

Gender and Diversity in Organizations

A division of the Academy of Management

Fall 2001 Newsletter · Mary E. Graham, Clarkson University, Editor

A Message from the Chair ...

Ellen Ernst Kossek, Michigan State University

As we contemplate these difficult times, where diversity in cultural values is one of the many factors behind the events of September 11 and the current fighting in Afghanistan, the importance of the work of members of our division is more important than ever. I hope many interesting proposals will be submitted to the Academy on how we might apply teaching and research on cultural diversity to help make the world a better place. We will have more information on the 2002 Academy Meetings in Denver (yes already!) but for now, here is the call for papers that the Academy has placed online:

http://www.aom.pace.edu/meetings/2002/Call_for_Submissions.htm

Special instructions for the GDO Division are also included at:

http://www.aom.pace.edu/meetings/2002/Domain_Special_Instructions.htm

And, don't forget to volunteer to review for the division with Program Chair Elizabeth Cooper or to volunteer for a committee. Below you will find a list of committees. Please contact the chair of each committee on which you might be interested in working. Volunteering for a committee is a good way to see if you want to become involved in the division's leadership. It is also a great way to meet interesting colleagues.

Also, please take note of the work done by David Kravitz of George Mason University on forging links with the EEOC. He has worked to make arrangements for members to work with local EEOC offices around the country. (See a related article in this newsletter.)

And of course, please feel free to contact me with any suggestions on how to make the division's work more effective. (kossek@msu.edu)

Finally, on behalf of the GDO Division, I would like to thank Lynn Bowes-Sperry for over 2 years of dedicated service as Newsletter Editor. Lynn's efforts greatly enhanced dissemination of important information to members and the overall functioning of the division. Fortunately, Lynn will continue to serve the GDO Division as a new Executive Committee Member.

Best wishes,

Ellen Ernst Kossek, GDO Chair

GDO Committees and Contacts

If you are interested in participating on a GDO committee, please contact the Committee Chairs listed below.

Sage Best Student Paper Based on Dissertation Committee

This committee reviews papers on the program based on dissertation for award.

Chair: Jeanette Cleveland janc@psu.edu

Dorothy Harlow Best Paper Award (Best paper on 2002 program)

Chair, Lynn Bowes-Sperry: - Lbowessp@wnec.edu

Janet Chusmir Service Award Committee (This committee solicits and reviews nominations for outstanding contribution to GDO over the years.)

Chair: Marian Ruderman ruderman@leaders.ccl.org

Sage Scholarship Award (This committee solicits and reviews nominations for outstanding Contributions to the field)

Chair: Tony Butterfield Email: dabutter@mgmt.umass.edu

New Member Committee:

Chair, Jasmine Tata: Jtata@wpo.it.luc.edu

Preconference Committee Chair (includes doctoral consortium):

Bernardo Ferdman bferdman@alliant.edu

2002-2003 Officer Nominations Chair (and Past Chair):

Audrey Murrell amurrell@katz.pitt.edu

2002 Program Committee Chair:

Elizabeth Cooper ecooper@uri.edu

Technology Committee Chair:

Carolyn Wiethoff: cwiethof@indiana.edu

GDO Government Relations Exploratory Committee (EEO:OFCCP)

Chair: David Kravitz dkravitz@som.gmu.edu

Mentoring Committee:

Chair: Ellen Ensher

Co-Chairs: Belle Rose Ragins, Ellen Fagenson Eland

New GDO Executive Committee Members

Laura Graves, Clark University

Congratulations to the newly elected members of the Executive Committee, and thank you for serving!

