

Summer 2005

Volume 8, Issue 4

Management History Division

Chair's Letter

Michele A. Govekar

Three MUST Dos from your Division Chair:

Aloha!

#1- Please join us for a Friday PDW visit to the Pearl Harbor naval docks. We'll meet at the park at noon, and then proceed directly to the site of the Arizona Memorial, the Missouri, and the submarine Bowfin. We'll trolley to and visit the Missouri as it was present both at the start and the end of the war; optionally you may choose to visit all three vessels.

You can travel to the area by car (H1 freeway to Arizona Memorial Stadium exit), by shuttle or by public bus (Express B on Kuhio Avenue to Punchbowl and Beretania, change to Express A to the Memorial ph. 848-5555). Those wishing to shuttle together should email p-govekar@onu.edu and we'll make group arrangements.

Admission to the Arizona memorial is free and first-come first served; so we'll first queue up to obtain numbers; then proceed to the Missouri as time permits. We recommend that those wishing to visit the Arizona Memorial plan to arrive at the park by about 10 a.m. and hope to visit the Arizona Memorial before meeting the group to visit the Missouri and the Bowfin.

No backpacks, camera bags, totes, etc. allowed. Just bring a wallet/passport and camera. Wear sunscreen, slacks (your college golf shirt?) and sturdy shoes for climbing ladders

Basic admission to the Battleship Missouri costs \$16, with either 1-hour personally guided tours or 2-hour digital audio tours costing \$22; discounted and combination admissions to Bowfin available.

#2. Please remember to bring a friend to every MH session; plus encourage that friend to join the division. We're a friendly, welcoming group of people with interests that link to many Academy

Divisions. We'll make your friend/colleague welcome.

#3 Don't miss the Division Business Meeting. It's the place to be on Monday at 5:30 in the Sheraton. We'll have some items of business (by-laws revision among them), award winners to recognize, and a lively discussion of the future of the Division. Followed of course by the Division Social Hour.

Mahalo!

Management History Program

The complete Management History Division program for the 2005 Annual Meeting is attached at the end of this newsletter.

Greetings MH Division Students!

Greetings, STUDENT MEMBERS!

I hope you are all preparing for a visit to Hawaii! Our division is offering an incredible line-up of professional development workshops and sessions that will be

very beneficial to student members. Please check these out in the AOM program you should have already received in the mail. A full listing of our division's activities can be found on p. 117 of the program (and attached to this newsletter, ed.). If you see one that interests you, be sure to check out its details to see if pre-registration is required.

I will be distributing very short, anonymous questionnaires to all student members attending our division's PDWs to gauge student interest and collect comments regarding these sessions. The information collected will be used by the MH Division Executive Committee for feedback and future planning purposes. Please be sure to find me and fill one of these out in each workshop you attend!

As you prepare for the meetings, remember the following tips:

- * **Be there.** If you are in the program in any role (i.e., discussant, chair, presenter), you must be present for your assigned sessions. It is **EXTREMELY** unprofessional to

be absent or late for the roles you have committed to.

- * **Be prepared.** Whether you are a discussant, chair, or presenter, be prepared with what you will say within the time limits allotted to you.
- * **Be a representative.** At the AOM meetings, you are representing yourself, your affiliation, and your divisions. Remain professional, courteous, and respectful during conference activities. Don't forget to spread the word about membership in the MH Division to other students you meet!
- * **Have fun!** In addition to obvious professional purposes, Academy conferences are intended for camaraderie and networking. Don't forget the social functions, such as our own division's Social Hour on Monday night at 6:30 p.m. and the All Academy

Reception Sunday night at 7:00 p.m.

We understand that many students are not able to make the big trip to Hawaii due to school funding limits. Remember, even if you're not attending the Hawaii meeting, you can still benefit from your program by requesting articles directly from the authors. If you see something that interests you, just look up the author in the back index to find his/her email address and request a copy of the paper.

Please feel free to contact me with any questions you may have prior to the meeting. I hope to see you all there!

Journal of Management History to re-launch in 2006!

Emerald Group Publishing is delighted to announce that the *Journal of Management History* (currently part of *Management Decision Journal*) will be re-launched as an independent title from 2006.

Management history is integral to the

understanding of modern management theory, concepts and techniques. The decision to re-instate **JMH** demonstrates Emerald's commitment to this critical area of scholarly research.

About the Journal

Sir William Deane (1996), then Governor-General of Australia observed "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."

The **Journal of Management History** reflects 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. Papers from this journal enable readers to improve judgement by apprising current and future scholars and practitioners about the experiences of those in different times and places.

The journal explores the following areas:

- Examination of established historical management concepts;
- the historical and continuing role of

the behavioral 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 such as quality control, cultures and occupational health and safety.

Our thanks go to Professor David Lamond and his excellent editorial board (including many division members) whose hard work and dedication has made it possible for **Journal of Management History** to become an independent entity.

I would like to encourage you, as experts in this field, to submit your research, ideas, thoughts and feedback to us in order that we can continue to grow and develop this

journal into a world-class publication. I look forward to hearing from you!

Anna Torrance
Managing Editor, Journal of Management History
 Emerald Group Publishing
Atorrance@emeraldinsight.com

Call for Papers

Management & Organizational History is now seeking articles for early issues of the journal.

Please contact the editor below for full submission details.

Management & Organizational History (M&OH)

is a quarterly, peer-reviewed journal which aims to publish high quality, original, academic research concerning historical approaches to the study of management, organizations and organizing.

The journal addresses issues from all areas of management, organization studies, and related fields. The unifying theme of **M&OH** is its historical orientation. The journal is both empirical and theoretical. It seeks to advance innovative historical methods. It facilitates interdisciplinary dialogue, especially

between business and management history and organization theory. The ethos of **M&OH** is reflective, ethical, imaginative, critical, interdisciplinary, and international, as well as historical in orientation. **M&OH** encompasses a broad range of historical approaches to management and organizations, and is not limited to any historical period or geographical area, or to any form of organization. Issues of interest for management and organization studies may arise from ancient, medieval or modern history; and from diverse geographical and societal settings. We also welcome approaches from a broad range of historical disciplines, such as social and cultural history, as well as business and labour history. In addition the journal is open to accessible historical research from related business disciplines such as marketing, operations management, finance and accounting, human resource management, strategy, technology management, information systems, and political economy. The journal is not restricted to empirical, archival historical research

using documentary records of businesses. **M&OH** specifically welcomes research on sources that are new and original for business and labour history, or for management and organization studies. The journal is also keen to extend innovative methodological approaches to historical research from organization studies. Theoretical, historiographical, and review essays are therefore invited from a range of perspectives in history, management and organization studies, or other disciplinary areas.

Manuscript pages should be numbered and double spaced. This includes not only the text but also the notes, references, displayed quotations, tables and all other material. Please include a cover sheet with full author address, affiliation and other contact details, including email address wherever possible. Acknowledgements and biographical notes should also be typed double spaced on a separate sheet. Biographical notes (100–150 words) should give current affiliation, research interests and recent publications. Both sheets will be removed from

manuscripts prior to review.

The title page should include:

- full title
- abstract (100–150 words)
- keywords (5–8): in alphabetical order for searching online, preferably not words already in title
- article word count.

