices, and discourses on dominant and marginalized groups, including critical examination of seemingly neutral assumptions underlying such policies, practices, and discourses, and their differential impact on these groups; the intersection of work, family, and community in relation to one's social position; institutional and structural barriers to equality and equity across social groups; processes of change that create and foster inclusion, whether from external interventions or from individuals within groups or organizations; the impact of cultural, societal, and national diversity on workers and the workplace; diversity in academia, in general, and in the field of organization studies in particular; cross-national comparative approaches to all of the above.

Special Instructions: The Division actively solicits and welcomes submissions of research papers (quantitative and qualitative) and symposia that relate to and fit its domain. We encourage papers and

symposia from all countries and from all conceptual perspectives. Papers can make theoretical, methodological, or empirical advances, and/or comprise reviews that advance knowledge in a subfield. Symposia should bring together multiple views on a specific or general research topic, showcasing an established or developing area of interest. Symposia may consist of a collection of research papers, a panel discussion on a domain related timely topic, researcher/practitioner interchanges/collaborations; cross-divisional research integration and global comparative research dialogues.

We especially welcome papers and symposia that fit the conference theme: “***West meets East: Enlightening, Balancing, Transcending***”. With this theme our general Program Chair challenges us as business educators and scholars to develop progressive managers, entrepreneurs, and leaders who endeavor to transcend divisions around the globe, reach balance between social good and self-interest, identify commonalities, comprehend paradigmatic differences and similarities, search for harmony in interrelationships, and seek answers to the important challenges of a global business community. The GDO Division embraces this challenge as we seek to generate and disseminate knowledge, and enhance understanding about gender and diversity issues around the world. We look forward to papers and symposia that include perspectives from all countries and global communities.

Division awards: Each year GDO engages opportunities to recognize the superior work and contributions reflected in paper submissions. Papers may be eligible for the following awards:

- The ***Dorothy Harlow/McGraw Hill Best Paper Award*** is presented for the best conference paper.
- The ***Sage Dissertation Award*** is given to the best conference paper based on a dissertation defended between January 1, 2010 and December 31, 2010. Papers considered for the dissertation award must be **Sole-authored**. Consideration for this award must be clearly stated at the time of submission with the dissertation defense date specified in the submission.
- The ***Best Student Paper Award*** is presented for the best conference paper authored by a student. The paper may be co-authored, but a student who is enrolled in a graduate degree program at the time of the submission must be the **First author**. Consideration for this award must be clearly stated at the time of submission and the student’s university and status must be specified in the submission.

Papers may be considered for either the best student paper award or the dissertation award, but **not** both.

The conference submission website will open on November 2, 2010. The submission deadline for all papers and symposia is 5:00PM EST, January 11, 2011. I look forward to receiving your submissions.

HEALTH CARE MANAGEMENT (HCM)

Program Chair: Jami DelliFraine, University of Texas, Jami.L.Dellifraine@uth.tmc.edu

2011 HCM Division Scholarly Program: Call for Submissions

Specific domain: The HCM division invites submissions addressing any aspect of the health care sector. Topics include (but are not limited to): management of health care organizations; public policy issues, such as access to care, competition, cost control and quality of care, and their implications for managers; health care finance and marketing; comparisons of health care across international contexts; empirical or conceptual applications of theory in health care organizations; and development of organizational theory from studies conducted in health care settings.

Special Instructions: In addition to submissions addressing the HCM domain, the HCM division also encourages papers and symposia focused on the 2011 conference theme, “West meets East: Enlightening, Balancing, and Transcending.” Health care settings are ideal research sites for investigating ways to enlighten health care workers, balance the needs of the patient, health care worker, and organization, and transcend personal, organizational, and global boundaries in the provision of health care services. Submissions addressing the theme in these or other ways related to health care are welcomed.

The HCM division encourages submissions from PhD students. Papers with a PhD student as the first or sole author should be clearly identified at the time of submission.

Division Awards: The HCM division honors the following papers:

- Best Health Care Management Paper, sponsored by the *American College of Healthcare Executives*.
 - Outstanding Paper Based on a Dissertation; papers to be considered for this award must be sole-authored and identified at the time of submission as eligible for the Newman Award.
 - Best Health Care Management Theory to Practice Paper, sponsored by *Health Care Management Review*. This award is intended to encourage papers relevant to the practicing health care manager. Papers to be considered for this award must be identified as such at the time of submission by selecting “Practice” as the paper orientation.
 - Best International Health Care Management Paper, sponsored by *the Emerald Publishing Group and the Journal of Health Organization and Management*. Papers to be considered for this award must be international and identified at the time of submission as eligible for the Dexter Award.
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HUMAN RESOURCES (HR)

Program Chair: Wendy Boswell, Texas A&M University, HRDiv@mays.tamu.edu

2011 HR Division Scholarly Program: Call for Submissions

Specific Domain: The Human Resources Division is interested in understanding, identifying, and improving the effectiveness of HR practices (global and domestic) to facilitate organizational competitiveness, to encourage individual growth and development, and enhance performance, quality, and work-related attitudes and behaviors. The Division emphasizes the study of the employment relationship at the individual, group, organizational, societal, and cross-cultural levels of analysis and the impact of the employment relationship on outcomes critical to the organization and its applicants (both present and past employees and their representatives). Topics include a broad spectrum of issues pertaining to the acquisition, allocation, development, utilization, evaluation, and retention of people as resources in work organizations.

Special Instructions:

The HR Division encourages both empirical and theoretical submissions. Furthermore, the Division encourages submissions that are consistent with the Division’s on-going interest in bridging the science/practice gap, international HR-related research, and/or the conference theme: “*West Meets East: Enlightening, Balancing, and Transcending*.” To illustrate potential theme-related research, we are interested in work that examines HR issues in burgeoning economies and/or seeks to integrate East and West ideals in managing people.

Division Awards: Awards will be given to the author(s) of the *Best Competitive Paper* and to the author(s) of the *Best Student Paper*. To be considered for the Best Student Paper award, the paper must be clearly identified as a student paper at the time of submission.

