

HISTORICALLY SPEAKING

**Management History
Division Professional
Development Sessions
August 2004 - New
Orleans**

**Julia Teahen, PDW
Chair**

Friday, August 6,
2004

1:00 - 3:00 p.m.

New Orleans Marriott:
Preservation Hall Studio 9
Philosophies of
Organizational Research"
What Differences do they
Make?

This workshop is an invitation for thinking about thinking in organizational research. In their introduction to the new Oxford Handbook of Organization Theory: Meta-theoretical Perspectives, Tsoukas & Knudsen note that "although OT is a relatively new scientific field, in its sixty or so years of existence it has reflected most of the major trends and shifts that have emerged in the social sciences at large. All the major epistemological debates that have broken out in the social sciences

have also been played out in OT" (2003:2). In particular the last two decades have been characterized by ongoing debates over the construction of knowledge in Organization Studies among, for instance, advocates of positivist, interpretive, critical, feminist, postmodernist, critical realist, post-colonial perspectives. At the same time as members of the field demonstrate willingness to engage in meta-theoretical reflection, concerns arise over 'the need' for knowledgeable action. We will begin the workshop with brief presentations on various aspects of the philosophical dimensions of organizational research. The participants will then be invited to design research based on a range of philosophical positions underwriting different approaches to organization studies. This exercise will pay special attention to conceptual, methodological, representational and 'practical' implications.

Raza Mir, Linda Smircich,
Marta Calas, and John
Jermier
RM/MH/CMS

1:00 - 2:00 p.m.

Fairmont: Orleans

Higgins Industries: A Small Company that Changed the World This professional development workshop consists of a short symposium which will outline the history of Higgins Industries and its founder and how the company came to have such influence on naval activities in World War II and beyond. This discussion will be followed by a street car/bus trip to the National D-Day Museum to see PA33-21, an LCVP (Landing Craft Vehicles and Personnel), which was constructed in 1999, commissioned into the Coast Guard, and decommissioned for civilian use at the National D-Day Museum in New Orleans. Following this, Academy members can optionally visit the National D-Day Museum to learn more about the use of Mr. Higgins' boats in June, 1943. The story of the Higgins Boats and Higgins Industries is an important example of the management of an industry that answered the call in a time of national crisis. It is important for Academy members to understand

this contribution of industry during World War II. Paul Govekar, Michele Govekar, Kimball P. Marshall MH

Saturday, August 7, 2004

9:00 - 10:30 a.m.
Ritz Carlton: St. Charles
CMS Post-Doctoral Consortium 1: Session 1 on Critical Research In this session, we ask critical management researchers and those interested in critical management research to reflect on their passions and on the resistances that they have encountered (within themselves and their research communities) in doing their research and to open a dialogue aimed at enlarging and deepening their own research efforts and more fully engaging "mainstream" audiences with their research questions and research results. We focus on two aspects of critical management research: the research questions that critical research addresses and the research designs/research methods that critical research can bring to bear on answering their questions. In focusing on research questions, we will explore how "critical" questions are different from "mainstream"

questions and how critical and mainstream questions often yield answers that are simultaneously complementary and contradictory. In focusing on research designs and research methods, we recognize that critical management researchers draw on both "modernist" and "post-modernist" traditions in trying to answer their questions and to interest their audiences. We explore the variety of ways in which research can be positioned between the poles of modernity and post-modernity and communicated to management researchers and practicing managers. Bill Kaghan, Charles Booth, and Patricia Sikora
CMS/MH/OMT

10:00 - 11:30 a.m.
Continental Breakfast
Fairmont: Orleans
New Member Workshop: Introduction to the Academy and the Management History Division This workshop introduces new members to the Academy of Management and the Management History Division. Topics include: Managing your time at the AOM meeting, mission and domain of the MH Division, and other similar topics.
Regina Greenwood, Laquita Blockson, Jane Whitney Gibson, Morten Huse, and Alfred Bolton

MH

1:00 - 2:30 p.m.
Fairmont: Orleans
Professional Development in Academia: Getting Published This session discuss publishing techniques and tricks of the trade. Publishing topics include: articles, textbooks, and case studies. Daniel Wren, Donald Kuratko, Dewey Johnson, and Diana Reed
MH

1:00 - 3:00 p.m.
New Orleans Marriott: Preservation Hall Studio 7
Qualitative Methods for Studying Organizational Change This two hour professional development workshop (PDW) will explore how qualitative methods are used in our field to investigate the phenomenon of organizational change. Emphasis will be placed on studies of change within organizations, although some mention will be made of inter-organizational and institutional change studies. Since qualitative research methods consist of a rich variety of research traditions, and investigative and analytic practices, this workshop will examine these traditions and particular practices as they occur in

studies of change. This examination will also include discussion of research questions posed, and the critical process-based dimension of change research. To assist our efforts, we will draw on some selected studies of organizational change published in the journals of our field. We will also address participant questions about utilizing qualitative methods for studying change. An interactive, discussion and small group design will be used. Karen Golden-Biddle