Articles should normally be between 5,000 and 8,000 words, inclusive. Manuscripts should be submitted in both hard copy and via email. Both versions should be identical. The electronic version should be in Microsoft Word (.doc) format (6.0/95 compatible) and should be sent as an email attachment to the address below. Title the file with the lead author's surname. Please include the words "M&OH Submission" in the subject line of the email. If you do not have access to email please include an electronic copy of the submission on a floppy or compact disk and enclose it with your hard copy submission.

The address for submissions is as follows:
Charles Booth, Editor:
Management &
Organizational History,
Bristol Business School,
University of the West of
England,

Coldharbour Lane, Bristol
BS16 1QY, United
Kingdom
+44 117 3283456
charles.booth@uwe.ac.uk

Call for Papers from Professor David Lamond

*In The Life of Reason
(1905), George Santayana
said "Progress, far from
consisting in change,
depends on retentiveness.
Those who cannot
remember the past are
condemned to repeat it."*

In my inaugural editorial, I began with the above quote, to provide a guiding star for the way I hope the Journal of Management History will unfold under my stewardship. It also provides a basis for understanding the purpose of this special issue - to identify and chronicle the ways in which contributions by early writers in management have been absorbed into current understanding and/or can inform the future development of management ideas.

Accordingly, I am 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'. This includes examination or re-examination of established historical management concepts; the historical and continuing role of the behavioral 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.

Article submissions

Please send your manuscripts to:

Professor David Lamond PhD FANZAM

Editor, *Journal of
Management History*
Director & CEO
Sydney Graduate School
of Management
Email:

d.lamond@uws.edu.au

Papers should be no more than 6,000 words in length and contain a structured abstract of up to 250 words and up to six keywords that encapsulate the principal subjects covered

by the paper. All papers will first be considered by the Editors for general relevance and significance. If accepted for review, papers will then be subject to double blind peer review.

Full author guidelines are available from
<http://www.emeraldinsight.com/jmh.htm>

Editorially Speaking

Paul Govekar, Newsletter Editor

There is a lot of good information in this month's newsletter. Be sure to check out the Division Program for the Annual Meeting in Honolulu. I would like to personally invite everyone to join us for our trip to the Naval Docks. We will have an opportunity to visit the USS Arizona, arguably where the Second World War began for most Americans and the USS Missouri, which was there at the beginning and is where this same war ended.

This is my last issue as editor of Historically Speaking. It has been an interesting, busy period. I

want to thank all of you who contributed to the newsletter during my tenure and all of those of

you who read my scribbling. I hope it was informative and, often, an enjoyable read.

I look forward to seeing everyone in Honolulu.

HISTORICALLY SPEAKING



MANAGEMENT HISTORY DIVISION

Division Chair

Michele A. Govekar
Ohio Northern University,
College of Bus. Admin.
Ada, OH 45810
m-govekar@onu.edu

Division Chair Elect

Franz Lohrke
University of Alabama
2443 Huntington Glen
Drive
Birmingham, Alabama
35226-1998
flohrke@cba.ua.edu

Division Program Chair

Julia Teahen
President Baker College
Online
1116 Bristol Road
Flint MI 48507

1-800-469-4062
julia.teahen@baker.edu

Division Program Chair- Elect (PDW Chair)

Karl Moore
McGill University
Fclty of Mgmt, Samuel
Bronfman Building
1001 Sherbrooke St. West
Montreal, PQ H3A 1G5
Canada

Karl.Moore@mcgill.ca

Division Immediate Past Chair

Shawn M. Carraher Texas
A & M Univ. Commerce
Department of Marketing
and Management
Commerce, TX 74529-3011
Shawn_carraher@tamu-commerce.edu

Division Newsletter Editor

Paul L. Govekar
Ohio Northern University,
College of Bus. Admin.
Ada, OH 45810
govekarp@wcoil.com

Division Representative at Large (Term ends 2005)

Paul L. Govekar
Ohio Northern University,
College of Bus. Admin.
Ada, OH 45810
govekarp@wcoil.com

Division Student Representative

Stephanie Henagan
[scase@paws.lsu.edu]

Management History Division 2005 AOM Meeting Program

A New Vision of Management In The 21st Century
August 5-10, Honolulu, Hawaii

Program Chair, Julia Teahen - Baker College
Professional Development Workshop Chair, Karl Moore - McGill Univ.

Professional Development Workshop Sessions

Session Type	Session #	Session Title	Sponsor(s)	Date & Time	Hotel & Room
PDW Workshop	5	<p>Visit to the Hawaii Naval Docks</p> <p>Presenter: Paul L Govekar; Ohio Northern U. Speaker: Michele A Govekar; Ohio Northern U.</p> <p>This professional development workshop consists of a short symposium at the Honolulu Naval Docks which will outline the history of the Honolulu Naval Docks and their naval activities in World War II and beyond. This discussion will be followed by a car/bus trip to the National Park Visitor Centre at Pearl Harbour. It is important for Academy members to understand contribution of industry during World War II.</p>	(MH)	Friday, Aug 5 2005 12:00PM - 2:00PM	Off Site, Hawaii Naval Docks Off-Site
PDW Workshop	7	<p>The Power Of Richness: The Why, When, Where And How Of Qualitative Research Methods</p> <p>Organizer: Diana L. Day; Rutgers U., Camden Coordinator: Johann Peter Murmann; Northwestern U.; Presenter: Robert A Burgelman; Stanford U. Presenter: Deborah J Dougherty; Rutgers U. Presenter: Charles D. Galunic; INSEAD Presenter: Gabriel Szulanski; INSEAD Presenter: Klaus Weber; Northwestern U.</p> <p>Qualitative research methods can be as varied and diverse as quantitative research. The contribution that these methods can make lies in their ability to capture the phenomena in their richness and depth and their unfolding over time. As a result, our ability to gain deep insight, induce causality and especially new theory from these methods is typically exceptional. The question, however, is why, when, and where to use these invaluable methods (and the tools that aid in these methods) and how to do it really well. This PDW is designed to answer these questions by providing an overview</p>	(BPS, OMT, ONE, TIM, RM, MH, IM, OB)	Friday, Aug 5 2005 1:00PM - 4:00PM	Hawaii Convention Center, Room 301B 3rd Floor

		<p>of some of the key research designs or approaches in qualitative research methods with a view to their strengths—the “why, when, where and how” of each of them--and their weaknesses—the”why, when, where and how not”. Our panel consists of seven members. Each was selected for the unique insight they can contribute on the various qualitative research designs, methodologies and/or tools or for their insight on inducing theory or publishing qualitative research. The first presentations will discuss key qualitative research methods. Then, we shift from discussing qualitative methods and designs to analytical tools with especially powerful applications in qualitative research. We finalize the panel presentations with insights for inducing theory and publishing qualitative research. At the conclusion of the panel sessions, we will break-out into discussion groups. In this interactive portion, participants may select among panelists those most relevant to their own research concerns to pursue specific issues in more depth.</p>			
PDW Workshop	107	<p>New Member Workshop: Introduction to the Academy and the Management History Division</p> <p>Presenter: Regina Greenwood; Kettering U. Presenter: Jane Whitney Gibson; Nova Southeastern U. Presenter: Laquita C Blockson; U. of Northern Iowa</p> <p>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.</p>	(MH)	Saturday, Aug 6 2005 9:00AM - 10:30AM	Sheraton Waikiki Beach, Waimea Canyon Room 2nd Floor
PDW Workshop	113	<p>New Archivalism And New Archivalists: Exploring The Sources And Applications Of Archival Data</p> <p>Organizer: David A. Kirsch; U. of Maryland Participant: Marc Ventresca; U. of Oxford Participant: John Mohr; U. of California, Santa Barbara Participant: Christopher McKenna; Oxford U. Participant: Daniel P Forbes; U. of Minnesota Participant: Menzi L. Behrnd-Klodt; Klodt & Associates</p> <p>This workshop will invite organization scholars, archivists and historians to discuss the phenomenon of “new archivalism.” Archival research involves the study of historical documents, materials produced in the past and preserved in archives or by organizations with a perceived archival mission. For many research questions in organization science,</p>	(OMT, MH)	Saturday, Aug 6 2005 9:00AM - 11:30AM	Hawaii Convention Center, Room 309 3rd Floor

