

# HISTORICALLY SPEAKING

Winter 2011

Volume 13, Number 2 <http://aomhistory.baker.edu>

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## Management History Division

A PEEK INSIDE...

“The experimental  
diminution of the  
lighting, in ordered  
quantities, in one room  
only, gave no  
sufficiently significant  
difference..”

--Elton Mayo

### HAPPY NEW YEAR!

Happy New Year to you all (and Gong Xi Fa Cai to those of you who will soon...

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### NEW KEY WORDS

Greetings all. As of this writing (14 January), we have 45 paper and 5 symposia submissions for 2011. You may recall from a note I posted...

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### THE GREAT BALTIMORE FIRE

This is the story of the Great Baltimore Fire of 1904 and the men and women who fought it – ordinary citizens who struggled to save themselves and their neighbors, newspapermen forced from their buildings, telephone and telegraph operators who bravely remained at their posts until the last minute...

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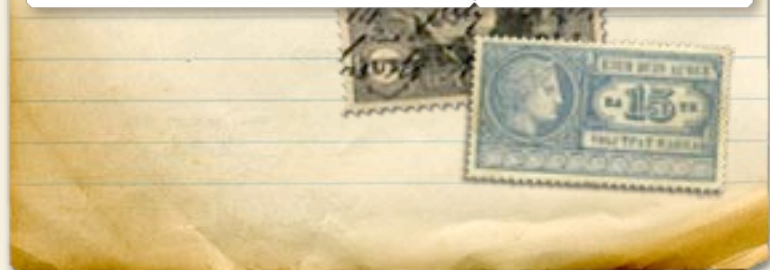
### MANAGEMENT HISTORY RESOURCES

The Management History Division is proud to share resources with our members through our website and social networking sites...

*Continued on Page 6*



Hawthorne Museum



## Happy New Year from the Management History Chair

Happy New Year to you all (and Gong Xi Fa Cai to those of you who will soon be celebrating the Year of the Rabbit!). Please let me add my Division Chair's welcome to the Winter (or summer for the antipodeans!) Newsletter, together with my thanks to Julia Teahen and her team, who are doing such an excellent job in communicating with us all and keeping us informed about the range of activities in which the Management History Division is engaged.

It's a great thing to be Division Chair in the context of a team of people where one's main task is to bask in the reflected glow of their success and to congratulate them on the work they're doing to achieve that success. Julia's work on the newsletter is complemented by Patrick's work on the 2011 scholarly program and Milorad's efforts in regard to the PDWs. Jay ensures we meet our fiduciary responsibilities, Regina, Jane and John are always there as stalwarts of the Division, and Curt is keeping a weather eye on me to make sure I follow properly in his footsteps as Division Chair.

Please enjoy the contents of the newsletter and look out for opportunities to share your latest information/ideas with us through Julia.

--David Lamond  
2011 Division Chair



*David Lamond - Division Chairperson*

## Notes from the PDW Chair

The Management History Division (MH) will organize several interesting Professional Development Workshops (PDWs) at the 2011 Annual Meeting in San Antonio, Texas. These PDW will integrate the theme of this year's meeting-- West Meets East: Enlightening, Balancing, and Transcending addressing how the globalization of management has important implications for research and teaching of management history. The PDW sessions are designed to convey competencies and elicit insight that will make possible for MH members to bring up to date their research and teaching skills, while developing a new understanding of management history in the global context.

The PDW sessions will start at 8:00a.m. on Friday, August 12 and end at 8:00p.m. on Saturday, August 13. The formats will be flexible and can take the form of not only workshops but also round table discussions and training sessions. Focused on the promotion of scholarship and teaching, these diverse formats will provide opportunities to explore the themes that are not commonly addressed within the scope of scholarly paper sessions. In sum, we have prepared creative and interactive PDWs that will also involve not only the members of the MH Division but also the members of other AOM divisions.

--Milorad Novicevic  
2011 Professional Development Workshop Chair



## MH Division 2011 Program Submissions, Reviewers, and New Keywords

Greetings all. As of this writing (14 January), we have 45 paper and 5 symposia submissions for 2011. You may recall from a note I posted in mid-December that we had 33 paper and 7 symposia submissions in 2009 (Chicago) and 54 submissions and 8 symposia in 2010 (Montreal). Additionally, we have 110 reviewers for the 2011 meeting in San Antonio (we had 106 reviewers for Chicago and 76 reviewers for Montreal). These numbers are all pretty nice – thanks very much to all of you for your contributions of time and talent to what will be another high-quality and interesting MH program in 2011.

You may have noticed that we have new MH Division keywords (see screenshot image). I would like to comment on this change and briefly discuss the submission and reviewer keyword endorsement data, as these 2011 data are interesting in a few ways.