Lynn Bowes-Sperry, Western New England College

Jeannette N. Cleveland, Penn State University

Joycelyn Finley-Hervey, Florida A&M University

David Porter, UCLA

Jasmine Tata, Loyola University Chicago

Susan Vinnicombe, Cranfield School of Management

Watch for Mailing: GDO By-Laws Change

Ellen Ernst Kossek, Michigan State University

GDO members will soon receive in the mail a ballot on the proposed by-laws change concerning the possibility of email voting. Please cast your vote upon receipt – the Division values your opinion. Below is the proposed by-laws change:

Existing By Laws Text

Article V. Nomination, Election and Succession:

4. The Nominating Committee will manage the nomination process to include:

b. Making final recommendations for candidates to the Chair, and with the Chair's concurrence, mailing the election ballot to the division membership no later than mid-May. The election ballot should be mailed to overseas addresses first-class in order for overseas members to receive the ballot in time to vote.

g. Submitting the results of the voting to be published in the first Newsletter following the annual meeting.

Suggested Revision to By-Laws

Article V. Nomination, Election and Succession:

4. The Nominating Committee will manage the nomination process to include:

b. Making the final recommendations for candidates to the Chair, and with the Chair's concurrence, making the election ballot available to the division membership no later than mid-May. The election ballot should be made available to overseas addresses in a manner that allows them to receive the ballot in time to vote (first class mail, electronic or web-based form). Reasonable care will be made to ensure the voting is anonymous.

g. Submitting the results of the voting either via mail or in electronic form prior to the next annual meeting.

GDO Electronic Discussion List

Jeanie Forray, Listserv Manager, Western New England College

Just a reminder that our division's electronic discussion list (GDO-L) is available to all GDO members for discussion, research queries, job announcements, calls for papers, etc. If you aren't a current subscriber and would like to join the list, please contact Jeanie Forray, list manager, at jforray@wnec.edu.

Academy of Management 2001 Highlights and Accomplishments

The GDO Division had a successful 2001 Academy of Management Meeting by all accounts. The Division thanks Past Chair Audrey Murrell for years of outstanding service to the division. A big thank you to new Chair Ellen Kossek for organization of the professional development workshops and new division chair-elect Gayle Baugh for putting together a diverse, interesting program at the 2001 Meetings. Thank you as well to Elizabeth Cooper, organizer of the doctoral consortium; Ellen Ensher, Ellen Fagenson-Eland, and Belle Rose Ragins, organizers of the networking and research in progress workshop; and Martin Kormanik, caucus organizer, for jobs well done. Last but not least, we thank our members for their high quality paper submissions and participation in the sessions.

Congratulations again to the following 2001 GDO award-winners:

Dorothy Harlow Best Paper Award

“Walking the Line: Fear and Disclosure of Sexual Orientation in the Workplace”

Belle Rose Ragins, University of Wisconsin-Milwaukee & ***John Cornwell***, Loyola University-New Orleans

The Dorothy Harlow Best Paper Award is given annually in honor of the late Dr. Dorothy Harlow, who pioneered the effort to establish the Gender and Diversity in Organizations Division as an Interest Group of the Academy of Management. Dr. Harlow's dedication to the organizing efforts and advancement of professional women will be etched in gold as this award is given annually. Winners of the Award each receive a plaque and share a cash award.

Best Interactive Paper

"It Takes Two to Tango: The Support Roles of Spouses/Partners in Families with Working Women"

Judith R. Gordon, Boston College, and **Karen S. Whelan-Berry**, Samford University

Best Student Paper

"The Context in Which Some Differences Make a Difference: Examining the Influence of Organizational Demography on Outcomes of Team Diversity"

Aparna Joshi, Rutgers University

Janet Chusmir / SAGE Service Award

Max Wortman, Iowa State University

The Janet Chusmir / Sage Service Award is presented annually to the nominee who has made an outstanding contribution to the GDO Division and who has personally provided support for women in the field. -----