All proposals should be submitted using the submission process found at <http://submissions.aomonline.org/2011>. The submission deadline is **January 11, 2011** but earlier submissions are encouraged. Note that there is limited space on the scholarly program; consequently not all submissions will be accepted.

INTERNATIONAL MANAGEMENT (IM)

Program Chair: John Mezas, University of Miami, 2011IMProgram@gmail.com

2011 IM Division Scholarly Program: Call for Submissions

“OH, East is East, and West is West, and never the twain shall meet.” Rudyard Kipling

Over a century ago in *The Ballad of East and West*, Rudyard Kipling addressed difficulties of bridging great divides. Times have changed, but barriers still exist. AOM’s conference theme of “*West meets East*” symbolizes among other things, a need to transcend rigid conceptions of borders, regions, and mindsets. The

reality of the increasing interconnectedness of our world is driving change in business, management, research, leadership, and relationships among countries. However, physical distance and localization still matter, as do differences in linguistics, cultures, regulations, and consumer preferences. Transcending borders and barriers is especially relevant to the International Management Division, and we encourage submission of papers and symposia exploring change in, and consequences of, how people and organizations approach global interconnectedness. The theme of “West meets East” also symbolizes a shift in the economic balance of power, thus we look for submissions that investigate how this shift changes the research agenda, the factors we must attend to, and how mindsets need to adapt.

International Management Division (IMD) is dedicated to research and teaching pertaining to theory and practice of cross-border or cross-cultural management. Major topics include international competitiveness of firms, industries, and nations; cross-border management, including multi-country, multi-unit strategy formulation and implementation; evolving organizational forms and management practices in cross-border business; cross-border impact of cultural, social, economic, political, and institutional forces on strategies, organizational forms, and management practices; and comparative studies involving two or more countries. With this in mind, we seek innovative and provocative submissions that bring together an international community of scholars working to enhancing our understanding of business, management, research, and teaching in international contexts.

Submissions: AOM’s online submission system (<http://submissions.aomonline.org/2011>) will be open between Nov 2, 2011 and Jan 11, 2011 (5:00 p.m. EST). IMD invites submission of innovative empirical or conceptual papers, symposia, and panels that focus on international management research or teaching. We encourage integration of academic, corporate, governmental, and non-governmental perspectives to better understand phenomena. We also seek work investigating how global issues affect multiple stakeholders and the balance of stakeholder interests. Note changes to the types of submissions: The Visual Village and Interactive paper sessions are discontinued. The Scholarly Program now consist of six different types of sessions: (1) Divisional Presentation Paper sessions; (2) Divisional Roundtable Paper sessions; (3) Cross-Divisional Paper sessions; (4) Discussion Paper sessions; (5) Divisional and Co-sponsored Symposium sessions; (6) Caucus sessions.

Division Awards: IMD offers several awards for excellent scholarship and contributions in international management. Our website describes these awards: <http://division.aomonline.org/im/>

I look forward to working with you to create an exciting conference program for San Antonio!

MANAGEMENT CONSULTING (MC)

Program Chair: Therese Yaeger, Benedictine University, aommcd@ben.edu

2011 MC Division Scholarly Program: Call for Submissions

The Management Consulting Division (MC) invites you to contribute academic papers, field reports/case studies, and symposia proposals to next year’s conference. The Management Consulting Division is different from most other Academy divisions in that it has a strong applied orientation and a tradition of receptivity to experience-based knowledge. We strongly encourage colleagues from other divisions who have consultancy-related papers (e.g. in the fields of HRM, strategy, organizational development) and would like to reach academics and practitioners alike, to submit their manuscripts to MC.

We actively solicit papers and symposium proposals on the theory, research, teaching and practice of management consulting. Submissions might deal with, but are not limited to, questions such as: Where is the consulting industry heading? Is there evidence for the ascent or decline of management consulting? How is the role of consultants changing? Why and how are clients using the support of external advisors? How good are consultants in managing and marketing their own firms? How are consulting and related professional service firms organized, and what can we learn from them? Do consultants lead or are they led by change initiatives?

The topic of next year’s Academy of Management conference in San Antonio, “West Meets East: Enlightening, Balancing, Transcending” provides a particularly good opportunity for practitioners and

scholars with an interest in management consulting to submit and discuss their work. For example, the notion of harmony or self-other integration has long been central to Eastern management thinking and practice. Balance means integrating extremes, identifying commonalities and relationship, and applying universalities from setting to setting. Transcendence offers the ability to comprehend paradigmatic differences, similarities, and interrelationships. Are we ready in the consulting industry to address global challenges or differences in meeting practices that may be diametrically opposed to those of our often Western thinking?

It is important to stress that your submission may be about any topic in the area of management consulting (broadly construed), whether it relates to the overall conference theme or not. In addition to submissions from practitioners and experienced academics, we also strongly encourage submissions from doctoral students and young faculty members who would like to take advantage of this opportunity to develop their work. The MC Division has a strong tradition of providing developmental feedback and advice on how to make manuscripts (even more) useful. We pride ourselves on the quality of our review process, and hope that you take this opportunity to benefit from it.

MC Division seeks submissions in the following categories:

- Academic research papers that report on studies related to the division domain. These include quantitative or qualitative studies with deductive or inductive approaches. Academic papers should follow the Academy of Management Journal style guidelines. Research rigor, interest to the division, and contribution to the literature are the primary criteria for evaluation.
- Symposia proposals that address division domain topics. A symposium may take the form of a collection of papers, an interactive discussion, or a panel discussion. Interest to the division, timeliness of the topic, and whether the session is informative and engaging are the primary criteria for evaluation. The aim is to provoke new lines of thought and debate that can promote new areas of research and inform practice.
- Field report papers and consulting cases. These are rich descriptions of an event, an issue or an organization with a discussion of lessons learned. We are looking for contemporary experiences that are particularly rich in providing lessons for consultants or their clients. As such, the papers should provide enough detail to demonstrate the lessons learned and provide a rationale for the importance or implications of those lessons.

