Message from the 2004-2005 Division Chair

By Bryan Husted

For academics of North American origin, the year starts in September. Originally from New York State, I tend to associate the changing color of Autumn leaves with renovation and new beginnings. So it is fitting that we in the SIM Division begin a period of reflection and renewal. This renovation comes about in large part through the effort of its membership working in the many committees that are organized at the beginning of the school year. In addition, reflection and renewal come through the process of preparing our Five-Year Review Report for the Academy of Management.

In terms of committee appointments, I have made a deliberate decision to include more of our international memberships in the committees of our division. Although we pride ourselves for our diversity, sadly the reality does not justify this pride. One important measure of our diversity is our international membership. Currently, international members account for 25.7% of the SIM Division’s membership compared to 33.6% of the Academy’s membership. Consequently, I have decided to be more aggressive in the appointment of international members to our committees. I want to extend a special welcome to our international membership as you take your place in leadership roles within the division.

Continued on page 2
Yet, diversity is not limited to national origin. It also includes the many intellectual traditions within the SIM Division. Unfortunately, sometimes, one senses a certain skepticism among some members with respect to the theories and methods of other disciplines. As a result, some members do not feel as welcome within the SIM Division as they do in other divisions, which are more receptive to their specific disciplinary approaches. This year the Five-Year Division Review that each division must undertake provides us with a context for reflecting upon our ability to meet the needs of our entire membership. Your division leadership will be looking at ways of better serving our different internal stakeholder groups. I will report back to you on our conclusions and decisions in the future.

I hope that this year will be a fruitful one for all of us as we strive to improve our teaching and research of social issues related to management. Your Division leadership is committed to assisting all of our membership in this endeavor.

-- Bryan Husted, Division Chair

Remembering SIM in New Orleans
A Message from 2004 Program Chair Kathy Rehbein

I would like to thank everyone who participated in the SIM program as well as in the process. The program reflected the diverse interest of SIMians with papers presented on a wide range of topics, business ethics (empirical, theoretical), community involvement, corporate social performance, corporate governance, corporate political strategy, crisis management, international issues, and stakeholder topics. Papers were presented in a wide variety of venues, ten regular symposia, three showcase symposia, and two all academy symposia, 22 interactive paper sessions, five papers in shared interest track session, 30 papers in traditional paper sessions, and twelve visual paper presentations! I would like to thank everyone who took the time to serve as a chair of a session or as a discussant, creating even more interesting sessions!!

Clearly, reviewers play a critical role in putting together a program as well as submitters!! We are very lucky in our division to have a great group of reviewers who provide extensive and constructive feedback on the submitted papers. Special thanks to several people, Jeff Bailey, John Bunch, Jerry Calton, Jenn Griffin, Margaret Cording, Amy Hillman, Elizabeth Scott, and Scott Reynolds who were recognized for the time they took in providing constructive feedback on the papers they reviewed. I also had a great group of emergency reviewers, who willingly reviewed more than three papers, Bryan Husted, Melissa Baucus, Tim Blumentritt, Ann Buchholz, Margaret Cording, Kathy Getz, Jenn Griffin, Michael Johnson-Cramer, Jeff Lenn, Jeanne Liedtke, Jeanne Logsdon, Jim Mattingly, Barry Mitnick, Leslie Ray, Michael Regh, Scott Reynolds, Lori Ryan, Doug Schuler, Elizabeth Scott, Bill Sodeman, and Duane Windsor.

Lastly, I just wanted to say thank you for the opportunity to be Program Chair. I learned so much about the division in terms of the interesting research that is being conducted, and appreciate even more what a great group of people there are in SIM. So many people were willing to help me out throughout the entire process!!! Thank you!!! Hopefully, by next August, everyone will have forgiven me for having all the SIMians crammed in that little room in the Marriot for Melissa’s address and the business meeting!!! My final plea is SUBMIT, SUBMIT, SUBMIT your research for next year’s academy, and I hope to see you snorkeling and surfing in Hawaii!!!

-- Kathy Rehbein, 2004 Program Chair
A Look Back: SIM-MED-SBE Research Roundtables in New Orleans
Roundtable Coordinator Jerry Calton, University of Hawaii - Hilo

Inveterate seekers of actionable knowledge met on a surprisingly clement Sunday morning in New Orleans on August 8, 2004, to brainstorm, compare notes, and forge stronger research links among SIMians and members of our co-sponsoring groups, the Society for Business Ethics and the MED division of the Academy of Management. Facilitators of our circles of wisdom were (in alphabetical order) Pursey Heugens, University of Utrecht (“A Social Contracting Approach to Building and Sustaining Stakeholder Networks”); Anne Lawrence, San Jose State University (“Teaching Social Issues With Cases and Videos”); John Mahon, University of Maine (“Corporate Political Strategy”); Richard Marens, California State University, Sacramento (“What Can Critical Theory Bring to the Social Issues Table?”); and Jim Weber, Duquesne University (“Does Ethics Training Make a Difference?”). Many thanks to the facilitators, who did a terrific job of framing the issues, developing selected bibliographies, and leading discussion. I am aware of several innovative workshop and symposia projects that emerged from our discussions. Kudos as well to Jenn Griffin, this year’s Chair of the Research Committee, and Duane Windsor, SIM PDW Coordinator, for keeping me on task and for arranging the refreshments. Sorry Duane, participants were so engaged that I couldn’t convince them to take a break at half time and eat up all of the goodies.

Heads up for next year: Jeff Frooman has agreed to join the Research Committee as coordinator of the research roundtable workshop for 2005 in Honolulu. Tara Radin has signed on as the new liaison person between the SIM Research Committee and the Society for Business Ethics. As the incoming chair of the SIM Research Committee, I look forward to working with both in strengthening and extending research ties among our overlapping memberships. Hope to see you in Hawaii next August!

SIM Committees and Appointments

Curriculum Development
Diane Swanson (chair), Kansas State University, swanson@ksu.edu
Virgina Gerde, Duquesne University, gerdev@dua.edu
Barrie Litzky, Penn State Great Valley, Barrielitzky@psu.edu
Tammy MacLean, Suffolk University, tmaclean@suffolk.edu
Domenec Melé, IESE, University of Navarra, mele@iese.edu
Marc Orlitzky, University of New South Wales, marc-orlitzky@agsm.edu.au
Gordon Rands, Western Illinois University, GP-Rands@wiu.edu
Brian Shaffer, University of Maryland, bshaffer@rhsmith.umd.edu

Research
Jerry Calton, University of Hawaii at Hilo, calton@hawaii.edu
Jeff Frooman, University of New Brunswick, frooman@unbsj.ca
Joe Desjardins (SBE executive director), College of Saint Benedict, jdesjardins@csbsju.edu
Tara Radin (SBE liaison), Hofstra University, mgbttjr@mail1.hofstra.edu
Newsletter of SIM:
The Social Issues in Management Division of the Academy of Management

Membership
Lance Moir, Cranfield University, l.moir@cranfield.ac.uk
Francesco Perrini, Bocconi University, francesco.perrini@uni-bocconi.it
Kai Hockerts, INSEAD, Kai.Hockerts@insead.edu
Rob Phillips, University of San Diego, roberp@sandiego.edu

Finance
Tara Radin, Hofstra University, mgbtr@mail1.hofstra.edu

Doctoral Dissertation Award Committee
Dan Gilbert, Gettysburg College, dgilbert@gettysburg.edu
Rosa Chun, University of Manchester, rchun@man.mbs.ac.uk
Sybille Sachs, University of Applied Sciences, Sybille.Sachs@fhhwz.ch

Book Award Committee
Karen Schnietz, Pepperdine University, Karen.Schnietz@pepperdine.edu
Jeremy Moon, University of Nottingham, Jeremy.Moon@nottingham.ac.uk
Julius Johnson, University of Missouri, johnson@umsl.edu
Jeff Lenn, George Washington University, djlenn@gwu.edu

Best Paper Award
Abagail McWilliams, University of Illinois at Chicago, abby@uic.edu
Jonathan Doh, Villanova University, jonathan.doh@villanova.edu
Gary Weaver, University of Delaware, weaverg@lerner.udel.edu

Doctoral Consortium Committee
Doug May, University of Nebraska, Dmay1@uni.edu
Andrew Crane, University of Nottingham, Andrew.Crane@nottingham.ac.uk

Faculty Development Committee
Marshall Schminke, University of Central Florida, mschminke@bus.ucf.edu
Dirk Matten, Royal Holloway, University of London, Dirk.Matten@nottingham.ac.uk

Strategic Thinking
Melissa Baucus, Xavier University, baucus@xavier.edu

SBE Liaison
Tara Radin, Hofstra University, mgbtr@mail1.hofstra.edu

Operations
Jim Weber, Duquesne University, weberj@duq.edu

Aspen Institute Liaison
Anne Lawrence, San Jose State University, atlawrence@aol.com

BC Center for Corporate Citizenship Liaison
Sandra Waddock, Boston College, waddock@bc.edu
In fall 2003 the committee endorsed a three-part formula for delivering ethics education in business degree programs, defining ethics broadly to include social issues in management, business and society, corporate citizenship, corporate social responsibility, and equivalent nomenclatures.

- A required foundational ethics course is necessary.
- Efforts to integrate ethics across curriculum should be a goal.
- Other initiatives, such as hosting guest speakers, offering service learning projects, and establishing endowed chairs in ethics, are highly desirable.

Diane Swanson, Committee Chair, and Bill Frederick have delivered this formula in public forums, including several publications.

In July 2004 Diane Swanson delivered "the formula" at the Teaching Business Ethics Conference sponsored by AACSB International and three universities. She also co-authored an ethics education case, which is published on AACSB's Ethics Education Resource Center website.

Virginia Gerde provided valuable input to the committee before her deployment to military service in Iraq. Several other SIM members, including Sandra Waddock and Duane Windsor, continue to promote the importance of ethics in the business school curriculum in public forums.

In affiliation with the curriculum development committee, Marc Orlitzky and Diane Swanson have sampled over 200 practicing executives for effects of MBA coursework. The results, which are preliminary, appear to substantiate the need for more ethics/SIM courses in curriculum. Also in affiliation with the committee, Tammy MacLean and Barry Litzky are sampling top-ranked degree programs for ethics coverage. USA Today Magazine and other outlets have reported the results of their first survey.

The chair and other committee members continue to respond to inquiries from the press regarding ethics coursework. The press coverage to date has been very positive.
AACSB’s Teaching Business Ethics Conference
by Bob Kolb, Conference Co-Organizer

In July 2004 almost 200 professors met in Boulder, Colorado to exchange ideas on teaching business ethics. For two days, this group heard presentations on various techniques ranging from the use of cases, to multi-media resources, to general pedagogical strategies, all designed to improve the teaching of business ethics.

This Teaching Business Ethics Conference was sponsored by AACSB, the University of Colorado at Boulder, Colorado State University, and the University of Wyoming, and was organized by Bob Kolb, O.C. Ferrell, and Linda Ferrell from the three universities, respectively.