Confronting the Powers that Be

Carol Watson

The Gender and Diversity In Organizations Division (GDO) considered its activist focus, past, present and future in a symposium titled "Confronting the Powers That Be." The session arose out of the controversy stirred up on the GDO's listserv by a political email from dt ogilvie. Many responses seemed to question the appropriateness of political messages on GDO's listserv. Panelists in this session reminded division members of the activist efforts that were required to bring the division into being in the 1980s (especially by Max Wortman). They challenged division members to rededicate themselves to activism on behalf of minorities and women within the Academy, within academe, and in the business community. Models of how research can be used to bring about change were presented and the politics surrounding knowledge creation were debated. Audience members suggested ways in which GDO could foster a more activist agenda such as disseminating our research to policy makers, working to get more visibility for GDO work both within the Academy and outside by becoming more media savvy, linking with other organizations outside the Academy, pushing for greater international inclusiveness in attendance and orientation, and providing rewards for activism by GDO members. Symposium panelists plan to encourage GDO's President and Executive Committee to include an activist track in the upcoming program. We also encourage GDO members to propose activist sessions. Copies of the symposium overview and presentations are available from the symposium chair, Carol Watson, Ph.D., watson@rider.edu. All who would like to comment on the symposium, discuss the role of activism in the GDO Division, or think about ideas for next year's program are encouraged to be in touch with Carol. After the events of September 11th, activism seems especially needed, though we may want to revisit our activist priorities.

Text of Chusmir / SAGE Service Award Presentation to Max Wortman

Gary Powell, University of Connecticut

TRIBUTE TO MAX WORTMAN

I cannot think of a better person to receive the Sage Service Award than Max Wortman.

Max was one of the earliest and strongest supporters on the Academy's Board of Governors of the Status of Women Committee and Status of Women Interest Group, which began as the same group. His advice and support were critical at the time when the interest group was seeking to become a division in the early 1980s. We had applied for divisional status once before and had been turned down by the Board of Governors, and we were feeling beleaguered.

Max argued that the functions of the committee (to support women members of the Academy) and the interest group (to promote research on women in the workplace) needed to be separated in order to win support in the Academy as a whole and in the Board of Governors in particular for the interest group's becoming a division. This was accomplished in three stages. First, a resolution to that effect was passed at the interest group's business meeting. Second, the name of the interest group was changed to Women in Management Interest Group, incorporating the name by which this field of research was best known at the time and distinguishing the goals of the committee from those of the interest group. Third, the interest group applied for divisional status a year later, which was granted in December 1983.

Max's advice next turned to how support for the fledgling division could be built and maintained over the years. It was his idea that the division start an executive committee that would be as large as possible. The purpose of the executive committee would be to provide an opportunity for as many supporters as feasible to become officially associated with the division, so they would then spread the word throughout the Academy about the great division in which they were involved. The fact that we have a 15-person executive committee that has played such a role is directly the result of Max's advice. Everyone knows that a 15-member committee is totally dysfunctional for decision-making purposes, and when you add in a few officers it gets even worse. However, that's not the point. The Executive Committee provides lots of opportunities for participation in our smallish division, and it has greatly contributed to the openness of our culture. It also has helped the division to sail through its 5-year divisional reviews with flying colors ever since.

Max has remained closely associated with the division throughout his long career. He was often the only member of the Board Of Governors who attended the early morning breakfast at the annual meeting. We always knew that Max was there for us, and at a time when the Academy seemed like a hostile work environment for women and other people who were interested in issues related to gender in the workplace, that was very important to know.

We should be truly grateful for Max Wortman.

August 6, 2001

Building Relations Between the GDO and the EEOC

David A. Kravitz, George Mason University

As Chair of the GDO Government Relations Exploratory Committee, I recently visited with Paul Miller, Commissioner of the Equal Employment Opportunity Commission (EEOC). I subsequently spoke with two people who are intimately involved in data issues -- Ronald Edwards (Research and

Technical Information Branch of the Office of Research, Information and Planning) and Elvira Sisolak (Research and Analytic Services unit of the Office of General Counsel). The purpose of this note is to summarize the conclusions of these conversations and to provide additional information about the EEOC that may be of interest to GDO members. Much more information about the EEOC can be obtained from its web site: www.eeoc.gov. Indeed, I have copied some of the information given below directly from that site and from other materials provided by the EEOC.