		these records have proved valuable, but where do archival data sources come from? Our discussion will center around deepening understanding across the assembled disciplines. How can archivists and historians support the data needs of organization scholars? How can organization scholars contribute to the richness of the historical record? From a practical perspective, what is needed to help develop archival applications in organization science?			
PDW Workshop	164	<p>"Teaching Situational Leadership Then and Now"</p> <p>Moderator: Jane Whitney Gibson; Nova Southeastern U. Presenter: Paul Hersey; Center for Leadership Studies Presenter: Ronald Campbell; Center for Leadership Studies</p> <p>This session will be with Paul Hersey, founder and Chairman of The Center for Leadership Studies in Escondido, CA and he is also a Distinguished Professor at NSU Situational Leadership® and Ron Campbell, President of the Center for Leadership Studies.</p>	(MH)	Saturday, Aug 6 2005 12:30PM - 2:00PM	Sheraton Waikiki Beach, Lanai Ballroom 2nd Floor
PDW Workshop	177	<p>Professional Development in Academia: Getting Published</p> <p>Presenter: Donald F Kuratko; Indiana U. Presenter: Diana Reed; Drake U. Presenter: Karl Moore; McGill U.</p> <p>Professional Development in Academia: Getting Published This session discuss publishing techniques and tricks of the trade. Publishing topics include: articles, textbooks, and case studies.</p>	(MH)	Saturday, Aug 6 2005 1:00PM - 2:30PM	Sheraton Waikiki Beach, Waimea Canyon Room 2nd Floor
PDW Workshop	200	<p>Survival Analysis</p> <p>Presenter: James Wade; U. of Wisconsin, Madison Presenter: Anand Swaminathan; U. of California, Davis</p> <p>Survival analysis can be used to answer a wide variety of research questions in organizational theory, economics, marketing, political science, sociology and many other areas. While we will briefly cover some econometric theory, the emphasis of this workshop will be on applying various methods in analyzing these types of data. The goal of this workshop is for participants to leave with a toolbox of methods that they can apply to their own research. In the first part of the workshop, we will introduce basic concepts and data structures used in event history analysis. We will also discuss the software that can be used to analyze event history data and provide specific</p>	(RM, TIM, BPS, OMT, MH)	Saturday, Aug 6 2005 2:00PM - 6:00PM	Hawaii Convention Center, Room 322A 3rd Floor

		<p>examples. After this, participants will break into groups and discuss how they can apply this methodology to their specific research problems. During this time, the session organizers will circulate among the groups and offer suggestions and answer questions. In the last part of the workshop, each group will present their research problems and we will discuss them. Each participant will be provided with a disk that contains a small event-history data set and instructions on how to run a simple analysis using a common event history program. Participants should either come with research questions or data for which survival analysis would be useful.</p> <p>Pre-registration required at https://spears.okstate.edu/rmdpregister. There is a \$10 fee for non members of the Research Methods Division.</p>			
PDW Workshop	215	<p>Management & Organizational History: A New Journal for 2006</p> <p>Presenter: Charles Booth; U. of the West of England</p> <p>Sage will publish a new journal relevant to our field from February 2006. Entitled Management & Organizational History, the journal will foster a broad spectrum of historical approaches to the study of management, organizations and organizing. The journal addresses issues from all areas of management, organization studies, and related fields. The unifying theme of the journal is its historical orientation. The journal is both empirical and theoretical. It seeks to advance innovative historical methods, whether from historians or non-historians. It facilitates interdisciplinary dialogue, especially between business history and organization theory. Its ethos is reflective, ethical, imaginative, critical, inter-disciplinary, and international, as well as historical in orientation. The PDW will provide an opportunity for potential authors, subscribers and reviewers to learn more about the journal. Charles Booth, editor will lead this session.</p>	(MH)	Saturday, Aug 6 2005 3:00PM - 4:00PM	Sheraton Waikiki Beach, Waimea Canyon Room 2nd Floor
PDW Workshop	248	<p>Management E-Media Visions</p> <p>Organizer: Charles B Wankel; St. John's U. Presenter: Neal M. Ashkanasy; U. of Queensland Presenter: Regina F Bento; U. of Baltimore Presenter: Philip L Cochran; Indiana U.</p>	(MED, BPS, CAR, CMS, GDO, HR, IM, ITC, MH, OB,	Sunday, Aug 7 2005 7:00AM - 9:00AM	Hilton Hawaiian Village, South Pacific 1 Mid Pacific

		<p>Presenter: Jim Combs; Florida State U. Presenter: Timothy DeGroot; Oklahoma State U. Presenter: Alev M Efendioglu; U. of San Francisco Presenter: Alan B. Eisner; Pace U. Presenter: Dale E Fitzgibbons; Illinois State U. Presenter: Jeanie M. Forray; Western New England College Presenter: Eric Goodman; Kaplan U. Presenter: Paul L Govekar; Ohio Northern U. Presenter: Lee Grubb; East Carolina U. Presenter: Robert J. Harvey; Virginia Tech Presenter: James C Hayton; Utah State U. Presenter: Kurt Heppard; U.S. Air Force Academy Presenter: David Jacobs; Hood College Presenter: Penelope Jones; U. of the West of England Presenter: Palmira Juceviciene; Kaunas U. of Technology Presenter: Robertas Jucevicius; Kaunas U. of Technology Presenter: Peggy D. Lee; Pennsylvania State U., Great Valley Presenter: Romie Frederick Littrell; Auckland U. of Technology Presenter: Pablo Martin De Holan; Instituto de Empresa Presenter: Nir Menachemi; Florida State U. Presenter: Sarfraz A Mian; State U. of New York, Oswego Presenter: Paul Miesing; State U. of New York, Albany Presenter: Ron Ophir; York U. Presenter: Mustafa F Ozbilgin; Queen Mary U. of London Presenter: Pamela E. Paustian; U. of Alabama, Birmingham Presenter: E Brian Peach; U. of West Florida Presenter: Sharma N. Pillutla; Towson U. Presenter: Kira Kristal Reed; Syracuse U. Presenter: Barry Rice; Loyola College Presenter: Nagaraj Sivasubramaniam; Duquesne U. Presenter: Lynda St Clair; Bryant U. Presenter: William Daniel Schulte; Shenandoah U. Presenter: Donna J Slovinsky; U. of Alabama, Birmingham Presenter: Robert David Stephens; West Virginia U. Presenter: Matt Suppa; Academy of Management Presenter: Kim-Chi Wakefield Trinh; Duke U. Presenter: Tunga Kiyak; Michigan State U. Presenter: Charles B Wankel; St. John's U. Presenter: Yuji Yoshida; Chiba U. of Commerce Presenter: B J Zirger; U. of Cincinnati</p> <p>The strategic and tactical direction of e-media supporting management scholars and practitioners, including electronic discussion forums, websites, e-newsletters, and e-journals, is the focus of this session. Visions of new international collaborations will be developed and associated networking initiated in this session. Issues related to technologies and their support by universities, scholarly societies, and other organizations and individuals will be discussed. Presentations of critical incidents and cases in management e-media will be critically considered in this roundtable structured session.</p>	OM, OMT, RM, TIM, ENT)		Conference Center
PDW Workshop	265	<p>Using the Past in Organizations: Memory, History and Commemoration</p> <p>Organizer: Andrea Casey; George Washington U. Facilitator: Charles Booth; U. of the West of England Facilitator: Olivera Fernado; U. of Western Ontario Facilitator: Pablo Martin De Holan; Instituto de Empresa</p>	(MH, MOC)	Sunday, Aug 7 2005 8:00AM - 10:00AM	Sheraton Waikiki Beach, Ewa Room 2nd Floor