Attendees were drawn from all over North America with some representation from Europe and Asia as well. Proficiency and prior experience at the conference ranged from novice to full-time specialists. Based on the attendance, it appears that many universities are expanding their efforts in business ethics and that professors with no prior business ethics training or teaching experience are being asked to develop teaching abilities in this area.

The conference was organized to emphasize an interchange of ideas, with the view that everyone can improve his or her teaching. While this is probably true for any topic area, the unsettled subject matter and pedagogy of business ethics as a discipline probably makes this even more the case.

A post-conference survey of participants indicated general approval of the experience, with almost 80 percent of respondents indicating that they would like to participate in the next such conference. Ferrell, Ferrell and Kolb are working with the AACSB to plan a similar event for next year to be held in Boulder again.

Bob Kolb
Assistant Dean for Business and Society
Leeds School of Business, UCB 419
University of Colorado
Boulder, Colorado 80309
(303) 492-6236
Academic and Professional website: www.robertwkolb.com
Positions Available

AQUINAS COLLEGE
Business Program
Full-time Faculty Positions

About Aquinas College
Aquinas College, a small Catholic institution located on a beautiful 92-acre campus in west Nashville, was founded in 1961 by the Dominican Sisters of St. Cecilia (“Nashville Dominicans”). The Dominican Sisters have more than 140 years of experience providing education in a value-centered, Christian learning environment permeated with faith.

At Aquinas College, liberal arts are at the heart of all of our programs of study. In addition to studies in Liberal Arts, we have concentrated our professional degree programs on three areas in which we believe our students can make a tremendous impact on today’s culture: business, education, and nursing. Encouraged by the Church’s message to colleges and universities, Ex Corde Ecclesiae, Aquinas desires “to determine the relative place and meaning of each of the various disciplines within the context of a vision of the human person and the world that is enlightened by the Gospel, and therefore by a faith in Christ, the Logos, as the centre of creation and human history” (ECE #16). Thus, we consider it important that candidates be committed to the Catholic moral tradition. Catholic applicants are preferred, but all applicants are expected to uphold this moral tradition and the Mission of Aquinas College.

Business Positions
Aquinas College is currently accepting applications for full-time faculty positions for the Bachelor of Business Administration Degree, a young program that seeks to fulfill the challenge of Ex Corde Ecclesiae by ‘providing an education in a faith context that forms men and women capable of rational and critical judgment and conscious of the transcendent dignity of the human person with professional training that incorporates ethical values and a sense of service to individuals and to society’ (ECE #49).

Requirements: Applicants must be at least masters prepared (doctoral preferred) in business or a related field and have significant coursework in management. Those who are currently in pursuit of doctoral studies may be considered. Teaching experience is preferred.

Interested candidates should submit the following: 1) resume, 2) cover letter outlining specific qualifications for the position, teaching philosophy, teaching experience and specific interest in Aquinas College, 3) unofficial transcripts of graduate coursework, and 4) name and contact information for three references.

Reply to Search Committee, c/o Sister Mary Justin, Aquinas College, 4210 Harding Road, Nashville, TN 37205.
haltom@aquinas-tn.edu
615-297-7545 ext 425 fax: 615-279-3892
ASSISTANT OR ASSOCIATE PROFESSOR IN BUSINESS ETHICS
Northern Kentucky University

Northern Kentucky University, College of Business, invites applications for a tenure-track appointment as Assistant or Associate Professor to teach business ethics courses beginning fall 2005. This faculty member will also be engaged in community service and interdisciplinary work through the Center for Professional and Applied Ethics at NKU.

Applicants must possess a terminal degree (Ph.D., D.B.A., J.D.) in business or related field (or expect to complete by the date of appointment). All applicants must be academically or professionally qualified under AACSB standards. Applicants must demonstrate commitment to teaching excellence, scholarly activity, and civic engagement. Preference will be given to applicants with experience teaching business ethics and business experience.

The College of Business is accredited by the AACSB and offers B.S. and Masters degrees. Salary and benefits are AACSB-competitive.

The University is a metropolitan campus serving 14,000 students and is seven miles south of downtown Cincinnati. Please send a curriculum vitae and the names of three references to Dr. Leslie Turner, Chairman, Department of Accountancy BEP 469, Highland Heights, KY 41099. Northern Kentucky University is an AA/EOE Employer, M/F/D.

Tracey Honeycutt Sigler
Assistant Professor of Management
Department of Management & Marketing
Northern Kentucky University
Nunn Drive, 472 BEP
Highland Heights, KY 41099
Voice: (859) 572-5914
Fax: (859) 572-5150
Email: siglert@nku.edu
DEAN, SCHOOL OF BUSINESS ADMINISTRATION
University of San Diego

The University of San Diego invites applications and nominations for the position of Dean, School of Business Administration.

University of San Diego is a Roman Catholic university committed to advancing academic excellence, expanding liberal and professional knowledge, creating a diverse and inclusive community, and preparing leaders dedicated to ethical conduct and compassionate service.

The University of San Diego currently enrolls over 7,200 students and is located on 180 acres overlooking the City of San Diego, Mission Bay and the Pacific Ocean. The University campus is a community treasure, with Spanish Renaissance-inspired buildings and breathtakingly beautiful landscapes.

The School of Business Administration is a dynamic and entrepreneurial organization committed to 'developing socially responsible leaders and improving global business practice through innovative, personalized education and applied research.' It has over 70 full-time faculty members and offers seven baccalaureate degrees, nine master's degrees and several joint programs. The business and accounting programs are accredited by AACSB. The School of Business Administration currently includes the Department of Engineering, which offers BA/BS degree and programs accredited by EAC/ABET.

Reporting to the Provost, the Dean is responsible for the academic and administrative leadership of the academic areas within the School.

The Dean will work to enhance the School's distinctiveness and visibility in the community and the region; cultivate donor relationships in order to increase giving and endowment; develop other sources of revenue; build and foster relationships with the business community locally and beyond; and work with faculty and staff to improve the learning experience of our students.

We seek a candidate with the creativity, leadership and vision necessary to influence the shape of business education in the 21st century. All applicants should be experienced administrators with knowledge of both business education and research and of contemporary business practice with a demonstrated capacity to attract new resources. The candidate should have demonstrated leadership experience in a senior position in either a business school or business setting and a demonstrated capacity to attract new resources.

Applications consist of a cover letter, resume or curriculum vitae and a list of three references. Applications and nominations should be submitted electronically, and in confidence to:

Sharon S. Tanabe, Client Partner, Korn/Ferry International
1800 Century Park East, Suite 900
Los Angeles, California 90067
(310) 843-4179
<mailto:cal.education@kornferry.com>cal.education@kornferry.com
(RE: USD Dean-B)

Review of applications will begin immediately and continue until the position is filled.
THE RATH CHAIR IN STRATEGIC MANAGEMENT
MICHAEL F. PRICE COLLEGE OF BUSINESS
THE UNIVERSITY OF OKLAHOMA

The University of Oklahoma Michael F. Price College of Business is pleased to announce that applications and nominations are being accepted for the RATH CHAIR IN STRATEGIC MANAGEMENT. This chair is funded by a generous donation from the Rath Foundation. The intent is to identify a leader in scholarly thought in the strategic management area. This person will continue to build our scholarly capabilities in business strategy at the Michael F. Price College of Business.

The candidate must have an earned doctorate. Ideal candidates will have an internationally recognized research record and extensive teaching experience in strategic management and/or international strategic management with qualifications for tenure at the Full Professor level at the University of Oklahoma. Evidence of high level scholarly contributions to the strategic management literature is required.

A substantial salary along with research and travel support will be provided. Applications should include a letter of interest and a resume along with the names, addresses, telephone, and FAX numbers of four references. Nominations are also solicited. Applications will be reviewed immediately and the process will continue until the position is filled.

The University of Oklahoma is a comprehensive research university offering a wide range of undergraduate, masters and Ph.D. programs plus an extensive continuing education and public service program. The Michael F. Price College of Business is AACSB accredited at all levels with approximately 4,200 students in bachelors, masters and Ph.D. programs.

The Management Division in the Michael F. Price College of Business currently has twelve full-time faculty members. Faculty in Strategic Management include: Lowell Busenitz, Richard Johnson, Mark Sharfman and Laszlo Tihanyi. Faculty from other areas of management include Michael Buckley (Division Chair), Samir Barman, Mark Bolino, Claudia Cogliser, Russell Driver, David Ralston, Craig Russell, and Richard Tersine.

Please contact the committee through:

   Rath Chair in Strategic Management Search Committee
   C/O Michael R. Buckley, Division Director, Management
   Michael F. Price College of Business
   The University of Oklahoma
   307 W. Brooks
   Norman, OK 73019
   U.S.A.

For additional information please contact either Richard Johnson rajohnson@ou.edu or Michael Buckley mbuckley@ou.edu or call (405) 325-2651.

The University of Oklahoma is an Equal Opportunity/Affirmative Action employer. Women and minorities are particularly encouraged to apply.
HEAD, DEPARTMENT OF MANAGEMENT
Terry College of Business, University of Georgia, Athens, GA 30602

Subject to budgetary approval, the Department of Management of the Terry College of Business seeks applications and nominations for the position of Department Head. The starting date of this position is August 1, 2005.

Description:
The Head of the Department of Management provides academic leadership for the department's undergraduate, master's and doctoral degree programs and its related research and executive education activities, guides and oversees departmental processes, decisions on personnel, curriculum and budget, and serves as a liaison to the college, university and business community. The Department of Management consists of 16 full-time faculty with expertise in Organizational Behavior and Human Resource Management, Strategy and Entrepreneurship, Ethics, and Operations Management. Additional information about the department and its faculty is available at our web site: <http://www.terry.uga.edu/management/>.

Requirements/Qualifications:
The successful candidate will have a doctoral degree in Management or a related discipline, and a strong record of scholarship in research and teaching that is consistent with a tenured appointment at the rank of Professor. He or she will also have demonstrated effectiveness in administrative responsibilities, and must be able to work with the academic and business communities to meet research and educational demands.

Other Information:
Salary is commensurate with rank and experience. Applications (including cover letter indicating interest and qualifications, curriculum vitae, and contact information for three references) should be e-mailed as pdf or Word attachments to the Search Committee Chair:

William D. Lastrapes
Head, Department of Economics
mailto:mgtsrch@uga.edu
mgtsrch@uga.edu
Terry College of Business
University of Georgia
Athens, GA 30602
706 542 3569

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Fall 2004
ACADEMIC FELLOWS

Applications are invited from outstanding researchers for four RCUK Academic Fellowships recently awarded to Royal Holloway, University of London.

The Fellowships have been established by the Research Councils to provide routes into academic careers for the most promising researchers. A Fellow will undertake one or more research projects, with some teaching duties, over the first five years of the appointment; thereafter, funding is taken over by the College with an established lectureship.

The Fellowships are open to research workers who have existing funding, to holders of current Fellowship awards and to returners or other researchers without current research support. Candidates should have a PhD and postdoctoral experience. For further information see: <http://www.rcuk.ac.uk/acfellow>.