RM/ODC/MH

3:00 - 4:30 p.m.
Fairmont: Orleans
Innovative Methods in Teaching Management History This panel discussion is designed to share new ideas and methods of teaching management history concepts. Topics to be covered include: case studies, biographies, sample assignments and exercises, textbook suggestions, Internet resources, teaching strategies, and other available resources Regina Greenwood, Alfred Bolton, James Stoner, Daniel Wren, and David VanFleet
MH/MED

Sunday, August 8, 2004

8:30 - 9:45 a.m.
Continental Breakfast
Fairmont: Orleans
Getting Involved in Professional Development
This session discusses how members can get involved in professional development. Topics to be addressed include: Networking and volunteering at professional meetings, getting papers accepted, being an exceptional reviewer, and the role of the discussant. Jane Whitney Gibson, Alfred Bolton, Jonathon Halbesleben, and Dewey Johnson
MH

10:00 - 11:30 a.m.
Fairmont: Orleans
Doctoral Student Workshop: Managing Your Dissertation
Experienced dissertation chairs and a recent graduate will present guidelines and practical advice for dissertation students. Jane Whitney Gibson, Richard Mowday, Jonathan Halbesleben, and Daniel Wren
MH

From the Division Chair

Shawn M. Carraher, Division Chair

Greetings from Latvia. As the newsletter comes out I should just be getting back from my third Fulbright trip

which is to Latvia. I shall actually be teaching Latvian students through mid-June although doing it via on-line education which appears to be a first for the university here. As the Division Chair for the Management History Division I can report that we are a healthy division financially and in terms of members. Franz is putting together an excellent program for us in New Orleans and arranging for some wonderful Cajun food. It is also my pleasure to announce that Chuck Wrege shall receive the 2004 Greenwood Award at the annual meeting and that we shall have several other special sessions that Franz shall tell us about. While the 2004 meeting has not yet occurred we should start looking towards preparing submissions for the 2005 meeting in Hawaii as it shall likely have record submissions. I would also like to suggest that individual division members consider influencing future generations through the Fulbright program. It is an opportunity to teach exceptional international students and experience educational processes unlike those at most universities in the United States. The web address

for applying is www.cies.org and whether you are looking for a two-week compressed course with the Senior Specialist program or an entire year abroad with the traditional program I strongly encourage Management History Division members to consider applying for one and maybe in a few years we can have a session on the Fulbright program and the MHD – crafting the future of Management History today.

Member News

Dave Lemak, Washington State University, Tri-Cities informs us that he has been promoted to Full Professor. Congratulations, Dave.

Paul Govekar informs us that he has accepted a tenure-track appointment as Assistant Professor of Management at Ohio Northern University, effective March 1, 2004.

Peter Petersen completed the book **The Great Baltimore Fire** just in time for the 100th

anniversary of the conflagration which took place on February 7 and 8, 1904. Drawn to the subject because of his interest in both management history and crisis management, Petersen's fast moving story chronicling the event has something for everyone. Interesting hindrances to fighting the fire included an inability to find the mayor on many critical occasions because he was with the fire fighters, the 10 hour delay in deploying the Maryland National Guard even though the troops involved lived in Baltimore, the injury to the fire chief and his subsequent withdrawal from command at the end of the first hour of this 30 hour blaze, and the use of dynamite to clear fire lanes that only spread the flames instead. Many cities came to Baltimore's aid and had to deal with their own challenges including the race by Washington DC firefighters who arrived in 38 minutes but found that their hoses wouldn't fit Baltimore's hydrants. Finally, during the reconstruction of Baltimore in May 1904 the mayor (after being married for only 16 days) committed suicide.

The 216 page book represents the culmination of three years of research and an additional year for writing. It details lessons

learned and other facts of interest to management history buffs as well as those involved in crisis management. Filled with detailed and engaging photographs, the flip side of the dust jacket has a 29 inch panoramic view of the destruction.

With over 1,000 copies sold during the first week of publication and 1,000 more during the second and third weeks, its initial printing of 3,000 is nearing depletion and a second printing is underway. Published by the Maryland Historical Society, the book is available in bookstores everywhere and online bookstores including Amazon.com.

Peter B. Petersen
The Great Baltimore Fire
The Maryland Historical Society, 2004
216 pages, \$30.00

Karl Moore (McGill University) and David Lewis (Citrus College) will have the second edition of their book `The Birth of the Multinational` coming out in 2004. It covers the history of international business from 2000 B.C.E. to 467A.D.. It has been completely rewritten to address two key and fair critiques of the first edition. They were delighted that the book

received over 20 reviews including in JIBS, The Journal of Economic Literature and the Times Literary Supplement. However, felt it important to address the issues where the book had fallen short. If anyone would like to receive a prepublication copy of the book please send an e-mail to karl.moore@mcgill.ca and he will e-mail a copy of the manuscript to you.