		<p>Using the Past in Organizations: Memory, History and Commemoration. In 2003, the Ford Motor Company, Hershey, Harley-Davidson, and other companies celebrated their centennials. These celebrations involved the production and construction of many positive events and artifacts concerning not only the companies' history, but their memory and identity. On a darker note, companies are regularly confronted with aspects of their past they would rather forget - recent examples concern, for example, the official revision of the history of Bertelsmann AG, and the disclosure of IBM's connections with the pre-war Nazi regime. It seems clear that organizations' pasts are both contested and contestable, that they provide both a resource and a potential hindrance, and that organizational history, memory (or forgetting) and identity are very closely associated. However, the organization science literature is limited in this area. We know very little, for example, about organizations' use of their past as a strategic resource (for purposes of celebration, legitimation, or for innovation, for example); about the treatment of 'bad' memories, or inconvenient histories; about the importance of history and memory in organizational culture, climate and core practices; or about the effects of downsizing on the organizational knowledge-base ('forgetting'). This session would be co-sponsored by Management History and the Managerial and Organizational Cognition Division. Presentors would include: Andrea Casey, Charles Booth, Olivera Fernando and Pablo De Holan.</p>			
PDW Workshop	285	<p>Getting Involved in Professional Development Continental Breakfast</p> <p>Presenter: Jane Whitney Gibson; Nova Southeastern U. Presenter: Jonathon R. Halbesleben; U. of Oklahoma Presenter: Karl Moore; McGill U.</p> <p>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.</p>	(MH)	Sunday, Aug 7 2005 8:30AM - 10:00AM	Sheraton Waikiki Beach, Waimea Canyon Room 2nd Floor
PDW Workshop	299	<p>Starting Out on the Right Foot: Negotiating Your First Academic Job</p>	(CM, BPS, MOC,	Sunday, Aug 7 2005 9:00AM - 12:00PM	Hawaii Convention

		<p>Organizer: Wendi L. Adair; Cornell U. Presenter: Susan E. Brodt; Queen's U. Presenter: Roy J. Lewicki; Ohio State U. Presenter: Margaret A. Neale; Stanford U. Presenter: Gregory B. Northcraft; U. of Illinois, Urbana-Champaign Presenter: Robin L. Pinkley; Southern Methodist U. Presenter: Hildy Teegen; George Washington U. Presenter: Laurie R. Weingart; Carnegie Mellon U.</p> <p>This workshop is designed to prepare advanced doctoral students to negotiate their first academic job. The session will be led by a group of leading negotiation researchers and teachers with the goals of building both knowledge and skills in the domain of academic employment negotiation. This dynamic workshop incorporates three different learning formats. Students will test their skills in a simulated academic job negotiation, followed by a small group discussion about their experience led by one of the expert session leaders. There will also be presentations by negotiation scholars addressing such questions as: Why negotiate? How should I prepare myself for the negotiation? And, What are some effective negotiation strategies and tactics? The workshop will conclude with a panel discussion that includes opportunities for participants to ask questions of the panel of negotiation experts.</p> <p>Pre-registration is required. Register online by July 15 (http://research.business.queensu.ca/CMPDW) or email Wendi Adair (wla5@cornell.edu).</p>	<p>GDO, CAR, HR, TIM, OMT, OCIS, MED, MH, ITC)</p>		<p>Center, Room 316B 3rd Floor</p>
<p>PDW Workshop</p>	<p>313</p>	<p>Starting Out on the Right Foot: Negotiating Your First Academic Job - Discussion Groups</p> <p>Contact: Susan E. Brodt; Queen's U. Organizer: Wendi L. Adair; Cornell U.</p> <p>This workshop is designed to prepare advanced doctoral students to negotiate their first academic job. The session will be led by a group of leading negotiation researchers and teachers with the goals of building both knowledge and skills in the domain of academic employment negotiation. This dynamic workshop incorporates three different learning formats. Students will test their skills in a simulated academic job negotiation, followed by a small group discussion about their experience led by one of the expert session leaders. There will also be presentations by negotiation scholars addressing such questions as: Why negotiate? How should I prepare myself for the negotiation? And, What are</p>	<p>(CM, BPS, MOC, GDO, CAR, HR, TIM, OMT, OCIS, MED, MH, ITC)</p>	<p>Sunday, Aug 7 2005 9:30AM - 11:00AM</p>	<p>Hawaii Convention Center, Room 313C 3rd Floor</p>

		<p>some effective negotiation strategies and tactics? The workshop will conclude with a panel discussion that includes opportunities for participants to ask questions of the panel of negotiation experts.</p> <p>This session is the discussion group component of the doctoral student workshop on negotiating your first academic job. (See session 299)</p>			
PDW Workshop	331	<p>Doctoral Student Workshop: Managing Your Dissertation</p> <p>Presenter: Karl Moore; McGill U. Presenter: Jane Whitney Gibson; Nova Southeastern U. Presenter: Richard T. Mowday; U. of Oregon</p> <p>Doctoral Student Workshop: Managing Your Dissertation. Experienced dissertation chairs and a recent graduate will present guidelines and practical advice for dissertation students.</p>	(MH)	Sunday, Aug 7 2005 10:00AM - 11:30AM	Sheraton Waikiki Beach, Waimea Canyon Room 2nd Floor

Division Program Sessions

Paper Session	482	<p>Entrepreneurship and Organizational Evolution</p> <p>Chair: Alfred A. Bolton; Averett U. Discussant: Charles W Blackwell; Nova Southeastern U. Discussant: Leslie Tworoger; Nova Southeastern U. Discussant: Michele A Govekar; Ohio Northern U. Discussant: C R Marshall; U. of Wisconsin, Stevens Pt.</p> <hr/> <p>MH: <u>Oral History as a Classroom Tool: Learning Management Theory from the Evolution of an Organization</u></p> <p>Author: Sharon Topping; U. of Southern Mississippi Author: David L. Duhon; U. of Southern Mississippi Author: Stephen Christian Bushardt; U. of Southern Mississippi</p> <p>Management history is full of valuable lessons that can be used by students and practitioners alike. This paper describes the use of oral history to teach students about management history and the implementation of principles of management over the evolution of an organization. Thus, it provides an innovative method to bring real life into the classroom. To do this, the paper describes the oral history methodology and how the process was adapted to the classroom situation. The paper presents the findings in relationship to management theory and gives examples of how these principles were implemented. Moreover, the paper examines the inconsistencies and revelations that arise from the interviews as well. This project was an invaluable learning experience for the students and the researchers alike. It presented the opportunity firsthand to see the historical effects of the</p>	(MH)	Monday, Aug 8 2005 8:30AM - 10:20AM	Sheraton Waikiki Beach, Kohala/Kona Room Sheraton Waikiki Beach
---------------	-----	--	------	--	---

founders, the structure, incentive system, staff and recruiting policies, and organizational culture, among others. Furthermore, an oral history such as this leaves a memorial that can be referenced for years to come by researchers, community historians, and the organization itself. It provides a story told through the eyes of the narrators, and in this way, their perceptions will be preserved.