The EEOC enforces the following federal statutes:

- Title VII of the Civil Rights Act of 1964, as amended.
- The Age Discrimination in Employment Act (ADEA) of 1967, as amended.
- The Equal Pay Act (EPA) of 1963.
- Title I and Title V of the Americans with Disabilities Act (ADA) of 1990.
- Section 501 and 505 of the Rehabilitation Act of 1973, as amended.
- The Civil Rights Act of 1991

The EEOC is headed by five commissioners and a General Counsel appointed by the President and confirmed by the Senate. The five-member Commission makes equal employment opportunity policy and approves most litigation. The General Counsel is responsible for conducting EEOC enforcement litigation. The President designates a Chair (CEO of the Commission) and a Vice Chair. As of September 2001, Cari M. Dominguez is the Chair, Paul M. Igasaki is the Vice Chair, and Paul Steven Miller is a Commissioner. The other two Commissioner positions and the General Counsel position are now vacant.

Given the congruence in interests of the EEOC and many members of the GDO Division of the Academy of Management, the question we addressed was how best to build bridges between the two organizations. The answer depends on whether one is interested in questions of policy and law or in data.

Concerning questions regarding policy and law, Commissioner Miller would prefer to avoid centralizing the relationship between the GDO Division and the EEOC. Instead, he recommends that GDO members contact the local field EEOC offices if they need information or would like to begin developing connections. The list of offices and contact information is available on the web at <http://www.eeoc.gov/teledir.html>. When you contact your local field officer, mention that Commissioner Miller supports this initiative. Over time, individuals within the EEOC and GDO should come to know of one another's interests and synergies should develop. In addition, when individuals within either organization learn of specific issues or questions within the other organization, they should forward the information to others within their own organization with relevant interests.

Concerning access to data, a different approach is needed because data and analyses thereof are centralized in Washington. The primary contact person is Ronald Edwards, who can be reached at 202-663-4949 and Ronald.Edwards@EEOC.gov. Because their research budget is limited, they are very happy to help independent scholars gain access to the data they control. Ron can provide access to data based on several different EEO reports (summary of available reports is omitted in this newsletter; please visit the GDO website for this table). Release of establishment level data is prohibited by the confidentiality provisions of Title VII. Instead, the finest level of aggregation is typically by zip code and 3- or 4-digit SIC code, as long as that does not violate the confidentiality constraints. The format of the data will vary with the researcher's needs. In some cases, a table could be faxed to the researcher. In other cases, data files (probably Excel, possibly SAS) could be provided electronically or on CD-ROM. Ron will do his best to provide the data in the most useful

format.

Obtaining non-aggregated data is possible but challenging. It requires one to become a federal employee through the Intergovernmental Personnel Act. No salary or responsibilities are involved, but as a federal employee one can sign and be subject to a confidentiality agreement and thus gain access to the raw data. This approach will be taken only if the researcher has documented a desire to answer interesting questions that can only be answered with the raw data.

Other data can be obtained from the EEOC web site at <http://www.eeoc.gov/stats/index.html>. This location contains three links. The first link (EEOC Enforcement Statistics and Litigation) leads to a page with numerous additional links to tables of charge data, both aggregated and broken down by basis (e.g., sexual harassment, race-based). The second link leads to a page that provides information about job patterns for minorities and women in private industry, drawn from the EEO-1 reports. The third link leads to tables for race and ethnic distributions in the United States that are based on the 2000 Census.

In summary, in addition to serving a critical role in fighting discrimination in the United States, the EEOC is a valuable source of information for many scholars. We should take advantage of this source of data and of Commissioner Miller's support.

Get This! Column on GDO Research & Teaching

Mary Graham, Clarkson University

It is my pleasure to announce that Sandra Washington, John Carroll University, has agreed to take over the "Get This" column, which is intended to facilitate the sharing of valuable research and teaching sources among GDO members. The column will resume next newsletter, so please forward any ideas or contributions to Sandra Washington at swashington@jcu.edu.