The Fellowships are available in the following areas, and successful candidates will be appointed to the Royal Holloway department in which their research strengths are most appropriately based. Contribution to the College’s research in the area of the Fellowship will be a criterion of appointment. Informal enquiries may be made by email to the contacts shown.

Holocaust Studies
   German (Prof. Peter Longerich; p.longerich@rhul.ac.uk)
   History (Prof. David Cesarani; d.cesarani@rhul.ac.uk)

Sustainability
   Geography (Prof. Rob Kemp; r.kemp@rhul.ac.uk)
   Management (Prof. Ewan Ferlie; ewan.ferlie@rhul.ac.uk)

Creative and Performing Arts
   Drama (Prof. Liz Schafer; e.schafer@rhul.ac.uk)
   Media Arts (Prof. John Ellis; john.ellis@rhul.ac.uk)
   Music (Prof. John Rink; j.rink@rhul.ac.uk)

Information Security
   Mathematics (Prof. Fred. Piper; f.piper@rhul.ac.uk)

The closing date for applications is 15 October 2004. Interviews will be held in November 2004. The successful candidates will be expected to take up their appointments on 1 January 2005 or as soon as possible thereafter.
BUSINESS AND GOVERNMENT: NEW DIRECTIONS
Research colloquium
November 19-20, 2004
Tampere, Finland

ABSTRACT SUBMISSION DEADLINE: OCTOBER 4, 2004

Organizers: Kathleen A. Rehbein, Marquette University
Morten Huse, Norwegian School of Management BI
Mika Skippari, Tampere University of Technology
Juha-Antti Lamberg, Helsinki University of Technology

Government has a pervasive effect on business organisations. Government holds the monopoly of legitimate power, through which it establishes and enforces the rules of the game under which firms operate. Correspondingly, business organisations have an incentive to become politically active, either directly or indirectly, in order to promote their own business interests or prevent unfavourable outcomes of government policies. Therefore, government power is a potential resource or threat to business organisations.

Although the research on business-government relations has inspired increasing amount of scholars in different scientific disciplines during the last few decades, the knowledge on the field is far from complete. In fact, earlier research has typically focused on the antecedents of corporate political activity at the national level rather than looking more broadly at international business-government relations and results. Moreover, many of the studies on corporate political activities have drawn implications from the North American institutional context, whereas European perspectives have been relatively absent.

The objective of the research colloquium is to stimulate debate among scholars from diverse backgrounds to share ideas and experiences and to strengthen relationships. In addition, we hope to expand and complement the existing research streams in the field. Following the research colloquium, our aim is to provide a publication outlet for the papers presented (e.g., special issue in a journal).

We encourage both empirical and theoretical papers that provide new perspectives and methodological solutions into the study of business-government relations and corporate political activity. Relevant topics will be, for example, comparative analyses (cross-country or cross-industry), experiences from different institutional contexts and intra-firm perspectives. We especially welcome contributions that focus on the issues related to, but not limited to:

- outcomes of corporate political activity and business-government relations
- creation and use of corporate political and social capital
- integration of market and nonmarket strategies
- the various effects of government actions to the organization of business activity (e.g., corporate governance, marketing, innovation)
- cultural and historical effects on the business-government relations
- the effects of European integration to the business-government relations in national contexts
- institutional entrepreneurship
- determinants of corporate corruption

The deadline for submissions of abstracts (1500 words max.) is October 4, 2004. An electronic copy of the abstract should be submitted to Mika Skippari (mika.skippari@tut.fi). Based on the reviews, accepted authors will be invited to present their papers at a conference organized at the Tampere University of Technology in November 19—20, 2004. For those who present a paper in the colloquium, the organizers will cover all local costs (accommodation and food). However, every participant is expected to cover their own travel costs.
**REMEMINDER**

**ANNUAL MEETING OF THE INTERNATIONAL ASSOCIATION FOR BUSINESS & SOCIETY**

Vineyard Creek Hotel, Spa, and Conference Center  
Sonoma Valley, California  
March 31-April 3, 2005

**Abstracts due October 15, 2004!!!**

**Join us in California Wine Country!**

**Call for Proposals**

Join colleagues and friends for an intellectual springtime retreat to California's lush wine country. Enjoy the newly constructed, award-winning Vineyard Creek hotel and conference center, nestled in the heart of the Sonoma Valley, home of such extraordinary vintners as Kendall-Jackson wines and Korbel Champagne. Santa Rosa is just 40 miles from scenic San Francisco and famed Napa Valley, and 15 miles from the Pacific Ocean’s Bodega Bay. Visit [www.vineyardcreek.hyatt.com](http://www.vineyardcreek.hyatt.com) for more information.

Northern California labor issues have often been in the economic spotlight, from the long-standing United Farm Workers movement to the recent outsourcing of high-technology jobs to India. In recognition of the region’s history, proposals related to the conference theme of “The New World of 21st-Century Labor” are particularly welcome. We challenge you to go beyond the traditional labor rhetoric and explore how labor issues may be different in the new century. Are we entering the era of a truly global labor force? What is the likely labor progression as countries’ economic bases evolve? What business/government issues underlie the proposed regulatory backlash to white-collar outsourcing? Or President Bush’s immigration policies? What are the ethical implications of labor-union pension fund activism and employee stock ownership plans?

IABS, a learned society devoted to research and teaching in the area of business, government, and society, is also a collegial community. Founded in 1990, it has more than 300 members worldwide. Its research domain covers the various aspects of the interface between business and the socio-political dynamics of its environment. It includes research on corporate social responsibility and performance, business ethics, stakeholder theory, environmental affairs, business and government relations, and cross-cultural issues. IABS also sponsors a highly ranked, widely indexed journal, *Business & Society*, the only peer-reviewed scholarly journal devoted entirely to research into and analysis of the relationships between business and society.
We invite a variety of formats:

- **Discussion Session**—a short, informal presentation of a research idea intended to solicit constructive feedback
- **Workshop Session**—a working meeting to address a specific research or teaching challenge
- **Symposium**—presentations related to a well-defined theme
- **Paper Session**—a formal summary presentation of completed conceptual or empirical papers

Abstracts, 3-5 pages double spaced, should fully describe the objectives and scope of your research. All conference proposals will be subjected to a blind review process. Each submission should include a cover sheet with author information (name, address, phone, fax, email); corresponding author; and intended session format (discussion, workshop, paper, or symposium).

E-mail one copy or mail five copies of proposals for consideration by October 15, 2004, to:

**Lori Ryan, IABS 2005 Program Chair**
College of Business Administration
San Diego State University
5500 Campanile Drive
San Diego, CA 92182
E-mail: Lori.Ryan@sdsu.edu

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### Call for Papers: *Journal of Business Ethics*

**CONTRACTARIAN BUSINESS ETHICS: THEORY IN SEARCH OF APPLICATIONS**

**DUE DATE: NOVEMBER 1st, 2004**

Social contract theory is a both widely celebrated and oft-criticized approach to business ethics. The idea that the norms that (ought to) govern the realm of business are those that relevant parties themselves could, and arguably would agree upon if they had the choice, is intuitively highly appealing. The relative success of contractarian thought is rooted in at least four factors. First, contractarian ethics is blessed with a highly parsimonious conceptual apparatus. This apparatus, second, is also well adapted to its field of application. Third, the notion of contracting allows both positive and normative applications, and hence assures at least some degree of continuity between the world as we would like it to be and the world as we find it as a matter of fact. Fourth, the idea that the norms that (ought to) govern everyday business ultimately derive from some form of consent coheres well with a global public ordering in which liberal democracy and modern capitalism seem to emerge as dominant organizing principles; principles that themselves are within reach of the contractarian framework.

Given this relative success of contractarianism, the field of business ethics can no longer be seen as a field in search of a theory. Instead, it appears that contractarian business ethics suffers from precisely the opposite problem, in that it is a theory in search of application. Few exceptions noted, contractarian business ethics presently remains a fairly abstract and sometimes even esoteric conceptual framework, which is desperately in need of both informing applications and empirical enrichment. The challenge that contractarian business ethics now faces is to make the rather abstract contractarian conceptual apparatus applicable to real-life business situations. This special issue aims to contribute to the advance of contractarian business ethics by publishing a collection of papers that apply the contractarian framework to concrete business cases.

Our point of departure in this call for papers is the presumption that the contractarian tradition in business ethics is fully tied in to what Oliver Williamson calls the "logic of private ordering." Again, contractarians only recognize those norms and arrangements as binding that free and reasonable agents could, and arguably would agree to if they had the choice. This places clear boundaries on the applicability of the contract model. Thus it is only appropriate for the analysis of firm—stakeholder relationships, for example, when: (a) all parties enjoy sufficient autonomy to bind themselves to the terms...
of a contract; (b) the interests of parties are not so fundamentally divergent that they cannot be spanned by any arrangement; and (c) both parties have some minimal capacity to live up to the terms of agreement. In short, we label these three boundary conditions autonomy, alignability, and ability. We invite contributions on topics for which it is plausible that these conditions will be met (and hence where the contract model seemingly applies), like:

1. Corporate governance reforms;
2. Changing labor relations;
3. Stakeholder governance;
4. The influence of secondary stakeholders on corporate policy;
5. (Self-) regulation in business;
6. Corporate codes of conduct;
7. The evolution of norms in networks and business groups;
8. The development of (economic) institutions.

As we see a more precise delineation of the scope of application of the contractarian framework as an important avenue for further development, we also invite contributions that demonstrate the non-applicability of the contractarian perspective. This is the case, or so we speculate, when not all the parties to an arrangement are autonomous and able, when commitments become one-sided, or when the interests involved are ultimately unalignable. In such cases meaningful cooperation seems unlikely to materialize within the confines of private ordering. Without claiming to be precise or exhaustive, the following topics appear particularly suited for further research:

1. Corporate philanthropy;
2. Corporate unilateral commitment;
3. Unilateral demands from stakeholders;
4. Elaborate systems of one-sided promises (e.g., the Global Business Compact);
5. Quasi-contracts with elusive stakeholders like “society” or the “environment;”
6. Corporate citizenship, in as far as this concept is not operationalized as concrete bundles of rights and obligations.

We thus invite contributions that seek to advance the project of contractarian ethics by applying contractarian theory to concrete business or managerial problems. Such contributions can consist of empirical work (qualitative or quantitative), but also of conceptual articles in as far as they yield ‘testable’ ideas or propositions. Feel free to contact any of the guest editors in case you want an upfront opinion on the fit between your intended contribution and the aims of the special issue. All submissions will be subjected to a conventional double-blind refereeing process. Submitters may be asked to review one or two papers by other contributors. Electronic submissions (preferably to all three guest editors) are strongly encouraged, but authors can also submit a paper by sending three copies of their manuscript via snail mail to guest editor Muel Kaptein. Submissions should comply with the Journal’s style guide. The expected publication date of the issue is Summer 2005. Up to six papers will be published in the special issue, but promising papers requiring further developmental work may nevertheless be accepted for later issues. The special issue is therefore open to submissions by doctoral students and junior scholars. The deadline for original submissions is November 1, 2004. Reviews and decision letters will be returned to submitters by January 15, 2005. Final submissions are expected by March 31, 2005. More information about the journal can be found on: http://www.kluweronline.com/issn/0167-4544/current

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Newsletter of SIM:
The Social Issues in Management Division of the Academy of Management
IABS BEST PAPER COMPETITION FOR ARTICLES PUBLISHED IN 2003

DEADLINE: November 10, 2004

Please submit your best papers for this year’s Best Paper Award! This annual IABS award is cosponsored by the California Management Review and carries a small monetary award. The winner will be announced at the April IABS meeting. All submitted papers will be read and carefully considered by the selection committee. Self-nominations as well as nominations of other people’s work are strongly encouraged.