Journal of Management History

The Journal of Management History has a new Editor in Professor David Lamond PhD, Director of the Sydney Graduate School of Management at the University of Western Sydney in Australia. Professor Lamond will take over from Professor Jack Rabin, who has had a long and distinguished involvement with the journal.

In taking on this role, Professor Lamond said that he would seek to continue the proud tradition established by Jack Rabin, but would be guided in his approach to the journal by the words of a former Governor General of Australia, Sir William Deane, who, in the Inaugural Lingiari Lecture in 1996, said:

“The past is never fully gone. It is absorbed into the

present and the future.

It stays to shape what we are and what we do.”

With that in mind, the Journal of Management History is looking for contributions that reflect on the historical development of management concepts and practices, with a view to how they inform the present and ‘shape what we are and what we do’. Like the Division of Management History itself, this includes examination or re-examination of established historical management concepts; the historical and continuing role of the behavioural sciences in the development of management practices; historical analysis of management philosophies; methodologies for dealing with historical management materials; the importance of the historical perspective in understanding contemporary management; and historical aspects of such workplace features as quality control, cultures, and occupational health and safety.

If you think you have a piece that fits this bill, or if you would like to play a role on the editorial review board for the journal please send your manuscript/details to

Professor David Lamond

Editor, Journal of Management History

Email: d.lamond@uws.edu.au

Call for Papers “Great Works in Management History”

**Due date: July 15,
2004**

The Journal of Management History, a section in the journal *Management Decision*, is soliciting articles for a special symposium concerning the influence of great works in management history. Papers selected will be published in a special symposium in *Management Decision*.

When thinking about the academic work in our field, we often think about the writings that form the cornerstone for our ideas. This special symposium is dedicated to understanding the influence of such “great works” in shaping the history of management thought. We are seeking articles that discuss the influence of great works in management, either in the way they have shaped business practice, management theory and thought, or management education. Articles from all areas of management (e.g., business strategy and policy, organizational

behavior, etc.) are encouraged; international perspectives are welcomed.

Thus, potential article topics include (but are not limited to):

- A discussion of the influence of an individual or group/series of article(s), book(s), or other publication(s) on a particular area of management theory or practice
- A discussion of how an article, book, or other publication becomes a “great work”, including discussion of how some works within a topic become influential while others do not
- The influence of great works of literature (by non-management scholars) on management study or practice
- The influence of “pop” management works versus the influence of “academic” management works
- The manner in which great works are utilized in management education
- Personal reflections/interviews

with authors of great works

- The evolution of management thought concerning a specific topic as manifest in the great works on that topic

Please submit electronic versions of manuscripts to the symposium editor, Jonathon R. B. Halbesleben, at jhalbesleben@ou.edu. All submissions will be double-blind reviewed following the journal's normal review process. Those interested in serving as an ad hoc reviewer for the symposium should e-mail their contact information to jhalbesleben@ou.edu.

For more information, including the guidelines for submission or to submit article ideas for initial feedback, please contact the symposium editor at:

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Book Review

Tonya J. Hunter

Who Really Matters

The Core Group Theory of Power, Privilege, & Success

By Art Kleiner

New York: Currency
Doubleday, 2003.

277 pages, hardcover,
\$29.95.

The question **who really matters** has been an interesting topic for a number of organizations. Art Kleiner, the author of Who Really Matters addresses this question by informing us that it isn't the customers who really matter, rather the people who really matter are the Core Group. This group of individuals makes every decision based on how it will affect their own wants and needs of the core group.

So one may ask who makes up the core group. The composition of the core group may differ from organization to organization. A common core group may consist of individuals who make the largest investment, who are family or friends, who have worked hard and diligently for the organization and who have served the longest. The individuals who consist of the core group may also be from those holding different hierarchical positions.

If you are a part of a core group or wish to become involved in a core group, Kleiner offers advice and guidance as to how one may achieve their career goals and aspirations by navigating the hidden pathways in an organization. Through diagnostic exercises one may identify the core group and its mission, learn important things by the actions the core group makes, understand the ideas and theories that lead the management, and determine how being in or out of the core group may affect you.

To become more knowledgeable about the core group in an organization, one should definitely read Kleiner's book. This book would be a wonderful contribution to an individual's knowledge about who the core group is and where the core group is heading; however, it may be a great asset for a group to use who believes they are a part of the core group to help to determine their goals and aspirations for the company. In addition, one may wish to read this book to learn more about the core group so that they can become a member of this prestigious group.

Kleiner puts it best by saying, "an organization doesn't 'belong' only to its core group. In a small but real way, it belongs to all of us. We all have a valid interest in the well being and development" Who Really Matters is a knowledgeable book that offers various examples and exercises to help one explore the hidden pathways of any organization.

Editorially Speaking

Paul Govekar, Editor

This issue contains the schedule for the PDW sessions in New Orleans in August. Julia has put together a great program that seems to have something for everyone. Join the fun early and attend one or more of these sessions.

I plan to publish one more issue of the newsletter before the conference. That one should contain the schedule for the main conference. The deadline for your contributions will be June 15.

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2005)**

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