GDO Member Highlights

Congratulations to **Debra Meyerson**, Stanford University, on the publication of her book, [Tempered Radicals: How People Use Difference to Inspire Change at Work](#) by Harvard Business School Press.

Also, An October 2001 article in the [Harvard Business Review](#), "Radical Change, the Quiet Way" is based upon Dr. Meyerson's book.

Conferences / Call for Papers

Global Interdependence and Language, Culture, and Business (CIBER 2002)

Chapel Hill, North Carolina: March 13-16, 2002

Organized and hosted by the Centers for International Business Education and Research (CIBER) at [Duke University](#)

and the [University of North Carolina at Chapel Hill](#). Cosponsored by the CIBERs at Brigham Young University, Florida International University, San Diego State University, Thunderbird-The American Graduate School of International Management, University of South Carolina, University of Texas-Austin, and University of Utah.

· **Conference themes:**

The conference seeks to bring together business and language professionals and academics to discuss the juncture of foreign language, culture, and business in education today. Global interdependence demands an educational milieu to match reality. U.S. students must be able to take advantage of new opportunities, environments, organizations, and technologies that are shaping the world. Business/language/literature faculties possess untapped opportunities to join their respective disciplines to create curricula, pedagogies, educational materials, and technologies relevant for students' futures as part of an interdependent global economy.

· **Call for Papers, Extended Abstracts, and Posters:**

We welcome submissions exploring theoretical, empirical, and practical approaches to integrating foreign language instruction, cross-cultural studies, and international business education to prepare for a globally interdependent world. Presentations on the following topics may focus on the K-12, undergraduate, post-graduate, or professional levels.

- Business for Language Classes or Language for Business Classes?
Cross-disciplinary Approaches to Global Education
- Business in International Literature and International Literature in Business
- The Cultural Dimensions of Globalization and Equity (e.g., how do culture and language reflect profound economic changes)
- Language for Specialized Uses: Educating for New Career Options

Presentations should not exceed 20 minutes. Send proposals for papers via email attachment to ciber@mail.duke.edu, with cc: billiema@mail.duke.edu. Deadline for receipt: 12/7/01. Invitations to participate in the program will be issued by 1/11/02.

· **Call for Pre-Conference Workshops:**

March 13 will be devoted to pre-conference workshops exploring computer technologies for teaching foreign languages, cross-cultural negotiations, and other managerial skills for a globally interdependent world. Workshop sessions will last 1.5 hours. Submissions welcome from both academics and commercial sources. Send workshop proposals via email attachment to ciber@mail.duke.edu, with cc: billiema@mail.duke.edu. Deadline for receipt: 12/7/01. Invitations to participate in the program will be issued by 1/11/02.

Conference details available at <http://faculty.fuqua.duke.edu/ciber>. Questions may be addressed to conference coordinator Marybeth Lavrakas at lavrakas@mail.duke.edu.



HRM and Organizational Change:

All's Well That Ends Well or Much Ado About Nothing?
Submission deadline: January 15, 2002

Guest Editors:

Call For Papers

Jeanie M. Forray, Western New England College
Yvonne Benschop, University of Njmegen

Explaining why and how organizations change is an enduring consideration in management scholarship. Indeed, much of this work involves identifying the means for implementing organizational change efforts. This emphasis on means often includes the domain of human resource management where these issues are attributed strategic relevance to a firm's performance. An emphasis on strategic HR management, particularly in light of the debate on a 'human resource-based view of the firm,' illustrates how HR has gained currency and is seen as crucial for successful

organizational change. Alternatively, many question the alleged strategic contribution of HRM to actual change processes. Change management and human resource management imply a focus on control and regulation that does not always sit well with the messy reality of employees involved in processes and practices of organizational change.

This special issue of JOCM is designed to provide space for examining the influence and relevance of human resource management on organizational change efforts. We hope to look both backward and forward in examining the interrelations between HR and organizational change from a wide variety of perspectives. Authors are encouraged to conceptualize HR broadly, either as a set of institutional practices or as an everyday professional activity.