MH: A Historical Investigation of the Strategic Process Within Family Firms: A Cross-Cultural Analysis

Author: **Patrick Kreiser**; Ohio U.

Author: **Jari Ojala**; U. of Jyvaskyla

Author: **Juha-Antti Lamberg**; Helsinki U. of Technology

Author: **Anders Melander**; Jonkoping International Business School

The primary purpose of this paper was to perform an in-depth analysis of the strategic process that occurs within family firms. This study analyzed the historical development of the growth strategies of five family firms in the United States, Finland, and Sweden. The results of this study suggest that family firms typically adopt conservative strategies in the early part of their growth cycle. During their formative years, family firms often implement financially conservative strategies in an effort to protect their scarce resources and place an emphasis on maintaining tight control of the strategic decision-making process within the family unit. However, the competitive pressures experienced by family firms over time often force these companies to embrace a more entrepreneurial posture. As such, family firms often become more willing to take risks during the latter stages of their growth cycle and often undergo a transition from family management to professional management. This study concludes with a discussion of the implications of these findings for future research.

MH: Year 1900 Competencies against the 21st Century Criteria: An Analysis in Strategic Leadership

Author: **Kalle Pajunen**; Tampere U. of Technology

Paul Hersey Award for Best Paper on Leadership

Conventional thinking assumes that in the changing world strategic leadership has to be distinctly different from the past. This study suggests that we

		<p>can learn much from the structural elements of strategic leadership by challenging the previous notion. The conceptual three-part research framework and the in-depth historical case analysis of a Finnish pulp and paper industry leader presented in this study serve as building blocks for considering whether the basic elements of strategic leadership in organizational transformations have changed during the last century. It is proposed that these elements may not have changed much during the last century.</p> <hr/> <p><u>MH: Adventures in Software Archeology: Seeking (ABTOF) Theory in the Code</u></p> <p>Author: Michael Joseph Prietula; Emory U. Author: Mie Augier; Stanford U.</p> <p>Winner of John F. Mee Management History Contribution Award</p> <p>A Behavioral Theory of the Firm by James March and Richard Cyert is one of the most influential works in organizational science. An interesting and important element of that work was a computational model of a duopoly, which was eliminated in the second edition of the book. We examine the structure of the model and illustrate how the theoretical constructs were implemented: organizational attention, organizational learning, organizational memory, routines and meta-routines, and computational experiments. We also explore the academic environment within which this theory and model grew. We suggest that an interesting question is why the theory had a distinctly greater impact than the method on organizational research and education.</p>			
Symposium	573	<p>The Evolution of the Impact of Positivity on Performance</p> <p>Chair: Fred Luthans; U. of Nebraska, Lincoln Presenter: Suzanne J. Peterson; Miami U., Ohio Presenter: Kyle Luthans; U. of Nebraska, Kearney Presenter: Brett Luthans; Missouri Western St. College</p> <p>The first presentation will examine the historical roots of positivity starting with the Hawthorne studies initial recognition of the relationship between workers' positive feelings and their performance. Then, the research relating positive constructs such as satisfaction, rewards, conscientiousness, affect, emotions, and wellness to</p>	(MH)	Monday, Aug 8 2005 10:40AM - 12:00PM	Sheraton Waikiki Beach, Kohala/Kona Room Sheraton Waikiki Beach

		<p>performance outcomes will be briefly summarized. Finally, the roots of the recently emerging positive organizational behavior (POB) and psychological capital (PsyCap) will be presented. Specific attention will be given to positive psychology and defining what is meant by POB and PsyCap and how it is differentiated from previous positive approaches, the popular positively-oriented practitioner-oriented books, and related recent approaches such as Gallup's strength-based management and positive organizational scholarship (POS). The second presentation will give a brief overview of POB including the criteria meeting constructs of efficacy/confidence, hope, optimism, and resiliency. The third presentation will summarize examples of the research results to date on the relationship of POB states and overall psychological capital (PsyCap) on performance outcomes. The concluding presentation will summarize how POB and PsyCap can be developed in employees and plays an important role in the newly emerging authentic leadership model.</p>			
Symposium	657	<p>A New Vision of Business Education in the Twenty-First Century</p> <p>Participant: Molly Inhofe Rapert; U. of Arkansas Participant: Deborah R. Litvin; Merrimack College Participant: William P Curington; U. of Arkansas Participant: James E Stewart; Merrimack College Participant: Edward Popper; Merrimack College Participant: James Grinnell; Merrimack College</p> <p>Business education is at a crossroad. The dominant business education model—which is largely the product of historical events in the early twentieth century—is proving inappropriate to the demands of twenty-first century organizations. During a time when the business world is becoming increasingly dynamic and unpredictable, most business schools have been less than proactive in transforming their programs. This symposium discusses how two business schools (the University of Arkansas and Merrimack College) are responding to the pressure for curricular change. Presenters will highlight the “lessons learned from the trenches” as they transform their core curriculum. Consideration will be given to both the content as well a process of curricular transformation.</p> <p><u>The Evolution of the Traditional Business Educational Paradigm</u> Author: James Grinnell; Merrimack College</p>	(MED, ODC, MH)	Monday, Aug 8 2005 12:20PM - 2:10PM	Hilton Hawaiian Village, Coral Ballroom 1 Mid Pacific Conference Center