Division Awards: The division offers several best paper awards: The Graziadio School of Business and Management/Pepperdine University Award for Outstanding Paper on the Practice of Management Consulting; the Bentley College/HEC School of Management Best Student Paper Award; the Thomson South-Western Award for Outstanding Research Based Paper on Management Consulting; the Benedictine University Award For Best Paper On Ethical Issues In Consulting; and the division award for Best Field Report Paper. Student papers should be clearly identified as such during the online submission process. The division also recognizes the best reviewers.

Submission Details: The submission deadline is **January 11, 2011, 5PM EST**. In order to submit your paper / symposium proposal, please use the Academy of Management submission system, which will be open November 2, 2010.

MANAGEMENT EDUCATION AND DEVELOPMENT (MED)
Program Chair: Toni Ungaretti, Johns Hopkins University, toni@jhu.edu

2011 MED Division Scholarly Program: Call for Submissions

Specific Domain: The Management Education and Development Division (MED) supports theory development and research in management education (academic) and leadership/management development (non-credit instruction). MED also support the practice of management education and development by fostering the skill development of our membership through providing workshops in improving effective teaching, learning, and participation and engagement strategies. Major areas of focus include: theoretical advances or empirical evidence about effective and innovative instructional methods or technology; applications of learning theories; and evaluation of studies of the effectiveness of management education and development techniques. Research and benchmark practices in coaching, outcome assessment, learning

styles, on-line learning across cultures and environments are of interest as the division serves its membership, the Academy as a whole and the society at large. MED invites papers and symposia focused on Major Topics or the Conference Theme:

Major Topics and Thematic Priorities:

- Management Education and Development – innovative, service learning, lifelong, training, ethics, coaching, cross cultural, global issues, humanistic/aesthetic approaches
- Learning - theory and practice, instructional theory, in individuals and organizations, research methodologies, assuring (outcomes assessment), innovative strategies and methodologies, global perspectives, integration
- Leadership – theories, development, impact, multicultural, individual, organizational
- Knowledge Management – creation, dissemination, assessment, models
- Technologies – value added, innovations, online, evaluation, global

Conference Theme: “West meets East: Enlightening, Balancing, Transcending”

What are the research questions we should be asking to improve management education and management development in this regard? For example:

- How can we make sense of today’s global complexity and multiplicity by thinking in broad and integrative ways?
- How can we learn from the business practices of the world’s emerging economic powers?
- What are the promises for revolutionary thinking based on the promise of “East-West” integrative thinking and practice?

Division Awards:

Management Education and Development Division Conference Awards: Eight recognition awards will be given to submissions which are selected from papers and symposia proposals submitted to the MED Division for the 2011 AOM program. **NOTE: To be eligible the SUBMISSION COVER PAGE must include:** a.) Award(s) for which the submission is to be considered **AND** a b.) Statement that **all** authors meet the criteria for the award where applicable.

The MED Conference Awards include:

1. **Global Forum Best Paper** sponsored by *Manchester Business School* for the paper that best creates the opportunity to address global issues of significance to management education and/or development
2. **Best Paper in Management Education** sponsored by *Wiley-Blackwell* for the paper that offers the most significant contribution to management education
3. **Best Paper in Graduate Management Education** sponsored by *Graduate Management Admission Council* for the most significant contribution to graduate management education
4. **Best Paper in Management Development** sponsored by *Emerald/Journal of Management Development* for the paper that offers the most significant contribution to management development
5. **Global Forum Best Symposium** sponsored by *Manchester Business School* for the symposium that best creates the opportunity to address global issues of significance to management education and/or development
6. **Best Symposium in Management Education and Development Award** sponsored by *McGraw Hill/Irwin* for the symposium that offers the most significant contribution to advance management education and development.
7. **SAGE/Journal of Leadership and Organizational Studies Junior Faculty Best Paper Award** for the most significant contribution in a paper by non-tenured but tenure track faculty members to advance leadership and organizational studies. (NOTE: **ALL** authors must be non-tenured but on a tenure track)
8. **Barry Armandi Award for Best Student Paper in Management Education and Development** for the paper submitted to the 2011 AOM meeting by a student or group of students that best offers the most significant contribution to advance management education and development. (NOTE: **ALL** authors must be students)

Other MED Awards: In addition, MED provides **Outstanding Reviewer Awards** to submitters of well-crafted reviews of MED papers and symposium. All award winners are recognized at the MED Business Meeting.

Equipment/Supplies: Paper and symposium submitters should adhere to the AOM standard equipment/supplies that are provided for presenters. Special requests for equipment/supplies are unable to be covered by the Division and have to be borne by the presenters.

Submission Instructions: Please follow the AOM 2011 general submission guidelines. All submissions are due on **January 11, 2011 at 5:00 p.m. EST** - this is an absolute deadline.

MANAGEMENT HISTORY (MH)

Program Chair: Patrick J. Murphy, DePaul University, profpm@gmail.com

2011 MH Division Scholarly Program: Call for Submissions

Specific Domain: Research in the MH division focuses on the evolution of theory and practice in the management domain, tracing their development into modern management concepts, techniques, and behaviors. MH research is scholarly, rigorous, and makes historically grounded contributions that can reflect the tenets of any division in the AOM. Its purpose is to promote the conceptual value of management research from a larger background of historic settings and use that value to inform the present. MH research shows how managers and organizations can avoid mistakes of the past, to be sure, but it also promotes the rediscovery of existing knowledge from remarkable sources that may have been forgotten or no longer exist. MH research implications offer interesting new directions for research, provocative re-evaluations of historic content in light of present knowledge, as well as deep explorations of history, traditions, industries, and businesses. MH research methods entail (but are not limited to) comparative works, case analyses, large-scale datasets, narrative discourses, and ethnography. The MH division welcomes scholarly contributions in many diverse forms, with special attention to the rigor that generates meaningful and interesting contributions to research, teaching, and higher learning in management.