Several months ago, the AOM informed me that the maximum number of division keywords was to be 65. At that point, we in the MH Division had 116 keywords. I took a pass at truncating the list and then the MH executive board and I discussed and winnowed it all down to 65 new and hybrid keywords organized into four new categories. Three aspects of our new framework and its effect on the 2011 MH division submission and review process are worth reporting here. First, please note that the 25 keywords in first category, specific management areas, correspond to the 25 AOM divisions. This category is important because it reflects that all areas of management research have a history, and that MH studies make unique contributions across the content areas that make up the AOM divisions. The frequency counts in that section also provide some insight into how our MH Division maps on to the rest of the

**Hawthorne effect**—*noun. Psychology a positive change in the performance of a group of persons taking part in an experiment or study due to their perception of being singled out for special consideration.*

Hawthorne effect. (n.d.). Dictionary.com Unabridged. Retrieved February 07, 2011, from Dictionary.com website: [http://dictionary.reference.com/browse/Hawthorne effect](http://dictionary.reference.com/browse/Hawthorne%20effect)

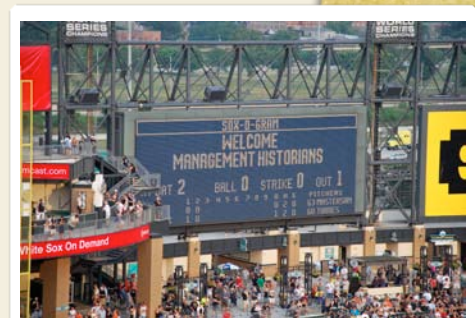
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## ...New Keywords Continued.

may be instrumental to attracting future MH members, undertaking studies, and co-sponsoring program listings. I suspect that monitoring those data year-to-year will provide even deeper insights. Second, the previous set of 116 keywords included many terms that regularly received very few or zero endorsements from reviewers or submitters. At the same time, some of those keywords were exceedingly popular (e.g., in 2010, "Management History" accounted for 225 reviewer assignments, "Business History" accounted for 164, and "Historical" accounted for 116) whereas many other of those keywords were ignored (e.g., in 2010, "Solar Power" and "Comcast" accounted for 0 assignments and "Pig Iron" was endorsed only once). Finally, the frequencies in the screenshot show

that the distribution of reviewer endorsements across keywords is more even than in previous years. Moreover, there are similar shifts in the distribution of submitter endorsements when comparing the old set of keywords with the new one. I hope you liked the new set of MH keywords and we welcome any and all feedback for improving them further. As we move through 2011 and toward the AOM meeting in August, please contact me anytime with program-related inquiries. Please see the last page of this newsletter for a list of new terms.

--Patrick Murphy  
2011 Program Chair



Chicago White Sox Social Gathering

## December Financial Report

As of 18 December 2010, here are our financial figures:

Begin Balance	\$ 8,372.11
AoM membership revenue	\$ 4,618.00
Total available	\$12,990.11
Expenses	\$7,140.99
Ending Balance	\$5,849.12
Anticipated 2011 AoM revenue	\$4,600.00
Anticipated 2011 funds available	\$10,449.12

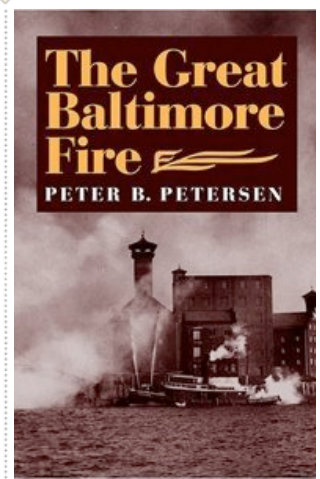
We should get a similar revenue (based on Membership), as last year, giving us about \$10,500 to spend. The program and meals were about \$4,000 for this year's conference (lower than anticipated), plus the money for the videotaping (\$3,000).

--Jay Janney, Treasurer



*Pete Petersen at the Hawthorne Museum*

<http://www.firemuseummd.org/thegreatbaltimorefireof1904.htm>



## The Great Baltimore Fire by Peter B. Petersen Published by the Maryland Historical Society

### The Story

This is the story of the Great Baltimore Fire of 1904 and the men and women who fought it – ordinary citizens who struggled to save themselves and their neighbors, newspapermen forced from their buildings, telephone and telegraph operators who bravely remained at their posts until the last minute, citizen-soldiers and sailors, ship captains, warehouse crews, a horse named Goliath, and, most of all – firemen. These firemen fought to the brink of exhaustion, while ordinary citizens sustained them, welcomed their reinforcements, and saved one another. In the aftermath, as the city lay crippled and political leaders wrangled over reconstruction, civic pride asserted itself, businessmen displayed irrepressible enthusiasm, and a city rose from the ashes with astonishing speed. Indeed, it is a story of men and women reacting to a crisis, of disastrous decisions and indomitable courage and determination.