		<p>Author: Deborah R. Litvin; Merrimack College</p> <p><u>Curricular Transformation at a Large Public University</u> Author: William P Curington; U. of Arkansas Author: Molly Inhofe Rapert; U. of Arkansas</p> <p><u>Curricular Transformation at a Small Private College</u> Author: Edward Popper; Merrimack College Author: James E Stewart; Merrimack College</p>			
Symposium	658	<p>Authors Reflect on Chapter 2: Is Management History Still Important?</p> <p>Discussant: Regina Greenwood; Kettering U. Chair: Jane Whitney Gibson; Nova Southeastern U. Participant: Daniel A Wren; U. of Oklahoma Participant: Ricky W Griffin; Texas A&M U. Participant: David D Van Fleet; Arizona State U., West Participant: Jane Whitney Gibson; Nova Southeastern U. Participant: Robert C Ford; U. of Central Florida</p> <p>Authors of principles of management, organizational behavior, and human resources textbooks reflect on the management history coverage (chapter 2) in their and other texts. Trends are noted that indicate that management history coverage is decreasing as a part of these courses. As Chapter 2 coverage shrinks, the presenters describe alternative methods for keeping history in the management curriculum. The perspectives of a management historian are also offered.</p> <p><u>Personal Reflections on Writing "Chapter Two."</u> Author: David D Van Fleet; Arizona State U., West</p> <p><u>Management History in Introductory Management Textbooks: 1995-2005</u> Author: Daniel A Wren; U. of Oklahoma</p> <p><u>The Trends in Chapter 2 Coverage</u> Author: Jane Whitney Gibson; Nova Southeastern U.</p>	(MH)	Monday, Aug 8 2005 12:20PM - 2:10PM	Sheraton Waikiki Beach, Kohala/Kona Room Sheraton Waikiki Beach
Paper Session	743	<p>Scientific Management: Changing with the Times</p> <p>Chair: David A Lamond; U. of Western Sydney Discussant: Patrick Fitzgerald; Oklahoma City U. Discussant: Paul L Govekar; Ohio Northern U. Discussant: F Barry Barnes; Nova Southeastern U. Discussant: Alfred A. Bolton; Averett U.</p> <hr/> <p><u>MH: Albert Thomas and Scientific Management in War and Peace, 1914-1932</u> Author: Emil Walter-Busch; U. of St. Gallen</p> <p>Among leaders of the French socialist movement, Albert Thomas (1878-1932) was one of the few steady supporters of scientific management. His reformist ideology first stood the test during World War I when Thomas served as under secretary then minister for munitions for France. After the</p>	(MH)	Monday, Aug 8 2005 2:30PM - 3:50PM	Sheraton Waikiki Beach, Kohala/Kona Room Sheraton Waikiki Beach

International Labour Organization had entrusted him with the directorship of the Bureau international du travail, Thomas helped to create the International Management Institute (IMI) as a center for the collection and dissemination of advanced management thought and practice. During the Great Depression of the 1930s, the rationalization movement fell into disrepute. Like some progressive members of the Taylor Society, Thomas identified scientific management increasingly with concepts of socioeconomic planning and international cooperation. Nonetheless, the intellectual tide turned against his reformist creed. Having lost the support of its American sponsors, IMI closed its doors in January 1934, only about two years after Thomas's unexpected death.

MH: Can Strategy Save a Dying Industry? The Street Railway Industry: 1920-1936

Author: **Charles D. Wrege**; Cornell U.

Author: **Regina Greenwood**; Kettering U.

Author: **John G Joos**; Nova Southeastern U.

In the early 20th century, the street railway, the sixth largest industry of the time, dominated urban transportation. The leaders of the systems had not changed their approach to competition since its inception and focused on mechanics, not the customer, to gain ridership. Then, Louis De Lamarter of the Grand Rapids Railway Company appeared. He changed the strategy of his company to regain rider patronage by shifting the focus from engineering to the customer. De Lamarter collected data through market research to make innovations that customers wanted, he improved service based on customer survey feedback, and he developed innovative coach designs to address customer comfort and attract attention. In addition, he recognized the value of advertising, public relations, and publicity. His strategic activities and innovations spread throughout the industry and, although they were not sufficient to prevent the demise of the street railway industry in the face of the double threat of the Depression and the advent of the automobile, his strategies still influence the public transportation industry today.

MH: Withholding Effort in the Workplace: From Soldiering to Socially Motivated Underachievement

Author: **Stephanie Case Henagan**; Northern Illinois U.

Ronald B. Shuman Best Graduate Student Paper Award

William H. Newman Award Nominee

Organizational productivity relies on individual efforts and, thus, the withholding of effort is a phenomenon that should be prevented at all costs. It has, however, existed and been documented as prevalent in organizations as far back as Taylor's experiences at Midvale Steel Company. This paper outlines historical accounts of withholding effort and presents a new, social-psychological perspective of this phenomenon, socially motivated underachievement, which applies more readily to today's workforce.

MH: The Cold War and the Scientific Management of Consumer Interests

Author: **Chris Nyland**; Monash U.

Author: **Amanda McLeod**; Monash U.

In the 1990s the orthodox view that scientific management is an authoritarian and mechanical approach to management was challenged by revisionist management scholars. Despite this, little attention has been paid to the fact that Taylor and Taylor Society members strove to enhance the capacity of consumers, to ensure their interests were paid due heed by state and private sector organisations. In this paper we respond to this omission by exploring the contributions scholar/activists associated with the Taylor Society provided consumer interests. Drawing on the careers of prominent Taylorists, Morris Cooke, Ordway Tead and Mary van Kleeck, we detail Taylorism's contribution to the consumer movement, and why, in challenging the interests of business, it attracted the attention of the House Un-American Activities Committee. We contextualize the latter's attack on consumer activism and progressive Taylorism within the broader Cold War assault on liberal democratic values, which has decimated the left, and shifted the centre of

		American political power to right.			
Theme Session	821	<p>Reflections on Hawthorne Past and Present</p> <p>Chair: Daniel A Wren; U. of Oklahoma Presenter: Alfred A. Bolton; Averett U. Presenter: Regina Greenwood; Kettering U. Presenter: Daniel A Wren; U. of Oklahoma</p> <p>The session reflects on the Hawthorne Studies, a year after the 80th anniversary of the beginning of these studies, the most well known and most discussed research project in the field of management. In the first part of the session, a recorded interview (DVD) of Dr. Alfred A. Bolton by Dan Wren will be shown. Following the interview, Dr. Bolton will respond to questions and reflect on what the Hawthorne Studies mean today. The second part of the symposium will be a presentation by Dan Wren on current views of the outcomes of the Hawthorne studies. Time permitting, Dr. Wren will reflect on earlier studies and assess how well we are doing in teaching and writing about the Hawthorne studies 80 years after they began. The third segment of the session will focus on photographs related to the Hawthorne Studies and the Hawthorne Relay Assembly Room participants. The photographic collection, many of which are largely unknown, has been assembled over a number of years and brings to life, after more than 80 years, the time, the place, and the people of the Hawthorne Studies.</p>	(MH)	Monday, Aug 8 2005 4:10PM - 5:20PM	Sheraton Waikiki Beach, Kohala/Kona Room Sheraton Waikiki Beach
Meeting	860	Business Meeting	(MH)	Monday, Aug 8 2005 5:30PM - 6:15PM	Sheraton Waikiki Beach, Kohala/Kona Room Sheraton Waikiki Beach
Social Event	870	<p>Management History Social Hour</p> <p>Reception sponsored by Baker College in honor of Daniel Wren and his new book, "The History of Management Thought," 5th edition (Wiley).</p>	(MH)	Monday, Aug 8 2005 6:30PM - 8:00PM	Sheraton Waikiki Beach, Kahuku Room 2nd Floor
Symposium	940	<p>Reflecting on Leadership and Behavioral Research: Conversations with Fred Fiedler and John B. Miner</p> <p>Moderator: Arthur G. Bedeian; Louisiana State U. Participant: Daniel A Wren; U. of Oklahoma Participant: Lyman W. Porter; U. of California, Irvine Participant: James G Hunt; Texas Tech U. Participant: John G Joos; Nova Southeastern U.</p>	(MH)	Tuesday, Aug 9 2005 8:30AM - 10:10AM	Sheraton Waikiki Beach, Kohala/Kona Room Sheraton Waikiki Beach