- **Special Instructions:** The 2011 AOM conference theme is "West Meets East: Enlightening. Balancing. Transcending." Whereas all areas in the AOM have a history, some of their most valuable conceptual foundations from the past do not always relate very well to the criteria used to evaluate modern theoretic contributions. In the spirit of the theme, this gap is precisely where MH research adds value. It can *enlighten* research in other areas by *balancing* historic conceptual foundations with more current contributions. MH division research is unique because it *transcends* research in other divisions. Thus, for 2011, we are interested in rigorous undertakings reaching deeply into the theoretic past of any area in the AOM. We welcome contributions shedding new light on current research questions with theoretic and practical implications that are interesting (and perhaps impossible) via current approaches.
- **Division Awards:** The MH Division bestows multiple awards for excellence every year:
 - John F. Mee Award for Best Contribution to Management History
 - *Journal of Management History* Best International Paper Award
 - SAGE Publishers Award for Best MH Division Paper in Leadership
 - Center for Ethical Business Cultures Halloran Award for Best MH Division Paper in Business Ethics
 - Ronald B. Shuman Award for Best Graduate Student Paper
 - MH Division Best Reviewer Award

The MH Division also nominates a best international paper for the Carolyn Dexter Award and a best student paper for the William H. Newman Award, consistent with the criteria for these AOM honors.

MANAGERIAL AND ORGANIZATIONAL COGNITION (MOC)

Program Chair: Rhonda K. Reger, University of Maryland, rreger@rhsmith.umd.edu

2011 MOC Division Scholarly Program: Call for Submissions

Specific Domain

The Managerial and Organizational Cognition (MOC) Division is devoted to understanding individual and collective cognitive processes in organizational contexts, including but not restricted to social construction, culture and cognition, communities of practice, symbols and artifacts, emotion, ideology, identity, image, reputation, sense making / meaning making, knowledge creation and management, learning, the nature and role of mental models and representations, judgment and decision making, attribution processes, individual differences, non-conscious forms of cognitions (e.g. intuition), categorization, organizational learning and memory, and cognitive institutionalism. We are open to a wide range of methodological approaches to studying managerial and organizational cognition.

The 2011 conference theme: “West Meets East: Enlightening, Balancing, and Transcending” provides a wonderful opportunity for scholars in the MOC division to explore the myriad ways the practice of management and management scholarship depends upon one’s location, perspective, history, and traditions. Interpreted broadly, this year’s theme invites consideration of questions regarding the opportunities for scholars, managers and other organizational members to learn from others who come from different perspectives, and how this synergy between “West and East” (and North and South) might provide opportunities to enlighten each other, to provide greater balance (in all senses of the word) and to transcend current parochial perspectives. Papers and symposia addressing the conference theme are encouraged while those addressing other topics are equally welcome.

Special Instructions:

Division Awards. MOC will offer three recognition awards. The first award, sponsored by Information Age Publishing, will be awarded to the best paper submitted to the MOC division. The second award will be for the best student paper (the paper may be co-authored, but the student must be the first author). If you wish to be considered for the best student paper award, please be sure to mark the box identifying your submission as a student submission when uploading your paper to the AOM website. The third award is the Best Boundary Spanning Paper Award, honoring the MOC paper submission that best spans boundaries normally demarcated by Academy divisions, and especially that uses MOC concepts and literatures to enable this bridging. The aim of the Best Boundary Spanning award is to encourage research that connects MOC with other important fields of management, and leads to theoretical and empirical contributions that are more interdisciplinary. The winning papers for all three awards will be selected by a panel of distinguished MOC scholars.

MANAGEMENT, SPIRITUALITY AND RELIGION (MSR)

Program Chair: Michelle French, Mount St. Mary’s College, mfrench@msmc.la.edu

2011 MSR Division Scholarly Program: Call for Submissions

The Management, Spirituality and Religion (MSR) Interest Group cordially invites you to submit scholarly papers for the Academy of Management Annual (AOM) **Conference in San Antonio, Texas, August 12-16, 2011. The conference theme is “West Meets East: Enlightening. Balancing. Transcending.”**

Specific Domain: MSR is committed to advancing rigorous, interdisciplinary theoretical and applied research and pedagogy on the nature, influence, and relationship of spirituality and religion in management and organizational life. Major areas of investigation include theoretical and empirical evidence about the effectiveness of spiritual or religious principles and practices in management, from approaches represented in the literature, including religious ethics, spirituality and work, and spiritual leadership, as well as applications of particular religions, and secular spiritualities to work, management/leadership, organization, and the business system; and evaluation studies of the effectiveness of management approaches that nurture the human spirit in private, non-public or public institutions.

Research constructs span a wide variety of theistic and non-theistic dimensions, including but not limited to science and spirituality, integration of practical spirituality in life and work, ethical systems in management and organizations, synchronicity and personality, coherence theories, mindfulness, consciousness and transcendent awareness, compassion and love, wisdom traditions, moral and values-based leadership, multiple intelligences, stewardship theory and sustainability, socio-technical systems, and spirituality in human resource and talent management, among others. MSR provides a unique and exciting scholarly forum for those who enjoy *pracademic* research. We also welcome submissions for joint symposia with other Divisions.

Special Instructions: Potential submitters are encouraged to explore connections with the 2011 AOM conference theme, “West Meets East: Enlightening. Balancing. Transcending,” examining issue such as:

- How do Eastern and Western spiritual and religious traditions contribute to enlightening, balancing, and transcending within organizations?

- How can spiritual management practices uniquely address the challenges and opportunities created by the global economic crisis?
- What is the role of the transcendent in organizational life?
- How do religious and spiritual traditions encourage or inhibit balancing the diversity that comes with the growth of emerging economies?
- In what ways can teaching spiritual management practices encourage the development of enlightened managers?

Papers may be submitted through the AOM website at: <http://submissions.aomonline.org/2011>. Only submissions registered, uploaded, and finalized on the website will be evaluated. The submission deadline is **Tuesday, January 11, 2011 at 5:00 PM EST.**

ORGANIZATIONAL BEHAVIOR (OB)

Program Chair: Cheri Ostroff, University of Maryland, costroff@psyc.umd.edu
Symposium Chair: Paul Tesluk, University of Maryland, paul_tesluk@rhsmith.umd.edu

2011 OB Division Scholarly Program: Call for Submissions

Mission Statement: The Organizational Behavior Division of the Academy of Management exists to advance the development of scholars and scholarship within the content domain of organizational behavior. Scholarship occurs in the practice of both research and teaching. Through scholarship, we strive to positively influence management thought and practice.