### The Author

Pete Petersen is a professor emeritus from the Carey Business School at Johns Hopkins University in Baltimore. Also a former infantry battalion commander in Vietnam, he is keenly interested in crisis management – how others react in an emergency – and has investigated how leaders dealt with crises early in the twentieth century. The author of *Against the Tide: An Argument in Favor of the American Soldier*, and more than ninety articles and published papers, he received the John F. Mee Prize and the Richard D. Irwin Award for his work on management history. His third book *From Inkwell to Internet* describes 90 years of teaching business administration at Johns Hopkins University 1916 – 2006. Dr. Petersen is also a master parachutist, has traveled to Antarctica and Tibet, and at age sixty-five reached the summit of Mount Kilimanjaro.

232 pages including photos & illustrations not seen in 100 years. Available in paperback for \$25 and in hardback for \$30 at <http://amazon.com>

Some of its valuable lessons led to the standardization of fire fighting equipment and the establishment of emergency procedures at the city government level, while others emphasized the necessity of modernizing all cities.

*--Peter B. Petersen*

## Management History Division Online and Other Resources

VISIT OUR DIVISION THROUGH THE WEB AND SOCIAL NETWORKING!

The Management History Division is proud to share resources with our members through our website and social networking sites. Our division has established groups on AOM Connect, Facebook, LinkedIn, Flickr, and Twitter. Links to all of these groups can be found on the landing page of our website:

<http://aomhistory.baker.edu>

Pictures from from past conferences are posted on Flickr. Members are welcome to "tweet" their experiences in Twitter by using #mhaom (hashtag) in their posts. Please take a few moments to check out these sites and discuss issues with other members!

There are wonderful resources located on our website as well as links to other sites. Our members have access to oral histories from the Bass Collection, pictures from conferences, and video interviews of gurus such as Bernard Bass, Fred Fiedler, Lymon Porter, and Richard Hodgetts. Members are able to use the resources at no cost!

Finally, Emerald Publishing has graciously given our members free online access to the Journal of Management History. The link to the journal is located above the social networking sites on our main landing page (link above). Please check our website often as we continually update resources on our website.

Please send suggestions, comments, ideas, and potential links to other resources to [roy@baker.edu](mailto:roy@baker.edu).



# The Great Baltimore Fire



1904 - <http://www.firemuseummd.org/the-great-baltimore-fire-of-1904.htm>

## HISTORICALLY SPEAKING

Please send stories, pictures, interesting website links, information regarding published works, and your ideas for the Spring 2011 Newsletter!

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## New Management History Keywords

### Specific Management Areas

- Business Policy and Strategy
- Careers
- Conflict Management
- Critical Management Studies
- Entrepreneurship
- Gender and Diversity in Organizations
- Health Care Management
- Human Resources
- International Management
- Management and Organizational Cognition
- Management Consulting
- Management Education and Development
- Management Spirituality and Religion
- Operations Management
- Organizational and Management Theory
- Organization Development and Change
- Organizational Behavior
- Organizational Communication and Information Systems
- Organizations and the Natural Environment
- Public and Not-for-profit
- Research Methods
- Social Issues in Management
- Strategizing Activities and Practice
- Technology and Innovation Management

### The Evolution of Management Practices

- Recessions, Retrenchment, or Layoffs
- Research and Development
- Groups and Teams
- Mentoring and Coaching
- Compensation and/or Benefits
- Performance Appraisal
- Quality Control
- Recruitment and Selection
- Training and Development

### Comparative Studies and Research Methodologies

- Archival or Large-scale Research Methodologies
- Ethnographic or Case Study Research Methodologies
- New Ideas and Their Effects on Established Industries or Environments
- Past or Current Movements or Trends
- Theory from Non-business Areas
- Economic Systems
- Sociopolitical Systems
- Cross-cultural Contexts
- Historic Leaders or Managers

### Management and Organizational Domains or Periods

- Historic Manuscripts or Records
- The Ancient World (BCE)
- The Middle Ages/Medieval Times (pre 1500 CE)
- Circa 1500 CE to the Enlightenment/1700s
- Circa 1700 CE to the Present
- Post-1700 CE Contexts or Phenomena
- Economics or Economic History
- History of a Dead Industry
- History of Modern or Long-running Industry
- Related to Classical Economics
- Related to Neoclassical or Keynesian Economics
- Related to Austrian Market Process Economics
- Related to Alfred Chandler's Ideas
- Related to Chester Barnard's Ideas
- Related to Elton Mayo's Ideas or the Hawthorne Studies
- Related to Frederick Taylor's Ideas
- Related to Mary Parker Follett's Ideas
- Related to Herbert Simon's Ideas
- Related to Peter Drucker's Ideas
- Labor and Industrial Relations
- Leadership and Power
- Successes or Mistakes of the Past