Contributions are invited that draw upon a range of critical or affirmative positions and from modern as well as postmodern perspectives. Authors should submit 3000-6000 word articles that illuminate central topics, address relevant issues, and discuss the silences and neglected aspects of this field.

Submissions may include (but are not restricted to) the following themes:

1. Human resource managers as change agents
2. The nature of communication practices as they relate to human resources and organizational change
3. Historical issues within HR that promote or inhibit change
4. Regulation and/or mobilization HR strategies in organizational change
5. HRM instruments facilitating and/or hindering organizational change
6. Trends in HR and their contribution to organizational change: the challenge of competence management and learning
7. Empirical studies of change and human resources

General instructions for submitting papers:

1. Please remove all personal references from the manuscript to allow for blind review.
2. The paper should contain original material not previously published or under consideration for publication elsewhere.
3. Please include a detachable title page containing full name, affiliation and contact information (address, email, fax, and telephone number) and a word count (notes and references inclusive). On a separate page, please include an abstract of 100 -150 words, with up to 6 keywords.
4. Send 4 (four) hardcopies to either of the guest editors:

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For complete stylistic and format information regarding submissions to JOCM, contributors should consult the JOCM web page at: <http://www.mcb.co.uk/portfolio/jocm/notes.htm>.

AoM 2002: SPECIAL CALL

Collaborative Research, Context, and Knowledge Creation

The Research Methods (RMD), Management & Organizational Cognition (MOC), and Organization Development & Change (ODC) Divisions are pleased to announce a special forum for the Academy of Management Meeting in Denver, CO, August 9-14, 2002 addressing knowledge creation and the context of collaborative research.

[Please indicate on the top right-hand side of the title page that the paper is being submitted to the Special Call on Collaborative Research, Context and Knowledge Creation.]

Our purpose is to promote inquiries and conversations about context, ways of being, and ways of relating that mutually engage academics and practitioners in creating useful knowledge for both managers and scholars.

Objectives:

- 1) To develop a better understanding of how context enables collaborative research approaches and how it contributes to knowledge creation.
- 2) To extend the conversations from the 2001 Special Call on Practitioner and Practice-Grounded Research.
- 3) To deepen the inquiry into the role of practice and practitioners in research and, conversely, the role of academics in practice.

Background:

In recent years there has been 1) a growing awareness of the limitations of academic research--too narrow (Bedeian, 1989) and closed to practitioners (Hambrick, 1994); 2) a greater openness to a diversity of approaches--"the new context may require entirely different assumptions, approaches, and relationships" (Lowendahl and Revang, 1998); and 3) a willingness to experiment, e.g. the AoM Practitioner Series and RMD's Special Call on Practice-Grounded Research are designed to explore new approaches to research.

Increasingly robust conversations are creating new insights, understandings, and concepts about doing research that really matters. This Call is an invitation to all scholars (academics and practitioners) to join in those conversations by submitting papers, symposia, etc. Many scholarly works already connect to the domain of this Call. We encourage you to develop, document, and report on your inquiries in these areas.

In addition to a focus on the collaboration of academics and practitioners, you are invited to examine the context (nature and relationships) of research and to use theoretical perspectives that provide insight into the collaborative research process, e.g. knowledge creation theory. Theoretical and empirical research on knowledge creation provides rich unexplored perspectives on ontology, research methods, and ways of linking research to practice. For example, the work by Nonaka, et al. might be used in a variety of ways. Their concept of "ba" (the place of knowledge creation) could be used to explain ontological aspects of collaboration. Also, Nonaka, et al.'s SECI model,

which distinguishes stages in the knowledge creation dynamic--four combinations of development-transfer of tacit and explicit knowledge--might be aligned with various research methods and/or management practices.