The criteria for submitted papers are: 1) At least one author must be a current member of IABS and 2) it must have been published in calendar year 2003 in a print or online journal. THAT’S IT!!! It’s so easy!! Just pick out your best papers, or an article you loved from that year, and send them to me.

Last year 33 papers were submitted. I bet we can do better this year! We have an enthusiastic selection committee of readers, eager to argue with each other. So send us your best!

DEADLINE for submissions: November 10, 2004. Do it now!

Please submit hard or electronic copies, making sure to include the full citation of where and when the article was published. Send to:

Robbin Derry
MORS Department
Kellogg School of Management
Northwestern University
2001 Sheridan Road
Evanston, IL 60208

Or electronic copies to r-derry@kellogg.northwestern.edu

Questions? Contact me: r-derry@kellogg.northwestern.edu or 847-491-4976

Call for Proposals
2005 ACADEMY OF MANAGEMENT
SOCIAL ISSUES IN MANAGEMENT DIVISION
PROFESSIONAL DEVELOPMENT WORKSHOP PROPOSALS

DEADLINE: November 15, 2004

In the PDW program, Social Issue in Management (SIM) hopes to stress the overall 2005 AOM "A New Vision of Management in the 21st Century" theme. In SIM as elsewhere, PDWs create forums for colleagues to share knowledge and expertise. They have at least two advantages over regular academy sessions in that they allow longer time frames and more interactive/participative formats.

PDW proposals that are co-sponsored by several divisions or interest groups are encouraged.
If you wish to submit a proposal for a PDW session to be sponsored by the SIM division please make sure that your proposal includes:

1. The title of the workshop.
2. A full description of the workshop and activities it contains
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. Any additional Division/Interest group sponsors being solicited, if any, and the rationale for doing so.

Please send your proposal to Tom Donaldson at SIM_Business@wharton.upenn.edu by November 15.

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**Academy of Management Review Special Topic Forum**

**INFLUENCING POLITICS AND POLITICAL SYSTEMS**

**Due Date: December 1, 2004**

**Guest Editors:** Julio DeCastro  
Mauro F. Guillen  
Jone L. Pearce

**Background**

While political science has long devoted attention to the ways in which businesses and non-governmental organizations affect governments and policy making, little conceptual work has taken place from a managerial, organizational, or strategic perspective. Yet an understanding of political influence from these perspectives is vital for several reasons. First, work in political science is necessarily focused on understanding governments and the policy process. It does not address, nor is often read by, those who wish to understand managerial actions and policies, and the mutual influence of government and private organizations. Thus, there is a need to understand such influence processes from the perspective of the organizations seeking to exert such influence and to communicate that understanding directly to those so interested.

Second, theories of management and organization themselves have tended to address the influence of governments on business and non-governmental organizations, remaining silent on the actions many organizations take to influence politics and political systems. Our theories have remained silent on such strategic activities as lobbying, initiatives to make government more business-like, the transfer of knowledge and technology between organizations and government, and attempts to have businesses supplant government in the provision of services to citizens. Third, our theories of management, organization and strategy are impoverished if they ignore this often critical, occasionally central activity of organizations.

This Special Topic Forum is intended to encourage scholarship on such business influence on political systems from a wide variety of management disciplinary and intellectual perspectives. The forum’s guest editors – Julio DeCastro (Instituto de Empresa, Madrid and University of Colorado, Boulder), Julio.DeCastro@colorado.edu, Mauro F. Guillen (University of Pennsylvania, Guillen@wharton.upenn.edu) and Jone L. Pearce (University of California, Irvine, jlpearce@uci.edu) -- work in a variety of intellectual traditions and have studied the government-organization relationship in numerous different forms.

We encourage novel, insightful and carefully crafted manuscripts that offer new theoretical insights on the influence of any non-governmental organizations – businesses, associations, universities -- on politics and political systems. Papers that hold promise of advancing empirical research are preferred. We hope to see a wide variety of perspectives and topics, but offer the following to spur expansive thinking:
What are the different types of political influence that firms undertake?

In what ways might business’s political influence vary among different institutional sectors, industries or polities, and why?

What are the effects of personnel transfers between private organizations and government?

What are the strategies that private organizations follow in order to secure access to government?

Does it make a difference whether the government is just a regulator or also a customer?

In what ways do our theories account, or do not account for strategies of political influence?

The effects of outsourcing government services.

Bribery or extortion of government officials.

The role of universities or other non-profits as interfaces between government and firms.

Submissions

To be considered for publication in this Special Topic Forum, manuscripts must be received by December 1, 2004. There are two ways to send the manuscript to AMR. The strongly preferred way is by e-mail attachment. To do so, simply attach a copy of the Microsoft Word file to an email and send it to briefamr@tulane.edu. Alternatively, you may submit your manuscript on a 3.5 floppy disk or CD by mail or express delivery. Please include with the disk a cover letter indicating your postal address, e-mail address, and telephone number. Details concerning AMR’s procedures and evaluation criteria are printed in all issues of the journal in a section titled Information to Contributors. Instructions for manuscript preparation are provided in the Style Guide for Authors, printed in each January issue of the journal. Authors must consult both documents and follow them when submitting manuscripts.

Request for volunteers

If you are interested in serving as an ad hoc reviewer for this Special Topic Forum, you may contact one of the Special Issue Editors, or send Arthur P. Brief an email (briefamr@tulane.edu) describing your relevant expertise and reviewing experience.

THE EASTERN ACADEMY OF MANAGEMENT

2005 Meeting: May 11-14, 2005, Sheraton Hotels, Springfield, MA

Theme: Managing Ethically in Times of Change

Submission Deadline: December 8, 2004

Program Chair: Shanthi Gopalakrishnan (<mailto:gopalakr@adm.njit.edu>)


Ethics has taken center stage in the effective management of organizations. The underlying value system of individuals, groups, and organizations has a significant impact on every segment of society. The bankruptcy of Enron, the dissolution of Arthur Andersen, the litigation against tobacco companies, and the controversies surrounding human cloning all emphasize how a disregard for ethics can seriously impact organizational and societal well being. Governments, companies, and regulatory bodies have become immensely sensitive to issues of ethics and social responsibility. While society must address some of these significant ethical conundrums, the everyday ethical dilemmas that individuals face also need to be explored. As academics and practitioners, it is imperative that we promote ethics as a central part of our curricula and research agenda and spend more time teaching, researching, and discussing ethics collectively.
Despite changes in the context that organizations operate in (for example, management compensation patterns, stock market pressure on meeting quarterly targets, technology, globalization, increasing workforce diversity), organizations need to recognize that certain underlying values such as fairness in the treatment of individuals, respect for the environment, and an emphasis on doing the right thing need to be universal and unchanging. This conference provides a forum for us as academics and practitioners to discover ways to make issues related to ethics and values more integral to our thinking, our decision making, and our actions.

The EAM 2005 meeting will include: 1) Papers, 2) Symposia, 3) Panels & Roundtables, 4) Experiential Exercises, 5) Cases, and 6) All Conference Sessions. There will be distinguished invited speakers, interactive dialogues, and professional development workshops. The meeting will feature two concurrent consortia focused on Doctoral Students and Junior Faculty.

SUBMISSION INFORMATION
This will be a paperless process – all submissions must be made via the conference’s Internet interface, located at: <http://www.eaom.org/AnnualMeetings/Springfield2005/> no later than December 8, 2004.

Initial Call For Submissions – Papers And Symposia
SOCIAL ISSUES IN MANAGEMENT (SIM) DIVISION
ACADEMY OF MANAGEMENT – HONOLULU 2005
August 5-10, 2005
Theme: “A New Vision of Management in the 21st Century”

DEADLINE FOR ACADEMY OF MANAGEMENT SUBMISSIONS: JANUARY 10, 2005

SIM Program Chair: Duane Windsor (Rice University), sim.aom@rice.edu

The Academy of Management will issue to all its members the official call for papers and symposia (Monday – Wednesday program) and also Friday – Sunday professional development workshops (PDW) for the 2005 Honolulu meeting. Tom Donaldson of Wharton is the SIM PDW Chair for the Honolulu conference. The basic information for SIM regular program that will appear in the Academy (AOM) call is repeated below.

Specific Domain (SIM):

Encompasses the exploration and analysis of various environments’ and stakeholders’ influence upon the organization and the organization’s effect upon these groups. Specifically, the domain includes: the Social Environment (which includes topics such as corporate social responsibility, corporate and business citizenship, corporate philanthropy, stakeholder management, and corporate social performance); the Ethical Environment (which includes topics such as corporate codes of ethics, corporate crime, individual ethical behavior, the influence of the organization on ethical conduct, ethical implications of technology, and the assessment of personal values and corporate culture); the Public Policy Environment (which includes topics such as political action committees, the legal and regulatory areas, and the influence of business on political processes); the Ecological Environment (which includes topics such as environmental management and various ecological issues); the Stakeholder Environment (which includes topics such as the impact of corporate use of technology, workplace diversity, corporate governance, and public affairs management); and the International Environment (which includes international dimensions of topics in each of the previously mentioned environments, plus the topic of how the nation-state system affects international organizations).
Special Instructions (SIM):

Papers and symposia that address critical issues within one or more of the division’s multiple environments, as described in the domain statement, and topics with potential cross-fertilization between SIM and other management disciplines are encouraged. SIM strongly encourages symposia submission to multiple divisions.

Division Awards: The division sponsors awards for best competitive paper and for best dissertation. The deadline for submitting abstracts of dissertations within the SIM domain, which have been completed within the past two years, is May 1 of each conference year. [Dan Gilbert, Gettysburg College, is chair of the dissertation award committee.]

Submission Instructions: Please follow the AOM general submission guidelines. [For 2005, all paper and symposia proposals will be submitted to the Academy of Management website and not to the SIM program chair. So please follow the AOM general submission guidelines. All other SIM correspondence concerning the Monday – Wednesday conference should be directed to sim.aom@rice.edu for Duane Windsor, program chair.]

BUSINESS AND ENVIRONMENTAL SUSTAINABILITY CONFERENCE
University of Minnesota
Carlson School of Management
April 14-16, 2005

DUE DATE: FEBRUARY 1, 2005

The Carlson School of Management and the College of Liberal Arts at the University of Minnesota will host a conference on Business and Environmental Sustainability. The conference will be take place April 14-16, 2005. We invite papers on the conference theme. The purpose of the conference is to stimulate a discussion among the business and academic community on the responsibilities of business and other business stakeholders toward protecting the environment. The conference will include featured papers and papers submitted on this subject. Academics from any discipline, business persons, and members of environmental groups are all welcome and are encouraged to submit papers.