		<p>Videotaped conversations with Fred Fiedler (20 minutes) and with John B. Miner (20 minutes). Interviewed by A.G. Bedeian at the annual meeting of the Academy of Management in Seattle, WA August 5, 2003. Produced by John Joos, Skylake Productions. Each conversation will be followed by a panel discussion.</p>			
<p>Paper Session</p>	<p>1029</p>	<p>History of Management Practice</p> <hr/> <p><u>MH: Westernization behind the Curtain: The Expansion of Management Consulting in Estonia: 1960-2000</u></p> <p>Author: Antti Ainamo; Helsinki School of Economics; Author: Jaak Leimann; Tallinn Technical U.; Author: Janne Tienari; Lappeenranta U. of Technology;</p> <p>Historical research has suggested that the dissemination and spread of the profession and practice of management consulting in Europe in the latter half of the 20th century was a part of a more general process of Americanization. In this view, management consulting is considered a constituent element in the convergence of management ideas and practices of Western Europe following what has been coined the American model. This paper challenges this understanding with a historical account of management consulting in Estonia from 1960-2000. For the first three decades of this time period, Estonia was a Soviet Socialist Republic. Yet, it developed an advanced version of management consulting, based on Western influences. Implications for further research on communities of practice, globalization, and the postcolonial debate are given.</p> <hr/> <p><u>MH: Viewing Work Historically through Art: Incorporating the Visual Arts into Organizational Studies</u></p> <p>Author: Elizabeth M Doherty; St. Joseph's U.</p> <p>Sometimes new visions for management come from revisiting the past and looking to other disciplines. An investigation of visual artists' images of workers' experiences in the Depression era (1930s-40s) revealed two contrasting characterizations of workers, namely the "manly worker" and the "beholden worker," neither of which are found in the organizational literature. From these descriptions of workers and the organizational</p>	<p>(MH)</p>	<p>Tuesday, Aug 9 2005 10:30AM - 11:50AM</p>	<p>Hawaii Convention Center, Exhibit Hall III - MH 1st Floor</p>

environment in which they worked, we gain an important perspective to understanding the transformation of the workplace during the American industrial revolution. Moreover, this historical perspective reveals how the meaning of work can vary depending on the extent to which business leaders and visual artists support one another. Finally, we learn that the use of visual art images can potentially contribute to organizational studies today by offering better descriptions of workers for a wider range of employees and their occupations, and showing their emotional responses to work. Thus, broadening organizational studies to include an arts perspective appears a useful approach to enhancing management practices and research into organizational behavior.

MH: **Charisma Revisited**

Author: **Ron Kerr**; Lancaster U.

Author: **Sarah Katrina Robinson**; Lancaster U.

In this paper we take a socio-historical approach to understanding the role of a charismatic leader in a contemporary organisation. We do this by trying to identify the complex intersection of tendencies, social, historical, organisational and individual that contributed to or overdetermined (Althusser 1990) this particular episode of charismatic leadership. Our study is drawn from and contextualised in our own professional experience as middle managers working for an international cultural agency ('the Organisation') in Ukraine from 1998 until 2001. It is in part therefore a reflection on our professional experience, historically and socially located. However, our purpose is also to demonstrate the continuing relevance of Weber's (1968) ideal types of authority to the understanding of social agents and processes and in particular we do this in order to try to understand how we and our colleagues were situated in a specific socio-historical and organisational context that constituted a configuration that overdetermined an episode of charismatic leadership. In the course of the paper, we deal with Weber's typology, with the characteristics of charismatic leadership and with its interpellating social, historical and organisational contexts, before operationalising the concept in

		<p>order to understand the problematic situation that faced us in Ukraine. We believe that our study demonstrates the relevance of a social and historical approach to management and leadership and raises questions of how managerial power operates as charismatic authority in a ‘western’ organisation in the particular context of the post-Soviet period.</p>			
<p>Paper Session</p>	<p>1030</p>	<p>International Dimensions of Management History</p> <p>Chair: Franz T Lohrke; U. of Alabama Discussant: Chester S Spell; Rutgers U., Camden Discussant: Edward F Murphy Jr; Embry Riddle Aeronautical U. Discussant: Beverly J. Jones; Kettering U. Discussant: Sharon Topping; U. of Southern Mississippi</p> <hr/> <p>MH: A Conceptual History of Entrepreneurial Thought Author: Patrick J. Murphy; DePaul U. Author: Jianwen Liao; Northeastern Illinois U. Author: Harold P. Welsch; DePaul U.</p> <p>Our paper presents a conceptual history of the development of the entrepreneurship field. The dynamism of conceptual movements in the entrepreneurship field has created theory development marked by volatile concepts and transient scholars. Nonetheless, it is the fastest growing field in the domain of business studies and the fastest growing division in the Academy of Management. We undertake to chronicle key concepts driving this recent activity by beginning with prehistoric conceptual foundations of entrepreneurship and tracing them into the present day. Our analysis employs a logical mechanism of conjecture and refutation to illustrate the emergence, rise, re-emergence, and/or decline of key theories and concepts within the context of (a) prehistoric, (b) classical, (c) neoclassical, (d) Austrian market process, and (e) multidisciplinary conceptual movements. The contributions of our paper include a clearer perspective on the conceptual roots of the entrepreneurship field as a scholarly area and the relevance of influential conceptual notions and their impact on entrepreneurial thought (e.g., arbitraging market, equilibrium models). Contributions also include a contextualizing of contemporary entrepreneurship theory, such as recent work focusing on the role of opportunities in the entrepreneurial discovery process. Finally, we detail implications for the way ahead in the entrepreneurship field as a scholarship-</p>	<p>(MH)</p>	<p>Tuesday, Aug 9 2005 10:30AM - 11:50AM</p>	<p>Sheraton Waikiki Beach, Kohala/Kona Room Sheraton Waikiki Beach</p>

based discipline.

MH: Early Stages of São Paulo – Brazil Industrialization Process in the First Half of the 20th Century

Author: **Isabela Baleeiro Curado**; FGV-EAESP

Carolyn Dexter Award Nominee

The beginning of an industrial society usually happens through the development of small firms, managed by the owner, using common knowledge and practical skills. Practical knowledge is the knowledge related to craft, technique, and the process of doing. In Brazil, the industrialization growth was influenced by practical knowledge brought by European immigrants in the beginning of the 20th Century. This paper presents an analysis of the early stages of São Paulo industrialization process. To do so, a different methodological process was used: a combination of documents, typology and analysis of accounts and life stories. First, the research methodology is presented. Afterwards, the beginning of the industrialization process of São Paulo city, the industrial heart of Brazil, is described.