Submissions:

Papers, symposia, etc. are welcomed from all management disciplines and perspectives. We especially invite practitioners to participate in this Call. Of particular interest are submissions that focus on:

- 1) Approaches/methods/studies that are directly useful to managers and organizations--generates results (e.g. knowledge) that are implementable (Beer, 2001).
- 2) Engaging practitioners in research and its effect on the research process and outcomes.
- 3) Roles (e.g. learning coach) and techniques (e.g. reflection exercises) that support collaborative research.
- 4) How research context, process, and outcomes relate to different aspects of knowledge creation and knowledge use. For example, mapping the academic-academic and the academic-practitioner interactions using the SECI model.
- 5) Collaborative inquiry, context and organizational learning. For example, papers that explore issues related to context specificity, generalizability, skills and knowledge transfer, etc. in practice-oriented research.
- 6) Philosophical issues concerning ontology and epistemology as they relate to collaborative research and knowledge creation.
- 7) Role of networks and network structures in providing a context for collaboration and knowledge creation.
- 8) Innovative perspectives and extending the 2001 Special Call (see below).

Examples of Innovative Perspectives:

- Ø Build on the work of Karl Weick (1999) on "heavy" vs. "light" (survival) tools of research. Compare it to other distinctions, e.g. Nowotny, et al. (2001) "weakly" vs. "strongly" contextualized knowledge.
- Ø Explore the implications of the issues and positions presented by Andrew Van de Ven in his 2001 AoM Presidential Address, "Strategic Direction for the AoM," e.g. Boyer's types of scholarship.
- Ø Examine collaborative research, ontology, and knowledge creation through the theoretical lens of complexity theory--explaining its emergent nature, process, and rules.
- Ø Make a case for "holistic research"--actively integrating and making explicit the context and interpersonal relationships/processes of the research project, as well research methods. An example from the 2001 AoM meeting: *Working Along the Practice-Grounded Research Continuum: A Collaborative Academic-Practitioner Action-Science Experiment in the U.S. Department of Veterans Affairs.*

- Ø Compare/contrast epistemologies and/or ontologies of various AoM divisions, other groups, or journals.

Examples of Extending the Conversation of the 2001 Special Call:

Finally, papers that extend the 2001 Special Call on Practitioner and Practice-Grounded Research might include an examination of factors that enable collaborative research (Mode 2/Model II). Papers might address the following questions:

- 1) What are the ontological and epistemological implications when the characteristics of Model II (Argyris and Schön 1996) and Mode 2 (Gibbons et al. 1994) are highly present?
- 2) How do changes in society and science affect management research? For example, Nowotny, et al. extend the work of Gibbons et al. They suggest that social changes are driving a transformation of research and research institutions, including a need for context-sensitive research.

Final note: Authors should use a writing style that is friendly to both academics and practitioners.

The points of contact for the Call is Dan Twomey, (973) 443-8802, dtwomey@fdu.edu. Additional information and a threaded discussion for this Call are available at <http://www.CHRMS.org>. Submission Guidelines are available at the AoM web site www.aom.pace.edu. Also you may wish to contact the Program Chairs of the three sponsoring divisions: Tojo Thatchenkery, RMD, joseph@gmu.edu; Pamala Barr, MOC, mgtpsb@langate.gsu.edu; or Chris Worley, ODC, chris.worley@pepperdine.edu.

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Submissions for 2002 Academy Meeting

Betsy Cooper, Program Chair

With recent events and expected changes in lifestyle, I hope most of you are still expecting to attend the AOM conference in Denver. The call for papers has been posted on the AOM site along with GDO instructions. The theme this year is 'Building Effective Networks'. I am receptive to creative sessions and new ideas! I am also soliciting ideas for speakers. Please contact me if you have any ideas, questions, or are willing to review! Betsy Cooper, Program Chair -- ecooper@uri.edu

Submissions for GDO Newsletter

If you:

- Have information to share with other GDO Members
- Have suggestions for improving the newsletter

Please contact Mary Graham at: grahamm@clarkson.edu or 315.268.6431

Deadline for information for the next GDO Newsletter is **November 26, 2001.**