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

Although submissions may reflect any of the above topics, we encourage submissions that relate to the theme for the 2011 Meeting, "West meets East: Enlightening, Balancing, Transcending." Research that focuses on facilitating work processes among individuals, groups and/or organizations from different cultures, addresses cross-cultural comparisons, applies perspectives from one culture or international setting to another, or identifies universalities across settings (to name just a few) could have particular relevance for our understanding of how organizational behavior may serve to enlighten, balance and transcend across cultures and settings.

Special Instructions:

OB Division Conference Awards: Five recognition awards will be given to papers on the Academy program: (1) the Best Paper (may be co-authored), sponsored by the *Organizational Behavior Division*; (2) the Best Dissertation-Based Paper (must be single-authored and based on a doctoral dissertation completed within the last three years), sponsored by *Wiley-Blackwell* on behalf of the *Journal of Organizational Behavior*; (3) the Most Innovative Student Paper (a student must be the sole or first-author and must have taken the lead role on the project), sponsored by Sage Publications; (4) the paper with the most Outstanding Practical Implications for Management (may be co-authored), sponsored by *McKinsey & Company*; and (5) the Best Paper with International Implications (recognizing the paper whose theme and content best reflects an awareness of business and management outside domestic boundaries), sponsored by *Emerald Group Publishing* on behalf of the *Leadership and Organization Development Journal*. In addition, the Making Connections Award, sponsored by the *OB Division*, will be given to the symposium on the Academy program that best creates reflects the West meets East conference theme or bridges across boundaries between individuals or groups (e.g., between practitioners and academics, international and domestic scholars, academic disciplines, junior and senior scholars). See the OB Division's website (www.obweb.org) for details on these awards.

Most Innovation Student Paper Award: To be considered for this award, send an email to Amy Wrzesniewski (amy.wrzesniewski@yale.edu) indicating that your submission meets the criteria for this award (see www.obweb.org for criteria) and include a copy of your conference submission, with the conference submission number.

Other OB Division Awards: Four annual awards for other OB-related activities will also be given: (1) the Cummings Scholarly Achievement Award (recognizing significant research achievement during one's early to mid-career stage), sponsored by the *OB Division Endowment*; (2) the Lifetime Achievement Award (recognizing significant research achievement across one's career), sponsored by the *Organizational Behavior Division*; (3) the Outstanding Publication in Organizational Behavior, sponsored by the *Emerald Group Publishing* on behalf of the *Journal of Managerial Psychology*; and (4) the Outstanding Practitioner-Oriented Publication in Organizational Behavior, sponsored by the *Management Education Research Institute (Graduate Management Admission Council)*. See the OB Division's website (www.obweb.org) for details on these awards.

ORGANIZATIONAL COMMUNICATION AND INFORMATION SYSTEMS (OCIS)
Program Chair: Elizabeth Davidson, University of Hawaii at Manoa, ocisdavidson@gmail.com

2011 OCIS Division Scholarly Program: Call for Submissions

Specific Domain: OCIS focuses on the study of behavioral, economic, and social aspects of communication and information systems within and among organizations or institutions. Major topics include: interpersonal communication; verbal, nonverbal, and electronic communication; vertical, horizontal and diagonal communication; inter-group and intra-group communication; communication networks; applications of information technology in business and society; organizational adoption of communication and information technology; communication and information strategy and policy; communication and organizational culture; communication and information research methodology; managing information technology services; virtual teams, virtual work, and virtual organizations; the management of information systems professionals; e-communications; information systems development; managing IT-related organizational change; e-business, e-commerce, and e-markets; electronic value systems, value chains, and value webs; privacy and ethics; knowledge work, knowledge workers, and knowledge networks; IT infrastructure; governance of IT services; and organizational networks.

Special Instructions: OCIS invites the submission of innovative empirical or conceptual papers and symposia on all themes of interest to the Academy that touch on organizational communications and/or information systems. Topics that are specifically oriented to the 2011 all-Academy theme of "West Meets East: Enlightening-Balancing-Transcending" are especially encouraged. This year's theme encourages reflection on the contributions that communication and information technology can make to innovative models and approaches for managing complexity and multiplicity in broad and integrative ways, and for cultural exchange, empathy, and respect across the boundaries of East and West.

Division Awards: Division awards will be presented for best paper, best interactive paper, and best reviewer. In addition, an award will be given for best student paper (see the OCIS Division website at <http://ocis.aonline.org> for more details about this submission). An award will also be given for the best paper by an OCIS member published during 2010. The Gerardine DeSanctis Dissertation Award, given by the OCIS Division, was inaugurated at the 2007 Annual Meeting and will be presented again at the 2011 meeting. Solo-authored papers based on a dissertation completed within the past three years are eligible (see the OCIS Division website at <http://ocis.aonline.org> for more details). The winner of the Gerardine DeSanctis Award will be automatically nominated for the Academy-wide William H. Newman Award. The OCIS Division will also nominate one paper for the Academy-wide Carolyn Dexter Best International Paper Award (see the Orientation and Awards section in the submission guidelines for more details).

ORGANIZATION DEVELOPMENT AND CHANGE (ODC)
Program Chair: Jim Ludema, Benedictine University, jludema@ben.edu

2011 ODC Division Scholarly Program: Call for Submissions

Specific Domain: The ODC Division represents a community of scholars and practitioners who create and disseminate impactful and rigorous knowledge to enrich constructive change management and organization development. The domain of ODC includes the development of theory and innovative practice relevant to organization change. Major topics include: change processes within organizations, with or without assistance by change agents; active attempts to intervene in organization life to improve effectiveness, and scholarly studies of such interventions; multi- or cross-cultural dynamics of systems change in the global context; the roles of change leaders and agents; and issues surrounding self-awareness and responsibility of ODC theory and practice.