Papers should be of such a length to be presented in thirty minutes. Papers must be received by February 1, 2005. There are a limited number of slots for submitted papers. Persons whose papers have been accepted for inclusion will be notified by February 15th. Invited speakers include Ed Freeman (University of Virginia), Joseph Desjardins (College of St. Benedict), Lisa Newton (Fairfield University), Alfred Marcus (University of Minnesota), and Tim Hargrave (University of Minnesota) Additional speakers will be announced in the fall.

The conference will take place at the University of Minnesota Carlson School of Management with hotel accommodations at the Radisson Hotel. For conference information contact Lois Graham at EthicsConf@csom.umn.edu 612-625-2485

Send papers to:
Professor Norman Bowie, University of Minnesota, 3-414 Carlson School of Management, 321-19th Avenue South, Minneapolis, MN 55455-0430 or e-mail electronic copy to ethicsconf@csom.umn.edu or nbowie@csom.umn.edu

Visit these web sites for conference information http://www.carlsonschool.umn.edu/EthicsConf
This web site will be updated as information comes in.
Call for Papers: *Academy of Management Review* Special Topic Forum

**CORRUPTION IN ORGANIZATIONS**

**DUE DATE:** FEBRUARY 9, 2005

**Guest Editors:** Blake E. Ashforth, Arizona State University; Dennis A. Gioia, Pennsylvania State University; Sandra L. Robinson, University of British Columbia; and Linda K. Treviño, Pennsylvania State University

**Background**

Corruption is again in the headlines, ensnaring organizations as diverse as Enron, WorldCom, and the U.S. Catholic Church. Corruption unfortunately appears to be a recurring feature of organizational life, doing enormous damage to the lives of individuals, the well-being of organizations, the credibility of institutions, and to the fabric of society as a whole. Indeed, the U.S. Department of Justice estimates that the economic costs alone of corporate crime are seven to 25 times greater than that of street crime. Despite the enormity of the problem that it presents, however, corruption has been largely overlooked or inadequately conceptualized in the management literature.

To be sure, there is some very informative literature on allied concepts, ranging from employee theft to unethical decision making to workplace deviance. However, much of this literature is atomized in two ways. First, concepts like theft and unethical decision making are typically viewed in isolation from other workplace dysfunctions, leading to a proliferation of conceptual frameworks geared to highly specific behaviors. Second, many of these frameworks focus mainly on individual-, interpersonal-, and group-level factors, leading to a relative neglect of the role of context in general and of the dynamics among multiple levels of analysis (individual, group, organization, industry, nation/region) in particular.

Accordingly, our call for papers is intended to stimulate scholarly interest in more synergistic and systemic perspectives on corruption in organizational life. We especially encourage submissions that can bridge research domains and/or levels of analysis to shed light on the roots and dynamics of corruption.

There are numerous potential research issues and questions to explore. General domains of interest include (but are certainly not limited to):

- **Conceptual and definitional issues:** What is corruption? What concepts or constructs might be included within the nomological network of corruption and how are they related? What are the relationships between corruption and unethical behavior, white-collar crime, deviance, injustice, political behavior, antisocial behavior, and so on? Is corruption a higher-order concept or does it refer only to specific and unique behaviors? Can corrupt practices be placed on a continuum of “corruptness”?

- **Corruption processes and dynamics:** How do individuals, groups, organizations, and industries become corrupted and maintain that stance? What key concepts, constructs, independent variables, mediators, and moderators might enlarge our understanding and help predict corruption? What psychological, social-psychological, sociological, and organizational dynamics bring such concepts to life? Is corruption more often a product of “strong” situations or “strong” individuals? What factors create the opportunity and desire for corruption? Is corruption contagious? How do individuals engaged in corruption encourage newcomers to adopt their practices? How does corruption become embedded or institutionalized in work routines, group norms, decision making, interorganizational relations, and so on? What roles do strategy, culture, structure, leadership, social networks, and group dynamics play? What roles might national culture, industry norms, and business school education play? How have recent developments in information technology, globalization, etc. affected opportunities for, as well as the risks and returns of corruption?
perceiving and labeling corruption: How do key actors come to perceive and label a given practice as “corrupt” or “corrupting”? When should a particular actor’s perspective prevail? At what point does a questionable activity become labeled as a corrupt activity and by whom? How do individuals and collectives engaging in corrupt practices view their behavior and how do they explain it to themselves? How might corruption be measured?

• Consequences of and remedies for corruption: What are the short- and long-term outcomes of corruption for key stakeholders and various levels of analysis? How do organizations and various stakeholders respond to public revelations or allegations of corruption? How do organizations charged with monitoring or penalizing corruption interact with potentially corrupt organizations and what factors influence their effectiveness? How might corruption be reduced or, better yet, prevented?

Given a certain lack of rigor in current conceptions of corruption, and given our interest in stimulating more synergistic and systemic perspectives on corruption, we welcome submissions from a variety of disciplines and viewpoints. We also welcome contributions from scholars who might not typically publish in management journals.

Submissions

Please prepare the manuscript according to the AMR Style Guide for Authors, which can be found in each January issue or at http://www.aom.pace.edu/amr/info.auth.htm. Instructions for submitting manuscripts can also be found on the AMR web site – specifically, the submissions tab on http://www.aom.pace.edu/amr/info.htm.

All papers will be double-blind reviewed following AMR’s normal review process and criteria. For further information, please contact one of the AMR guest editors – Blake Ashforth (blake.ashforth@asu.edu), Dennis Gioia (dag4@psu.edu), Sandra Robinson (sandra.robinson@commerce.ubc.ca), or Linda Treviño (ltrevino@psu.edu) – or the AMR editor (briefamr@tulane.edu).

SOCIAL ISSUES IN MANAGEMENT DIVISION 2005 DOCTORAL CONSORTIUM

Academy of Management Annual Meeting, Honolulu, Hawaii
August 5-6, 2005
Co-chairs: Douglas R. May, University of Nebraska-Lincoln, dmay1@unl.edu
Andrew Crane, Nottingham University, Andrew.Crane@nottingham.ac.uk

Applications Due: May 15, 2005

All doctoral students working in the general area of social issues in management—including business ethics, corporate social responsibility, and business and government—should begin consider applying to the Academy of Management 2005 Social Issues in Management Division doctoral consortium. The consortium is designed to provide a brief but comprehensive introduction to the Social Issues in Management field and to the academic profession in general.

The consortium is designed as an opportunity for doctoral students to leave the relatively sheltered setting of their doctoral studies and begin to converse with a wider circle of people with a broader array of ideas concerning scholarship and teaching. A variety of top SIM scholars from universities all over the world will participate as panelists, coaches, and lunch hosts. This year we also anticipate having a nice mix of scholars from all over the world. While offering abundant networking opportunities, the consortium content focuses on developing research and teaching skills and strategies, and on achieving a balance between career and other dimensions of life.

The consortium begins on Friday, August 5, with a casual get-acquainted dinner at a fun restaurant in Honolulu. After dinner, a panel of SIM scholars will give an overview of the SIM field, its academic roots,
future directions, and related organizations. We’ll spend Saturday morning in panelist sessions devoted to the crafts of teaching and research. We will then continue the tradition of pairing consortium participants with SIM scholars for independent lunches to provide feedback on students’ research ideas. In the afternoon, sessions will include panel discussions of early career issues such as managing the dissertation process, developing a research stream, choosing a job/university, and work-life balance.

The only “cost” of admission is a two-page, single-spaced research abstract that the participant will discuss over lunch with a faculty and fellow doctoral student. Past students report that this kind of feedback is one of the most valuable aspects of the consortium. To apply, students need to obtain a faculty sponsor and submit a nomination form. Interested students can find a link to the nomination forms and more information at http://www.pitt.edu/~rorst6/sim/doccon.htm. Sponsoring faculty can use the application form or simply e-mail the consortium chairs. While we will give priority to those students who are finishing their course of study and who have not previously attended a SIM doctoral consortium, we realize that students may also benefit by attending a consortium earlier in their course of study and by attending more than once. In addition to students who focus on social issues, students whose primary area is outside of SIM but who also emphasize social issues (e.g., ethics or business and society relations) in their work are welcome. Indeed, SIM has a history of encouraging cross-fertilization with scholars from other divisions. Space is limited, so it is important to submit an application as soon as possible, but no later than May 15. We hope to see you in Hawaii!

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**Corporate Reputation Review: Special Issue**

**MANAGING CORPORATE REPUTATION IN THE CHINESE MARKET**

**SUBMISSION DUE DATE: MAY 31 2005**

Guest Editors:  Stelios C. Zyglidopoulos, University Of Cambridge, UK  
David M. Reid, Rochester Institute Of Technology, USA

**THEMATIC BACKGROUND**

The importance of the Chinese market for today’s global economy cannot be over-stated. Numerous western firms have invested heavily in the Chinese market, while the liberalisation policies of the Chinese government have facilitated many private and state-owned Chinese enterprises in becoming competitive players in the international arena. Given the circumstances of the Chinese market, the management of a firm’s reputation poses unprecedented challenges for the managers of both foreign and Chinese firms.

First, foreign multinationals (MNEs) entering the Chinese market and attempting to transfer their pre-existing global reputation to China face numerous cultural, legal, regulatory, administrative, and marketing obstacles. Second, private Chinese enterprises in trying to build a reputation of their own face other kinds of obstacles, among the most important being their low position in the pecking order for financing from the state controlled financial system, which gives preferential treatment to state-owned enterprises; a practise that has lead to the accumulation of debilitating accumulation of non-performing loans in the banking system. Third, Chinese state-owned enterprises have to deal with their administrative heritage — a non-market central planned orientation — that prevents them from effectively and consistently engaging in the building of a commercial reputation: a valuable asset in a market based economy, which China is rapidly becoming.

In recognition of these circumstances and the increasing global importance of the Chinese economy, this special issue of the Corporate Reputation Review seeks to enrich the management literature by seeking contributions that improve our understanding of the factors and obstacles that business firms face in trying to either transfer or build their corporate reputations to and within the Chinese market. In accordance with the aims and scope of the Journal, the guest editors would like to invite both original academic research, and useful, thought-provoking articles aimed at managers in the field.
CONTENT AREAS
Following, we provide a small sample of topics that might be addressed in this issue.
• Can foreign MNEs use their global reputations to generate acceptable returns within the Chinese market?
• What are the cultural and other issues that MNEs have to grapple with in transferring their global reputations to the Chinese market?
• What are the factors that determine whether Corporate Reputation is a valid differentiation ‘tool,’ within the Chinese market?
• Given the low levels of income of the Chinese consumers, can and will Chinese consumers pay for brand names?
• Given that China is not a single homogeneous market but a huge landmass with few pockets of relative affluence, what kind of product repositioning strategies should foreign firms entering the Chinese market follow?
• Given the bureaucratic structure that most state-owned enterprises have inherited, how can they build a reputation for effectiveness
• and reliability?
• Given the fact that private Chinese firms have limited availability to financing through state banks, how can they build a reputation on available budgets?