MH: Managing Knowledge Work Medieval-Style: The Monks of the Early Medieval Irish Celtic Church

Author: **Paul McGrath**; U. College Dublin

In this article use is made of a case study of the monks of the early medieval Irish Celtic Church to highlight the implicit ahistoricism of the knowledge management literature. Through an examination of the relatively sophisticated processes through which the monks gathered, codified, created, interpreted and disseminated religious and secular knowledge, the article shows how history can be used to increase the level of critical discourse within the contested and increasingly fragmented field of knowledge management. Fundamentally, the article presents a church metaphor of knowledge management, one highlighting the politically contentious nature of knowledge creation, a process underpinned by ideologies and cults and one primarily concerned with the avoidance, constraining and settling of controversies and debates. The case is also used to illustrate an

		<p>example of a rudimentary form of epistemological pluralism outlining a situation where a rich Celtic aesthetic, a rudimentary premodern science and strong religious morality were minimally differentiated yet successfully united, albeit in pursuit of an open conservative religious theology.</p> <hr/> <p><u>MH: A Historical Analysis of Ancient Chinese Negotiators Strategies</u></p> <p>Author: Hun-Joon Park; Yon Sei U. Author: Changdao Jin; POSRI Author: Si Ahn Mehng; Yon Sei U.</p> <p style="text-align: center;">Carolyn Dexter Award Nominee</p> <p>Through the historical literature review, this research analyzes and arranges the ancient Chinese negotiators strategies, and purposed on presenting suggestions for investors and business partners toward China and reviewing ancient literatures which is the basis of East Asian thought structure at the same time.</p>			
Symposium	1078	<p>A Roundtable on Sanford Jacoby's "The Embedded Corporation"</p> <p>Presenter: Thomas A Kochan; Massachusetts Institute of Technology Presenter: Paul Adler; U. of Southern California Presenter: Ronald Applegate; Cornell U. Presenter: Sanford M Jacoby; U. of California, Los Angeles</p> <p>The panel will consist of a roundtable discussion of Sanford Jacoby's new book on corporate governance in the United States and Japan, <i>The Embedded Corporation</i>. Participants will include Tom Kochan (MIT), Paul Adler (USC), Ron Applegate (Cornell) and Stuart Clegg (U. of Technolgy). Sanford Jacoby (UCLA) will respond to their comments.</p>	(CMS, MH)	Tuesday, Aug 9 2005 2:30PM - 3:50PM	Sheraton Waikiki Beach, Honolulu Room 2nd Floor
Paper Session	1111	<p>Historical Roots of Management Theory</p> <hr/> <p><u>MH: Exploring the Roots of Porter's Activity-Based View: Where Did the Value Chain Originate?</u></p> <p>Author: Norman T. Sheehan; U. of Saskatchewan</p> <p>Although Porter's (1985) activity-based view is widely cited by academics and taught to students and practitioners, we know little about its intellectual roots. This paper discusses its potential antecedents and finds three key literatures that may be considered significant contributors: economics, scientific management and operations research, and strategic management. The paper concludes with a</p>	(MH)	Tuesday, Aug 9 2005 2:30PM - 3:50PM	Hawaii Convention Center, Exhibit Hall III - MH 1st Floor

discussion of the future of the activity-based view proposing that it needs to be formally integrated into a resource-based firm-level framework if it is to have a significant impact on the strategic management literature going forward.

MH: **Tracing the Historical Roots of Career Theory**

Author: **Celia Moore**; U. of Toronto

Author: **Hugh P. Gunz**; U. of Toronto

Major references on the history of career theory tend to date its birth somewhere in the late 1970s, with the inauguration of what became the Careers Division of the Academy of Management. However, the true intellectual roots of career theory vastly predate our contemporary understanding of the field's early influences. This paper aims to deepen our understanding of the historical origins of career theory, by tracing its early influences across a number of different disciplines. These influences extend back to Durkheim and Weber from sociological theory, Freud and Jung from the perspective of developmental psychology, and to early empirical work by Cattell and others on the study of individual differences, which informed early vocational psychology. In so doing, the hope of the paper is to remind us of career theory's intellectual roots, as well as to suggest throughout how these conceptual origins can continue to inform the future evolution of career theory.

MH: **Barnard and Customer-Involving HRM**

Author: **Milorad Novicevic**; U. of Mississippi

Author: **Allison Burgess Duke**; U. of Mississippi

Author: **Erin R. Holmes**; U. of Mississippi

Author: **Jacob W. Breland**; U. of Mississippi

The purpose of this article is to present a revised framework for designing capability-enhancing governance mechanisms appropriate for managing customer participation in firm business processes. Specifically, the hierarchical, market, and relational governance mechanisms (Williamson, 1991), which are incorporated in the Bowen and Jones's (1986) transaction cost-based typology of the firm-customer exchange, are complemented with the customer roles as resources, which is congruent with Barnard's (1948) concept of cooperation. To

develop this complementary architectural view of customer cooperative roles, we first present a literature review of customer participation and involvement in firm processes. Second, building on Barnard's (1948) foundations, we advance prior conceptualizations of customer participation by complementing the Bowen and Jones' (1986) transaction cost-based typology with the view of customer roles as organizational capability-enhancing resources. Finally, we offer propositions related to the HRM practices supporting the customer-involving HR architecture. In conclusion, implications and future research directions for examining mediators and moderators between the architecture of customer roles and the related HRM practices are discussed.

MH: The Diffusion of Diffusion: The Evolution of Managerial Discourse

Author: **Jennifer Ann Whitson**; Northwestern U.

Author: **Paul M Hirsch**; Northwestern U.

In this paper, we note how works in the discipline of historical linguistics and the subfield of evolutionary frameworks in the study of Organizations can be combined to fruitfully track and trace the evolution and development of terms and their application in our field. To illustrate, the concept of diffusion and how it has been utilized is examined. "Diffusion," and its later coupling with "innovation," was selected, for it has an extensive history, and the origins surrounding its more recent linkage to "innovation," have been extensively documented, providing an extant pool of data for examination. This paper encourages an expansion and greater application of the evolutionary framework to illuminate why certain phrases became dominant and spread, while others fall away, and how the dominance of certain phrases may alter the way we think about the objects and concepts they stand for. Our goal is to lay the groundwork for using evolutionary models as a framework through which to examine the development of phrases and language, as they have developed during the course of the field's study of Management and Organization.

	<p>Organizations Research</p> <p>Organizer: Melissa Wooten; U. of Michigan Organizer: Marc Schneiberg; Reed College Discussant: Andrew J. Hoffman; U. of Michigan</p> <p style="text-align: center;">Winner of OMT Division Best Symposium Proposal Award</p> <p>Incorporating social movements within organizational analysis has itself become a veritable movement among organizational researchers. Yet while theoretical and qualitative analyses of this sort abound, far less attention to date has been devoted to methodological challenges of systematically including movements and their effects in the analyses of organizational processes. This symposium confronts issues of how to incorporate, measure and model movements and movement effects in qualitative and quantitative organizational research by inviting two sets of panelists to discuss concretely how they have—or would—“bring movements back in” to the design and implementation of ongoing research projects.</p> <p><u>Social Movement Organizational Outcomes</u> Author: Sarah A Soule; U. of Arizona Author: Anand Swaminathan; U. of California, Davis Author: Laszlo Tihanyi; Texas A&M U.</p> <p><u>Social Movements and Organizational Form: Alternatives to Corporations in Three American Industries</u> Author: Marc Schneiberg; Reed College</p> <p><u>Institutional Theory, Social Movements, and the Emergence of Modernist Architecture</u> Author: Mauro F Guillen; U. of Pennsylvania</p> <p><u>On Law, Organizations, and Social Movements in the Civil Rights Context</u> Author: Lauren B Edelman; U. of California, Berkeley</p>	MH)	4:10PM - 5:20PM	Convention Center, Room 316C 3rd Floor
--	--	-----	-----------------	--