Special Instructions: The ODC division invites submission of innovative empirical or conceptual papers and symposia that develop theory and practice relevant to strategic and organizational change, development, transformation, and leadership. Topics and explorations specifically oriented to the 2011 all-Academy theme of “West Meets East: Enlightening, Balancing, Transcending” are especially encouraged. This year’s focus calls for reflection on how we can learn from the management, leadership, change, and development practices, processes, and theories of the world’s emerging economic powers and how we can make sense of today’s global complexity and multiplicity by thinking and acting in broad and integrative ways. As membership in the Academy of Management and in the ODC Division becomes increasingly global, the theme also invites us to reflect on how we can lead, change, and grow as a vibrant community of scholars and how we can use our scholarship and influence as constructive contributors to the debate on the critical global issues of our time.

Division Awards: Awards, some with an honorarium, will be given for the best paper in the following categories:

- Best Paper Overall
- Rupe Chisolm Best Practical Theory Paper
- Best Paper based on a Dissertation
- Best Student Paper (written exclusively by students, individually or with other students, no faculty or practitioner co-authors permitted)
- Best Action Research Paper

Please refer to our website for more detail on these awards (<http://division.aonline.org/odc>). Papers based on a dissertation, written exclusively by students (individually or with other students), or written about action research should be clearly identified as such at the time of submission (make a note on the title page and also in the accompanying email indicating the award for which you want the paper to be considered). The ODC Division also recognizes a Best Reviewer Award. All award winners will be recognized at the ODC business meeting.

OPERATIONS MANAGEMENT (OM)

Program Chair: Karen Chinander Dye, Florida Atlantic University, kchinand@fau.edu

2011 OM Division Scholarly Program: Call for Submissions

The Operations Management (OM) Division invites you to submit scholarly papers and symposia for the Academy of Management (AOM) Annual Meeting in San Antonio, Texas, August 12 – 16, 2011. The conference theme is “*West Meets East: Enlightening, Balancing, and Transcending.*”

Specific Domain:

OM focuses on managing the transformation processes that create products or services. These processes are found in all organizations-- both for profit and non-profit. Contributions focusing on the conceptual, empirical, and methodological are encouraged, as are papers emphasizing cross-functional linkages and perspectives. Major topics include operations strategy, product and service development, supply chain management, lean operations, project management, quality management, resource scheduling and control, as well as international, human resource, workforce, environmental and information technology issues as they pertain to OM.

Special Instructions:

The OM Division invites empirical and conceptual papers, and symposia that are consistent with its domain. Papers and symposia submissions that reflect the conference theme, “*West Meets East: Enlightening, Balancing, and Transcending*” are particularly welcome. This theme relates to the fact that during the current world economic crisis, we are facing an increase in global complexity, volatility and uncertainty, and companies from emerging economies are among the leaders in terms of growth and innovation. New business models that take a more balanced and integrative approach may be needed to manage effectively in the changing environment, and there is an opportunity to learn new management practices from emerging economic powers. AOM meetings provide excellent opportunities for OM scholars to interact and discuss their research findings with fellow researchers from all over the world. For more information about the OM Division or the 2011 conference theme, please visit <http://meetings.aomonline.org/2011>.

Division Awards:

The OM Division presents awards in three categories each year.

- The *Chan K. Hahn Distinguished Paper Award* will be given to the best competitive paper.
- The OM Division also recognizes the *Best Student Paper*. To be considered for the best student paper award, the paper must be clearly identified as a student paper at the time of submission.
- Several *Best Reviewer Awards* are presented to celebrate the efforts of the anonymous reviewers who put in a tremendous amount of work to review papers for the OM Division.

For more details about each of the paper awards, please see the OM Division website at <http://om.aomonline.org/>

ORGANIZATION AND MANAGEMENT THEORY (OMT)

Program Chair: Christine Beckman, University of California, Irvine, omt@merage.uci.edu

2011 OMT Division Scholarly Program: Call for Submissions

Specific Domain: Organization and management theory involves building and testing theory about organizations, their management and organizing processes, intra-organizational relations, organization-environment relations, and the role of organizations in society. Specific topics in OMT research can be found on the OMT website (<http://omtweb.org>). Popular topics in recent years include but are not limited to: networks and embeddedness, institutional theory and legitimacy, performance and effectiveness, innovation and change, organizational form and categorization, corporate governance and top management teams, diffusion, learning, and knowledge, capabilities and competencies, ecology and evolution, power and dependence, design and structure, work and occupations, markets, and identity.

Special Instructions: OMT encourages new theory development and the application of our existing theory base to emerging management domains. The division celebrates theoretical activity, methodological pluralism, international research collaborations, and linkages between theory and practice. Submissions focused on the Academy theme are encouraged: “West Meets East: Enlightening, Balancing, and Transcending.” And if you submit a paper we also expect you to sign up to review!

Division Awards: At the Monday business meeting during the Academy, OMT gives out numerous awards:

- **Best Paper** for offering significant contributions to OMT in the refereed scholarly program paper (may be co-authored; may be empirical or conceptual). OMT gratefully acknowledges the sponsorship of *Sage*;
- **Lou Pondy Best Dissertation Paper** for the best paper based on a dissertation in the refereed scholarly program (cannot be co-authored and must be clearly identified as dissertation-based at the time of submission);
- **Best Symposium Award** for a symposium submitted to the annual meeting that stimulates, integrates or extends discussions about OMT;
- **Best International Paper** in the refereed scholarly program regarding themes and content of interest internationally;
- **ABCD Awards** for reviewers that have done Above and Beyond the Call of Duty in providing helpful, extensive and insightful reviews;
- **Best Published Paper** for the best journal article published in the previous year that advances our theoretical understanding of organizations, organizing and management;

- **Distinguished Scholar Award** for a scholar that has been central to the intellectual development of OMT;
 - **Distinguished Educator Award** for a scholar who has had a significant impact through their teaching and interaction with students (given every other year; to be given in 2011);
 - **Joanne Martin Trailblazer Award** for scholar(s) who have blazed trails and paved the way for new ideas during the course of their careers (given every other year; to be given 2012).
-

ORGANIZATIONS AND THE NATURAL ENVIRONMENT (ONE)

Program Chair: Andrew Hoffman, University of Michigan, ajhoff@umich.edu

2011 ONE Division Scholarly Program: Call for Submissions

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

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

Division Awards: ONE division awards are offered for the best paper and for the outstanding dissertation submitted to Division. When submitting papers, please also indicate eligibility for the William H Newman Award for an outstanding single-authored paper from a dissertation and the Carolyn Dexter Best International Paper Award (see Orientation and Awards section in the submission guidelines for more details).