INVITED CONTRIBUTIONS
As guest editors of this special issue, we would like to invite two kinds of contributions:
1. Academic Articles: Academic articles could be theoretically rigorous contributions or well-designed, quantitative, or qualitative empirical studies.
2. Practitioner Articles: Practitioner articles could be best (or worst)-practice case studies or contributions that assist executives by providing them with relevant advice and information on how to (or how not to) manage their firms’ reputation within the Chinese market.

MANUSCRIPT SUBMISSIONS
All submissions will be subjected to a double-blind review process. Submitters may be asked to review some papers by other contributors.
Electronic submissions are strongly encouraged, but authors can also submit three hard copies of their manuscript to guest editor Stelios C. Zyglidopoulos. Authors are requested to comply with the Journal’s style guide, and encouraged to inform the guest editors about their intention to submit a paper for this special issue the soonest possible. The date for the first round of submissions is May 31, 2005.

CONTACT INFORMATION
Stelios C. Zyglidopoulos, The Judge Institute of Management Studies, 1 University of Cambridge, Trumpington Street, Cambridge CB2 1AG, UK, E-mail: szyglidopoulos@yahoo.com
David M. Reid, Director of the Centre for International Business and Benjamin Forman Chair of International Business at the Rochester Institute of Technology, Max Lowenthal Building, 1108 Lomb Memorial Drive, Rochester, NY 14623-5608, USA, Tel.: 585-475-2293, Fax.: 585-475-5989, E-mail: dmrbbu@rit.edu
THE 41ST ANNUAL INTERNATIONAL COLLEGIATE BUSINESS STRATEGY COMPETITION
April 14-16, 2005

A Challenging Experience

Offer your students a REAL challenge by competing in the 41st Annual International Collegiate Business Strategy Competition (based upon The Business Policy Game: An International Strategy Simulation). Whether you advise a team as a special class or on a noncredit basis, participating in the competition will provide your students with a unique learning experience that they will remember the rest of their lives.

Please join us for the 41st annual event to be held in San Diego, California at the Bahia Hotel. The remote phase of the competition begins in February with teams uploading decisions and receiving output via the Internet once a week. The intensive phase takes place in San Diego on April 14-16 with all teams gathering to submit ten more decisions, meet with their board of directors (a select group of business executives) make a formal presentation to their board and attend a gala awards banquet.

For more information go to <http://www.eskimo.com/~fritzsch>www.eskimo.com/~fritzsch and click on Competition.
Or contact Robin Murphy at <mailto:rmurphy@sandiego.edu>rmurphy@sandiego.edu.

The **2005 SIM Doctoral Dissertation Award** Committee is chaired by Dan Gilbert, Gettysburg College (dgilbert@gettysburg.edu). Information about eligibility and instructions for submitting dissertation abstracts will be included in upcoming SIM newsletters.
New Journals / Journal Changes

GROUP & ORGANIZATION MANAGEMENT
Alison M. Konrad, 2003-07 Editor

Now is an excellent time to submit a paper to Group & Organization Management (GOM). In 2004, we’ve expanded our journal from 4 to 6 issues per year. The expansion was necessary due to clear out a large backlog of fine manuscripts and to prevent the development of such a large backlog in the future.

Our strong editorial team includes six Associate Editors:

- Leanne Atwater, Arizona State University West
- Caren Goldberg, George Washington University
- Ian Palmer, University of Technology, Sydney
- Anshuman Prasad, University of New Haven
- Terri A. Scandura, University of Miami
- John J. Sosik, Pennsylvania State University - Great Valley

Together, our expertise and that of our Distinguished Editorial Board covers a state-of-the-art understanding of quantitative, qualitative, and critical approaches to scholarship. We seek submissions that represent each of these scholarly approaches. Further, our new Domain Statement explicitly includes all areas of management, organizational behavior, and organizational theory as follows:

Group & Organization Management (GOM) publishes the work of scholars and professionals who extend management and organization theory and address the implications of this for practitioners. Innovation, conceptual sophistication, methodological rigor, and cutting-edge scholarship are the driving principles. Topics include teams, group processes, leadership, organizational behavior, organizational theory, strategic management, organizational communication, gender and diversity, cross-cultural analysis, and organizational development and change, but all articles dealing with individual, group, organizational, and/or environmental dimensions are appropriate. The journal provides an open forum for debate/synergy among diverging philosophical and methodological traditions in traditions in management, social sciences and the humanities, welcoming qualitative and quantitative research-based articles as well as critical research reviews and analyses.

If you are looking for a place to publish your cutting-edge research in the field of organizations and management, please consider making a submission to GOM. Our Electronic Submission Guidelines are available on the Sage website at www.sagepub.com. Alternatively, our Managing Editor, Dorothy Forba, will be delighted to send you a copy if you send her an e-mail at gom@ivey.uwo.ca. If you have a question about the fit of your article for our journal, please feel free to contact me at akonrad@ivey.uwo.ca.
JOURNAL OF BUSINESS ETHICS EDUCATION

Senate Hall Academic Publishing is launching a new journal called the Journal of Business Ethics Education. Business education must supply the conceptual tools managers need to make choices that are ethically responsible and culturally sensitive as well as technically sound. The mission of JBBEE is to assist educators in this task by providing timely educational materials and a forum for discussion of pedagogical issues.

JBBEE seeks to publish:

- **Educational materials** suitable for use in ethics courses or in other business courses where ethical issues are discussed. These include case studies, lecture articles for student use, articles and ethical analyses for instructors, role-playing material, syllabi and curricula, and downloadable software or audio/visual material. There is a particular emphasis on approaches that encourage student participation as opposed to passive learning. All teaching materials should be accompanied by a rationale for their use and guidance for how they can be most effectively deployed in class. The journal offers fast-track reviewing and publication of timely materials that address current issues in the business world.

- **Research articles** that deal with teaching strategies and educational issues related to business ethics. These include descriptions of new methods and their effectiveness, reports on classroom experience, and student perceptions of the learning process. Some relevant issues are: the proper role of ethics in business education; whether ethics can be taught; factors that shape student values and business school culture; course design; integrating ethics into other business courses, and the relative merits integration versus stand-alone courses; approaches to ethics in different cultural contexts; and the relation between business ethics and legal regulation. Literature surveys and summaries of the state of the art in a particular area are particularly welcome.

- Forums for **opinion pieces** and the exchange of views.

- **Reviews** of textbooks, case studies and other materials.

The Editors welcome case studies, lectures, classroom exercises, research overview articles and comprehensive review/perspective articles on business ethics and business ethics education.

Please send one electronic copy of each article in Microsoft Word format (other Microsoft formats and Adobe formats are acceptable for tables, figures and exhibits) to the Publishing Editor, pneilson@senatehall.com. All hard copies of audio/visual materials should be sent to the address below. For information on notes for authors, please visit the JBBEE web pages at www.senatehall.com.

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SIM Members’ Publications

The following publication listings were sent in by SIM members. Send yours in for the next newsletter! And please include an abstract of no more than 200 words for each publication.

Articles and Proceedings

The authors discuss the challenge and opportunity of Islamic insurance as a global, viable financial option. Islamic beliefs about insurance and interest are treated in detail. A description and prognosis of the Islamic insurance industry are provided.

At a time when competition in the workplace is becoming more and more individual, ruthless and widespread, managers are in turn being solicited more personally. That is why the market for psychologically oriented executive coaching is exploding nowadays. This article aims at extracting the main teachings of this change in perspective, in order to pave the way for a methodology of psychoanalytic coaching, that is directly inspired by the work of Jacques Lacan. The objective of this exploratory form of mentorship is to satisfy the explicit needs of the clients, along with their relational expectations and unconscious desir

Under pressure to deliver services both more efficiently and more effectively, some governments have begun to experiment with the provision of public goods through the creation of partnerships involving the public, private and not-for-profit sectors. Water is one of the many ‘public goods’ traditionally provided by governments around the world. Concerns about the transparency and accountability of public–private partnerships are particularly acute in this sector, because failures in governance can have tragic consequences. Using grounded theory development research methods, the authors examine the governance of municipal water systems in Canada. Three cases are presented that make use of a range of formal governance structures. Yet, regardless of the differences in formal structure, in each case the formal structures have proved insufficient, and domain-based collaborative governance mechanisms have evolved to supplement the formal structures. The authors argue for the need to broaden the traditional management concept of governance from a focus on organisational structure to include domain-based notions of governance.

The term nonmarket is increasingly applied to environments, institutions, organizations, and exchanges that are also labeled as noneconomic and social. Why has this new term been coined and widely adopted, and what are its distinct denotations? Baron has offered an often quoted definition: “The social, political, and legal arrangements that structure interactions outside of, although in conjunction with, markets and private agreements” but the coining of this term can be traced to
Hirshman (1958, 1970) who emphasized the decline and repair of all organizations. After reviewing four research perspectives on non-market, this article offers a novel definition emphasizing the constituting and correcting of markets, firms and noneconomic institutions.

This paper describes the professional ethical context behind the failure of Arthur Andersen’s audit of Enron. It is argued that the evolution of extreme industrial concentration in the accounting profession, and the subsequent unrestrained diversification of the “Big Five” accounting firms were the sources of multiple conflicts of interest that were unresolved by the time of the Enron debacle. In the post-Enron era, the problems of commercial conflicts of interest and of highly concentrated power in the profession remain important issues.

This 6,500 word article reviews Barbara Ley Toffler’s analysis of the reasons for the downfall of Arthur Andersen. From her unique perspective as a temporary insider (she spent four years running the firm’s Ethics and Responsible Business Practices unit) she paints an astonishing picture of an organization that was previously devoted to the highest standards of ethical integrity, but which then went off the rails because of greed and a lack of strong leadership. Her succession of tales about the corruption of the independence of the audit side of Arthur Andersen by the never-ending quest to obtain consulting income from audit clients raises issues about the integrity of whole accounting profession. This article suggests that the recent succession of scandals in the accounting profession may have a parallel in the modern scandals within the Catholic Church. It is argued that the profession’s inability to police the conduct of its major firms arose because professional accountants had developed a misplaced grand conviction of their individual and collective ethical integrity that required neither articulation nor defense.

Organizational literature on emerging industries has emphasized the need for institutional entrepreneurs – actors who give the new activity legitimacy and determine its patterns of behaviour. However, little empirical research has been developed on the strategies that institutional entrepreneurs employ in order to achieve the legitimacy of their activity. In this article we suggest that an institutional entrepreneur can use the development of measurement tools not only as a strategy but also as a way to develop its own legitimacy and power. By looking at a French entrepreneurial company’s development of tools to measure corporate social performance, we analyse how measurement tools influence an industry’s legitimacy and systemic power within it. Finally we discuss the implications of our findings on research into measurement tools in the areas of management or business and society.

Bargaining between host states and investors over the terms of investment in sensitive sectors of the economy generates political and economic tensions. In this study, we investigate the factors that contribute to the outcomes of those negotiations as measured by the private (versus state-owned) share of newly consummated telecommunications infrastructure projects. We find that private ownership is positively associated with overall economic development and investment liberalization in
the host country and with greenfield (versus divestiture) and joint venture (versus wholly owned) projects. Private ownership is negatively associated with existing telecommunications infrastructure, higher levels of state ownership of foreign investing firms, and the technological sophistication of the projects. Our analysis also shows a curvilinear (inverted U-shaped) relationship between investment policy hazards and private ownership. This finding supports the insight from transaction cost economics that potential gains from internalization are greatest at intermediate levels of uncertainty.


During the 1990s, U.S. managerial capitalism underwent a profound transformation from a technocratic to a "proprietary" form. In the technocratic era, managers had functioned as teams to sustain the firm and to promote social welfare by satisfying the demands of competing stakeholders. In the new proprietary era, corporate bureaucratic teams broke up into tournaments in which managers competed for advancement toward the CEO prize. The reward system of the new era depended heavily on stock options that were accompanied by downside risk protection. The tournaments turned managers into a special class of shareholders who sought to maximize their individual utility functions even if deviating from the firm's best interest. Once this new regime became established, managers discarded their technocratic, stakeholder creed and adopted a property rights ideology, originally elaborated in academia by financial agency theorists. Managers hardly noticed (or cared) they were capturing a disproportionate share of the new wealth being generated in the U.S. economy. When critics brought this fact to light, managers replied like well-schooled economists: markets worked efficiently. Whether they worked fairly was a question they did not address.


In this article, we document the growing influence of non-governmental organizations (NGOs) in the realm of socially responsible investing (SRI). Drawing from ethical and economic perspectives on stakeholder management and agency theory, we develop a framework to understand how and when NGOs will be most influential in shaping the ethical and social responsibility orientations of business using the emergence of SRI as the primary influencing vehicle. We find that NGOs have opportunities to influence corporate conduct via direct, indirect, and interactive influences on the investment community, and that the overall influence of NGOs as major actors in socially responsible investment is growing, with attendant consequences for corporate strategy, governance, and social performance.


Based on an inductive study we analyse the role of the investor relations (IR) function in the light of rising investor concern about Corporate Social Responsibility (CSR). The study draws on interviews with IR professionals in twenty firms. It highlights their awareness of CSR issues as well as their assessment of concern among mainstream investors and socially responsible investors (SRIs). From these findings we develop suggestions on how the IR function is moving from a mere "broadcasting" mode regarding CSR issues into a much more interactive mode of relationship management.


Building on John Rawls’s account of the Law of Peoples, this paper examines the grounds and scope of the obligations of transnational corporations (TNCs) that are owned by members of developed economies and operate in developing economies. The paper advances two broad claims. First, the
paper argues that there are conditions under which TNCs have obligations to fulfill a limited duty of assistance toward those living in developing economies, even though the duty is normally understood to fall on the governments of developed economies. Second, by extending Rawls's account to include a right to protection against arbitrary interference, the paper argues that TNCs can be said to have negative and positive obligations in the areas of human rights, labor standards, and environmental protection, as outlined in the U.N. Global Compact. More generally, the paper aims to further our understanding of the implications of Rawls's account of justice.


Superior quality and project management optimize the performance excellence of organizations, so every quality practitioner needs to be able to manage project quality effectively. The authors treat the five stages of project quality management pointing out the unique risks of each stage and emphasize the improvement opportunities in the project initiation and project closure stages. Specific project quality action steps are provided for practitioners.


Environmental reporting has become rather common for many multinationals, but how and to what extent this differs for the Triad regions is largely unknown. This paper investigates the differences in patterns and trends in reporting by Triad multinationals, also examining whether, in line with the globalisation thesis, convergence has occurred, and what the influence of institutional factors is. The empirical section is based on an analysis of environmental reporting occurrences by the Fortune Global 250 companies, using the panel of those multinationals that were included in the 1998 list and survived into 2002, and with their home base in the Triad regions (n=203).

In the 1999-2002 period, environmental reporting by US multinationals has stabilised, while a significant rise can be noted in both Japan and Europe. The differences between the Triad regions have increased, especially between US and Europe/Japan. Considering Europe as a whole, a convergence between Europe and Japan can be noted, but inside Europe differences have increased. Whereas sector of industry is still the most important determinant for explaining environmental reporting by Triad multinationals, the region of origin has increased in importance, thus contradicting the globalisation/convergence thesis. The divergence becomes even more notable when analysing the contents of the environmental reports, where distinct Triad-based reporting approaches can be observed.


This article presents the results of a study on the state of Corporate Social Responsibility (CSR) in Italian Small and Medium Enterprises (SMEs). It was carried out on a sample of 427 companies which employed from 20 to 250 workers and included seven technical areas: the relationship with personnel, corporate governance, the state of health, safety and respect for the environmental, relations with the community, the relationship with customers and suppliers, CSR instruments and CSR awareness. From many points of view the results were encouraging although there are some areas where SMEs have weak points. In particular there is strong concentration of decisional power in the hands of the company head, limited career possibilities for women, little interest in voluntary environmental projects, little knowledge about new forms of partnerships with the community and social marketing and little use of the typical instruments of CSR. On the other hand, many areas show that social values are written into the DNA of Italian SMEs. This is shown above all by their personnel relationships, strong integration with the local community, and the importance given to the ethical control of the supply chain. In the final part
of the article, we have made some suggestions of how to intensify the social responsibility of Italian SMEs, which are also relevant in a European context.

The author provides a causal analysis of three major threats to human and natural sustainability including microeconomic, managerial overemphasis on short-term financial returns, macroeconomic democratic institutional weakness in constraining unsustainability practices, and inadequate syntheses of scientific accounts of human reality that conceptually permit dehumanization processes. The author makes three recommendations at three levels: (1) at the conceptual foundation level of human reality theory, four scientifically-based human nature drives (drives to acquire, to defend, to bond, and to learn) are treated as balanced ways to avoid dehumanization threats; (2) at the macro politico-economic level, the development of global democratic-capitalist complexity skills is necessary to avoid the imposition (military or otherwise) of one type of democratic capitalism onto the world when a sophisticated balance of all four types (incumbency democracy/investor capitalism; procedural democracy/regulated capitalism; ecological democracy/community capitalism; and critical democracy/entrepreneurial capitalism) can best foster human and natural and sustainability; and (3) at the microeconomic level, the development of global managerial moral complexity skills, in balancing the competing organizational values at work and at home, to implement sustainability on a daily basis.

The authors delineate the need to rebuild public trust in accounting in light of numerous domestic and international accounting scandals and use the Arthur Anderson LLP debacle to provide the comprehensive integrity capacity theoretical model for diagnosis of causes and prognosis of remedies for domestic and international accounting. They recommend four areas of improved moral accountability at the microeconomic and macroeconomic levels for responsible leadership in domestic and international accounting.

This empirical article reports on available occupational safety and health (OSH) trends from China, analyzes macro and micro causes of the OSH problems, and offers constructive macro and micro action steps. Among the positive steps at the macroeconomic level, strengthening and deepening the PRC legal system and promoting substantive power sharing are recommended. Among the positive steps at the microeconomic level, developing responsible business competencies in current and future managers and empowering human resource leadership are recommended.

The nature, value, and neglect of integrity capacity by managers and the adverse impacts that Enron executive practices have had on a range of stakeholders are delineated. Explained is how moral competence in management practice is addressed by each dimension of the management integrity capacity construct (process, judgment, development, and system) and how Enron executive practices eroded each dimension. Specifically addressed is how behavioral and moral complexity can be utilized to balance the competing values of management and ethics theories to reduce the likelihood of future Enron-like managerial malpractice. Finally, three positive action steps are recommended to improve managerial integrity capacity and remedies are proposed for victimized Enron stakeholders.

The authors identify the neglect of social capital at both the professional association and academic department levels in the United States as a contributing factor in the growing demand for increased accountability for substandard academic professional performance. The authors focus on one national professional association (the Academy of Management) as a model and conduct an empirical survey of 260 of its members to address two social capital questions: the extent to which tenure status affects concern about professional ethics development of faculty and the extent to which faculty support for workshops for department chairpersons on assessing and developing the ethical climate of their academic departments exists. Both questions were affirmed in that untenured faculty exhibited more concern about professional ethics development than tenured faculty and both tenured and untenured faculty overwhelmingly supported workshops for department chairpersons to assess and develop the ethical climates of their departments. The limits of the research are addressed and four practical recommendations are offered with directions for future research provided.


This empirical article is a longitudinal twenty year study analyzing the occupational safety trends in the U.S. high-technology electronics manufacturing industry. The findings of accident inspections and the statistically significant characteristics of accidents in the industry are treated. Managerial implications and recommendations for OSH improvements in the industry are provided.


We tested the empirical validity of integrative social contracts theory by comparing the responses on an ethics survey of Americans working in Russia and in the United States. "Hypernorms" and "local norms" moderated the effect of national context on ethical evaluations and intended behaviors. In hypernorm situations, local played little role: all respondents shared similar ethical attitudes. In local norm situations, however, attitudes diverged. Our findings support the hypothesis that integrative social contracts theory can explain how expatriates evaluate ethical dilemmas abroad.


Given the groundswell of corporate misconduct, the need for better business ethics education seems obvious. Yet many business schools continue to sidestep this responsibility, a policy tacitly approved by their accrediting agency, the Association to Advance Collegiate Schools of Business (AACSB). Some schools have even gone so far as to cut ethics courses in the wake of corporate scandals. In this article I discuss some reasons for this failure of business school responsibility and put forth the argument that top university officials must go beyond weak accrediting standards to insist that ethics courses be required in the business school curriculum. Otherwise, students will continue to get the message that practicing managers have little or no legal and ethical responsibilities to society.
Books

BETWEEN ENTERPRISE AND ETHICS: BUSINESS AND MANAGEMENT IN A BIMORAL SOCIETY
John Hendry

We live in a 'bimoral' society, in which people govern their lives by two contrasting sets of principles. On the one hand there are the principles associated with traditional morality. Although these allow a modicum of self-interest, their emphasis is on our duties and obligations to others: to treat people honestly and with respect, to treat them fairly and without prejudice, to help and are for them when needed, and ultimately, to put their needs above their own. On the other hand there are the principles associated with the entrepreneurial self-interest. These also impose obligations, but of a much more limited kind. Their emphasis is competitive rather than cooperative: to advance our own interests rather than to meet the needs of others. Both sets of principles have always been present in society but in recent years, traditional moral authorities have lost much of their force and the morality of self-interest has acquired a much greater social legitimacy, over a much wider field of behavior, than ever before. The result of this is that in many situations it is no longer at all apparent which set of principles should take precedence.

In this book, John Hendry traces the cultural and historical origins of the 'bimoral' society have also led to new, more flexible forms of organizing, which have released people's entrepreneurial energies and significantly enhanced the creative capacities of business. Working within these organizations, however is fraught with moral tensions as obligations and self-interest conflict and managers are pulled in all sorts of different directions. Managing them successfully poses major new challenges of leadership, and 'moral' management, as the technical problem-solving that previously characterized managerial work is increasingly accomplished by technology and market mechanisms. The key role of management becomes the political and moral one of determining purposes and priorities, reconciling divergent interests, and nurturing trust in interpersonal relationships. Exploring these tensions and challenges, Hendry identifies new issues of contemporary management and puts recognized issues into context. He also explores the challenges posed for a post-traditional society as it seeks to regulate and govern an increasingly powerful and global business sector.