PUBLIC AND NONPROFIT DIVISION (PNP)

Program Chair: Avner Ben-Ner, University of Minnesota, avnerpnp@umn.edu

2011 PNP Division Scholarly Program: Call for Submissions

About the PNP Division. The Public and Nonprofit Division of the Academy of Management is a multidisciplinary, multi-methodologically focused division that concentrates on organizations outside profit-oriented domains. These organizations include government agencies, nonprofit organizations and producer and consumer cooperatives that operate in diverse areas and industries such as social services, health care, the military, culture, education, religion and advocacy.

2011 Meetings Program of the PNP Division. All topics within management with relevance to the PNP division's areas of interest are welcome, including but not limited to: decision making; strategy; organizational behavior; human resource management; political behavior; collaboration and conflict among public, nonprofit, and private for-profit organizations; service and community-building; theories of governance; and the social and ethical dimensions of public and non-profit activity. We are particularly interested in public and nonprofit organizations' management, organizational processes, performance and the well-being of various stakeholders, and how these dimensions compare to those in for-profit firms. International perspectives and comparisons are also welcome. We particularly welcome submissions related to the 2011 Academy of Management Program theme, "West Meets East," which emphasizes internationalization and its opportunities and threats, as well as learning from the practices and cultures of the world's emerging economies (for more information, visit <http://annualmeeting.aonline.org/2011/>).

Instructions for Submissions. We seek individual papers, panels and symposia. The deadline for submissions (*completed* papers only) is January 11, 2011 <http://submission.aonline.org/2011/>. Only electronic submissions are accepted.

PNP Division Awards. The PNP Division is home to a number of annual awards: (a) the Charles J. Levine Award in recognition of the best conference paper submitted to the PNP Division, (b) the best conference paper authored by a doctoral student, (c) the best dissertation defended in the previous calendar year, (d) the best book published in the preceding three calendar years, (e) the best journal article published in the previous calendar year, and (f) the Masini Award for the best conference paper that embodies the work of Italian scholar Carlo Masini. For more information on the awards and nomination processes please see the Division's website at <http://division.aonline.org/npn>.

Questions and comments should be addressed to the PNP Division's 2011 program chair, Avner Ben-Ner (avnerpnp@umn.edu).

RESEARCH METHODS (RM)

Program Chair: Lisa Schurer Lambert, Georgia State University, lisalambert@gsu.edu

2011 RM Division Scholarly Program: Call for Submissions

Specific Domain: The domain of the Research Methods division includes philosophy of science, research methods and design at the micro and macro levels, and qualitative as well as quantitative research methods and design. Major topics include but are not limited to the following: epistemology, theory development, experimental and non-experimental research design, survey research, ethnography, evaluative research, cross-cultural and comparative methods, measurement development and evaluation, construct validation, statistical modeling, causal mapping, historical analysis, discourse analysis, textual analysis, scholarly writing and publication, network analysis, and other methodological topics that advance research practice within the Academy.

Special Instructions: The Research Methods division encourages innovative submissions (empirical or conceptual papers, symposia, debates, roundtables, etc.) that inform organizational researchers about how to address methodological issues. We welcome submissions that address qualitative and quantitative methodological issues involved in the design, conduct, and interpretation of micro and macro research. These issues may include theory development, philosophy of science, epistemology, as well as the. We welcome submissions that evaluate applications of current methods or describe the development of new methods. We especially encourage submissions of jointly sponsored symposia that provide solutions to substantive research problems. In keeping with the conference theme, *West Meets East*, we encourage submissions that addresses issues related to global themes in research methods.

Division Awards: Awards sponsored by Sage Publications are given for the best conference paper and the best paper submitted by a doctoral student or students. To be considered for the best student paper award, a student must be the lead author and the paper must be clearly identified as a student paper at the time of submission.

STRATEGIZING, ACTIVITIES AND PRACTICE

Program Chair: Linda Rouleau, HEC-Montreal, linda.rouleau@hec.ca

2011 SAP Interest Group Scholarly Program: Call for Submissions

Over the last decade, a burgeoning perspective in strategy research has emerged that seeks to investigate and better understand strategizing activities and practice as they unfold on a day-to-day basis at all levels of an organization. The primary purpose of the SAP Interest Group is to advance knowledge and understanding of strategy as something people in organizations *do* rather than only something that organizations *have*. This new emerging body of knowledge is investigating, for example, who organizational strategists are, what they do, how they do it, and what the consequences of their actions are. While this interest group is concerned with the strategy work involved in strategy development and strategic change, it also encourages theoretical pluralism and methodological innovation. If the focus of your study is on strategy work at any organizational level and in any context, we invite you to submit your paper!

The general theme of the upcoming AOM Meeting is “West *meets* East. Enlightening. Balancing. Transcending”. As the economic world is dramatically changing, we need to understand how managers make sense of the new complexity this reality engenders in an integrative way. This requires scholars to enlarge the scope of the strategizing context they have been investigating until now. How, for example, might research on the activities and practices of strategy in large private firms be improved by looking at different social contexts, such as those of non-profit organizations, artistic organizations, or small enterprises dealing with emerging economies, as well as pluralistic and/or strong institutional contexts? How can these different organizations and contexts learn from each other? We welcome papers examining alternative ways of doing strategy in non-traditional contexts in order to better understand how managers and enterprises deal with the multiple strategic tensions and paradoxes they face at this time of great uncertainty and global change. While we particularly encourage the submission of (conceptual and empirical) papers that focus on the specific conference theme, we are also interested in papers that address other issues within the general domain of the SAP Interest Group.