Dissertations: Recent Successful Defenses

Lance Moir
Why Does Business Support the Arts? Philanthropy, marketing or legitimation

This thesis examines the motivation by UK firms for one aspect for corporate philanthropy - support for the arts. This research develops a framework around the dimensions of relative business-society attention and relative stakeholder attention to identify patterns of motivation.

The dominant economic motivations of marketing and legitimation were identified. In all cases, business support for the arts includes a significant economic component, whether the primary motivation is pro-business or pro-society. Business supports the arts across the three areas of business benefits - especially branding and customer relations, employee support and community relations yet the importance of these areas varies according to the underlying principle motivation of marketing or legitimation. Further, the research shows that firms with higher business exposure undertake corporate support for the arts as an exercise in legitimation.
Catherine Monaghan
Development of the adult learner's management philosophy through Critical Management Studies courses.
University of Georgia, Athens, GA.

Critical Management Studies (CMS) uses a critical perspective in management education to examine the assumptions of power and privilege inherent in management. The purpose of this qualitative study was to understand how CMS courses affect adult learners' management philosophies. The research questions guiding this study were: 1) how do CMS courses affect the adult learner’s management philosophy and 2) what factors in a CMS course contribute to the development of the learner’s management philosophy? The primary means of data collection were semi-structured interviews with eleven learners in two CMS courses in the United States and the United Kingdom. Data were analyzed using the constant comparative method. The findings indicate the course moved two participants to a more critical management philosophy. However, for most of the participants, the course simultaneously reinforced their different, even opposing orientations at the same time. The results of this study revealed that (a) a CMS course can impact a learner’s management philosophy in multiple ways within the same course, (b) the outcomes from a CMS course derive from the intersection of course content, course process, the instructor, as well as the learner’s prior experiences and identity, and (c) there can be a contradiction between the use of course content and the pedagogical process in a CMS course.
SIM Members’ Accomplishments

Gilles Arnaud has recently become Dean of the Faculty at Groupe ESC Toulouse, France.

Robert Boutilier has left the Centre for Innovation in Management (CIM) in the Faculty of Business at Simon Fraser University to become an Associate of the Centre for Sustainable Community Development (CSCD, www.cscd.sfu.ca) in the Faculty of Arts at SFU. His focus there will be on research on the role of corporations in sustainable community economic development. Bob’s contact information remains the same (604-433-2441, boutilier@sfu.ca).

Jonathan Doh has been appointed to the Editorial Review Board of the Journal of International Business Studies.

Mick Fekula, formerly of Brenau University, is now a tenure-track Assistant Professor of Management at the University of South Carolina Aiken.

Bob Hogner, Florida International University (Miami), will be a guest lecturer in international business at Chulalongkorn University, October 2004. USNWR ranked the program he directs, FIU’s International Business Honors (IBH) Program, as ninth in the USA for undergraduate international business programs. FIU's IBH students, through Alternative Spring Break, will join Chula students and Hogner in a week long March 2005 Bangkok community service project.

Dr. Vinod Jain, professor and MBA program director at University of Maryland University College, has been named a Fulbright Scholar to Poland for Spring 2005. Beginning January 2005, he will spend four months at the Polish-American Management Center, University of Lodz. He will teach a course on Strategic Management on the Executive MBA program and provide advice regarding MBA curriculum design and online education to the Faculty of Management at Lodz. He is also planning a lecture tour to some other universities in Central and Eastern Europe during his stay in Poland.

On August 31st, Jeff Lenn stepped down as Senior Associate Dean of the School of Business at George Washington University after serving six years in that position. He will return to the classroom and reactivate his research agenda in his new role as Professor of Strategic Management and Public Policy.
Kate Monaghan joins Cathy Hansman and Elice Rogers as a new tenure-track faculty member in the Adult Learning and Development (ALD) Graduate Program in the department of Counseling, Administration, Supervision, and Adult Learning (CASAL) at Cleveland State University in Cleveland, Ohio. Between her MBA and Ph.D. degrees, Kate worked for over 15 years in the corporate environment as an accountant, Controller, financial consultant, trainer and human resource manager. She is a recent graduate of the University of Georgia with a Ph.D in Adult Education. Kate’s dissertation research, conducted in England and the United States, examined the changes in adult learners’ management philosophies as a result of participating in a Critical Management Studies course. Her research interests include learning and negotiating power dynamics in the workplace, learner networking and the impact on learning outcomes, and the use of critical management education to foster critical thinking among managers and organizations.

Jim Oldson is now Associate Professor and Director of the MBA Program at Long Island University in Brooklyn, New York.

In July 2004, Diane Swanson was presented with "The Outstanding Business Ethics Educator Award" at the Teaching Business Ethics Conference, sponsored by AACSB International, Colorado State University, University of Colorado, and University of Wyoming. At this same conference Diane spoke on the role of ethics education and conducted a workshop on teaching business ethics holistically.

Donna Wood, The David W. Wilson Chair in Business Ethics, University of Northern Iowa, was a "Distinguished Speaker" at the Administrative Sciences Association of Canada (ASAC) 2004 Conference held in Quebec City in June. The title of her address was "From Stakeholder Thinking to Stakeholder Theory: Taking Stakeholders Seriously." ASAC is the main management/business academic association in Canada and annually invites leading academics from around the world to make presentations at the conference.
Will You Be a Reviewer?

If you did not serve in 2004 (New Orleans Conference) as a reviewer for the SIM Division (Academy of Management), please consider serving as a reviewer for 2005 (Honolulu Conference). Please send by email to Duane Windsor, SIM Program Chair 2005, the following information in some form (Duane will be happy to prepare the form itself from that information). It is not necessary to send the form itself. The email address is Duane Windsor <odw@rice.edu>.

Reviewer Profile
Social Issues in Management Division
Academy of Management Conference

A critical service role we play for the Division is the review of papers for the annual conference. A timely and thoughtful review helps both the authors and the Program Chair. Authors receive focused feedback. The Program Chair receives data that aids in assembling a program that reflects the range and depth of current work being prepared by social issues researchers. Agreeing to serve as a reviewer means you will receive 2-4 papers or symposia in early January, and will be required to return completed reviews within two weeks. If you are up to this responsibility, we need you.

Name ____________________________

School ____________________________

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Topic Areas (please check your top three)

Corporate Social Responsibility  Political Strategy
Social Performance / Financial Performance  Business-Government Relations
Quantitative Methods  Public Affairs
Environmental Studies  Corporate Philanthropy
Strategy and Social Issues  International Issues
Corporate Crime  Business and the Community
Business Ethics  Teaching
Other Topics (Please specify) ____________________________

Disciplinary Base  Business Disciplinary Base

Economics  Finance
Psychology  Marketing
Philosophy  Strategy
Sociology  Human Resources Management
Political Science  Organizational Behavior
Anthropology  Organization Theory
Law  Operations
Other, please specify below  International Management

Other, please specify ____________________________
Additional Items of Interest

The latest issue of ORGANIZATION & ENVIRONMENT is out! Just to whet your appetite, here is the table of contents:

Table of Contents 17.3 – September 2004
SPECIAL ISSUE on the Environment and the Treadmill of Production

Political Economy and Environmental Crisis: Introduction to the Special Issue
.................................................................................................JOHN BELLAMY FOSTER AND RICHARD YORK
Interrogating the Treadmill of Production: Everything You Wanted to Know about the Treadmill but Were Afraid to Ask
..................................................................................................KENNETH A. GOULD, DAVID N. PELLOW, AND ALLAN SCHNAIBERG
Interrogating the Treadmill of Production: Some Questions I Still Want to Know About and am not Afraid to Ask............................................................................................................................ERIK O. WRIGHT
The Treadmill of Production: An Appreciation, Assessment, and Agenda for Research
....................................................................................................................FREDERICK H. BUTTEL
New Labor: Slowing the Treadmill of Production?..................................................BRIAN K. Obach
The Treadmill of (Diversifying) Production ................................................................RICHARD YORK

Art and the Natural Environment
Boating With the Dead: An Excerpt From a Novel .......................................................WES BERRY

Book Review Essay
Ecopsychological Theory and Critical Intervention ..................................................RENEE LERTZMAN

Book Reviews
Science, Seeds and Cyborgs: Biotechnology and the Appropriation of Life by Finn
Bowring..........................................................................................................SAMANTHA MCLEAN
From Apocalypse to Way of Life: Environmental Crisis in the American Century by
Frederick Buell......................................................................................................MARK LUCARELLI
The End of Over-Consumption: Towards a Lifestyle of Moderation and Self-Restraint by
Marius de Geus ....................................................................................................JAMES W. SHEPPARD
Environmental Protest in Western Europe by Christopher Rootes (Ed.) ..........ROBERT PÆHLKE
We Are Everywhere: The Irresistible Rise of Global Anticapitalism by The Notes from
Nowhere Collective (Eds). .................................................................................RONNIE LIPSCUTZ
And another issue is in press – here is its TOC:

Table of Contents 17.4 – December 2004

Articles
The Impact of Economic Development in James Bay, Canada: The Cree Tallymen Speak Out .................. GAIL WHITEMAN
Liberation Sociology and Advocacy for the Sokaogan Ojibwe ................................................ AL GEDICKS
Environmental Governance: Perspectives on Theory and Research .................................................. DEBRA J. DAVIDSON AND SCOTT FRICKEL

Futuristic and Utopian Studies
Globotopia: The Alternatively Global Movement and Utopianism .......... MARCEL WISSENBURG

Art and the Natural Environment
There Are Balances and Harmonies Always Shifting: Always Necessary To Maintain:
Leslie Marmon Silko’s Vision of Global Environmental Justice for the People and the Land ........................................ SUSAN BERRY BRILL DE RAMÍREZ AND EDITH M. BAKER
Glowing, Glowing ........................................................................................................ KATHRINE L. WRIGHT AND ARIANA-SOPHIA KARTSONIS

Dialogues and Debates
Celebrating a Citation Classic-And More: Symposium on Charles Perrow’s Normal Accidents ........................................................................................................... EUGENE ROSA

Book Review Essays
Windy Blots on the Landscape ........................................................................................................... HORACE HERRING

Book Reviews
Sociological Theory and the Environment by Riley Dunlap, Frederick H. Buttel, Peter Dickens and August Gijswijt (Eds.) ................................................................. IAN COATES
Thinking Geometrically: Re-Visioning Space for a Multi-Modal World by John Waisanen ........................................................................................................... RENEE LERTZMAN
The Romantic Conception of Life: Science and Philosophy in the Age of Goethe ........................................................................................................... ISIS BROOK
Protect or Plunder? Understanding Intellectual Property Rights by Vandana Shiva .............................................................................................................. SAMANTHA MCLEAN
Oryx and Crake by Margaret Atwood ............................................................................................... GREGORY R. BERRY

Next Newsletter: Winter (January) 2005