We also encourage you to submit symposia or caucus proposals. Symposia offer an excellent opportunity for collaborating with others to develop a cohesive and engaging session. The SAP Interest Group encompasses diverse interests and is eager to engage with new ideas. We invite you in particular to organize symposia that propose integrative lenses or new methodologies that challenge current organizational and theoretical perspectives. If you are more interested in sharing SAP interests and issues informally with a group of Academy members, then submitting a caucus proposal would be a way of doing that.

The submission deadline for the upcoming AOM Meetings is January 11th, 2011. All submissions must be done through the AOM submission website, which opens on November 2, 2010. Please carefully review all the submission guidelines and formatting instructions before submitting. If any of the guidelines or formatting instructions are not met, the submission will NOT be reviewed.

SAP Interest Group Awards will be handed out for the best paper, the best doctoral student paper, and the best reviewer (see the SAP Interest Group website at <http://groups.aomonline.org/sap> for more details about these awards or contact Anne Smith at asmith51@utk.edu).

SOCIAL ISSUES IN MANAGEMENT

Program Chair: Virginia Gerde, Duquesne University, gerdev@duq.edu

2011 SIM Division Scholarly Program: Call for Submissions

Research Communities: The SIM Division is an active research community that investigates a wide range of topics concerned with the ethics, interactions, and impacts of management behaviors on the diverse stakeholders of business organizations. Members engage in theory-building to understand these impacts and interactions, their institutional settings, and the issues that shape managerial decision-making. Members also seek to test these theories empirically using a variety of research designs and methods. In addition, members actively seek to bridge scholarship to applied social practices, developing the understanding and methods to

promote repair of the undesirable impacts of business behavior. The common logic of scholarship in the SIM Division is our shared interest in understanding responsible behavior by organizations and by the people and groups working within them as well as understanding organizations' contributions to the greater social good. The investigation of such questions leads us to ask fundamental questions about the roles, and functioning, and legitimacy of business institutions and the actors within them.

Research communities investigate, among other issues, behavioral and philosophical approaches to business ethics including understanding the ethical (and unethical) conduct of individuals and organizations, corporate social responsibility and social performance, stakeholder theory and stakeholder relations, "base of the pyramid" issues including the role of businesses in poverty alleviation, corporate citizenship, corporate philanthropy, corporate governance issues including the responsible (and irresponsible) governance of organizations, public affairs management and lobbying, government regulation, and corporate corruption and compliance. These research communities also examine the international aspects of all these questions and study how these questions vary based on national context.

Special Instructions: SIM especially encourages submissions which link to this year's conference theme *West Meets East: Enlightening, Balancing, and Transcending*. Papers and symposia which theoretically or empirically investigate how managers can make sense of today's global complexity, multiplicity, and volatility by thinking in broad and integrative ways are welcome. This year's theme addresses how and what we can learn from the business practices and cultures of the world's emerging economies. What are the goals of business across all countries? How can we move toward harmony within business organizations and at the interface of business, society, and the physical environment? Additionally, papers and symposia that develop new theory, develop integrating theory, report on compelling and rigorous empirical studies, and/or link basic theoretical and empirical scholarship to methods and instruments of social repair are welcome. Papers and symposia that address topics with potential cross-fertilization between SIM and other management disciplines are encouraged. SIM strongly encourages symposia submission to multiple divisions with SIM identified as the primary division for relevant symposia.

Division Awards: The division sponsors awards for best competitive paper, best student competitive paper, best paper on corporate social responsibility history, best dissertation, and best book. Announcements of submission formats and deadlines will be made both in Academy publications and on the field's major listservs.

TECHNOLOGY AND INNOVATION MANAGEMENT (TIM)

Program Chair: Arvids A. Ziedonis, University of Oregon, aaz@uoregon.edu

2011 TIM Division Scholarly Program: Call for Submissions

The Technology and Innovation Management (TIM) Division encourages interdisciplinary scholarship and dialogue on the management of innovation and technological change from a variety of perspectives, including strategic, managerial, behavioral, and operational issues. The theme of this year's meeting is "*West Meets East: Enlightening, Balancing, and Transcending*." We welcome papers and symposia submissions to the TIM division that are related to the conference theme as well as topics listed below in the TIM division's domain statement for the Academy of Management's annual meeting in San Antonio (August 2011). Our goal is to have papers and symposia that are as diverse, creative and engaging as our membership.

Specific Domain: TIM encourages interdisciplinary scholarship and dialogue on the management of innovation and technological change from a variety of perspectives, including strategic, managerial, behavioral, and operational issues. The problem domain includes the management of innovation, technology strategy, research and development, information technologies and the internet, technology-based entrepreneurship, process technologies, and the commercialization of scientific research. Participants in this broad academic endeavor come from a wide range of disciplines and draw on an extensive array of theoretical and research paradigms. We enter this complex problem domain in the spirit of dialogue, debate, and deepened understanding. Major topics include: studies of innovation processes; innovation diffusion and the development, implementation and use of new technologies; technology development trajectories; entry timing advantages; intellectual capital; competing in platform-mediated markets; organizational processes by which technically-oriented activities are integrated into organizations; product development strategies; technical project management; behaviors and characteristics of technical professionals;

technological forecasting and policies; impact of information technologies and the internet; relationship between new technologies and organizational forms.

Special Instructions: The TIM division welcomes empirical or conceptual papers and symposia on topics dealing with any aspect of the management of technology or organizational innovation. Papers or symposia that relate to the domains of other divisions are encouraged; they may become candidates for cross-divisional sessions. **Deadline for Submissions is January 11, 2011.**

Division Awards: TIM offers two competitive awards as part of the Academy submission process: The TIM Best Student Paper Award, and the TIM Division Best Paper Award. To be eligible for the best student paper award, the student must be senior author or sole author and this should be clearly indicated on the title page of the paper. Papers considered for the Best Student Paper Award can also be considered for the TIM Division Best Paper Award. In addition to these two awards, we offer several Best Reviewer Awards to a number of reviewers whose reviews are particularly deep, complete and insightful.

MEET THE PEOPLE

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