

WOMEN IN MANAGEMENT ELECTRONIC NEWSLETTER SPRING, 1998

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ANNOUNCEMENTS

BE SURE TO VISIT OUR NEW DIVISION WEB SITE AT: <http://www.aom.pace.edu/wim> We will be publishing the newsletter there as well as the Academy program and various messages. Michelle Bowring was the creator of the web site and will serve as our web master (or mistress or whatever); we owe her many thanks for her hard work.

ALISON KONRAD SEEKS NOMINATIONS Please submit nominations for Executive Committee (a three year term), Program Chair (a one year term with automatic nomination for Chair-elect the following year), and Newsletter Editor (a two year renewable term) to: Alison Konrad v5165e@vm.temple.edu (215) 204-6907

Terms will begin at the Academy of Management meeting to be held in San Diego this coming August.

A Message From the Chair: *Lisa Mainiero*

WOW!!! A Stunning Result!

Thanks to all of you for sending in your ballots for the division name and domain change so quickly. Division and Academy by-laws specify that, in order to change our name and domain statement, at least 5% of the membership must vote and two thirds of those voting must support the change. Thanks to you, these requirements have been more than achieved. I know that all of you are waiting --- and wondering --- about the results. The ballots were counted by Roy Jacques, Division Chair-Elect, as necessitated by Academy by-laws. Out of 311 ballots received (approximately 50% of division membership) the results are: On the

question of the name change to "Gender and Diversity in Organizations": 275 YES, 36 NO.
On the question of the domain statement change: 263 YES, 48 NO.

The decisive majority of the vote suggests a clear mandate for change. Our new name reflects the fact that work submitted to the division over the past several years has included a multiplicity of topics far broader than our original name, "Women in Management," suggests. In addition, many members of the division have challenged the notion that women's issues and issues of gender are synonymous that, for example, "men don't have gender." Further, some members have indicated that they feel that the term "management" signals elitism and renders invisible the contributions of others not of management rank in organizations. In addition to these concerns that are more or less widely held, a significant aspect of the diversity related scholarship presented in our division program at annual meetings over the past five years has concerned issues other than gender. Thus, the broadening of our name and domain is quite appropriate.

This vote marks an historic moment: a tremendous evolutionary passage for our division. When the division began as a women's network, we insisted that our research be legitimized by the Academy in the form of a division. Over time, the research interests of our members have become broader and more inclusive. Our division has always been a comfortable haven in the midst of the larger Academy for those doing diversity research. With our new name, we now officially welcome others into our ranks, while continuing to value the spirit and feeling that in the past has attracted so many of us to this division.

While the vote clearly expresses the interests and will of our division membership, there remains more work to be done before this vote can be considered final. We are currently sending information on the approved name and domain statement to the chairs of other divisions for their review and comment. Any division that objects to our changes has an opportunity to send a letter to the Academy Board outlining their position. The Academy Board meets in April and, at that time, will make a decision to either approve the changes or to return them to our division for further discussion.

So, it's not over till it's overyet. We will report to you in the early summer newsletter on the Board's reaction and whether or not the changes are official. In the meantime, thanks again for all you have done to help make this process go so smoothly.

WIM Pre-conference 1998: Roy Jacques, Chair-elect

Maquiladoras Fronteriza(s) del Conocimiento
Assembly Plants of Knowledge on the Border

As we meet in San Diego to discuss the manufacture of organizational knowledge we, relatively privileged maquiladores of the Academy, will be working only yards from the US/Mexican border, across which other, less privileged, workers assemble everything from new Fords to Japanese cameras. We are not even across this border so much as we are within it. From the California produce in our buffets, to our neatly dry cleaned suits, the orderly world we inhabit in San Diego would come to a screeching halt were it not for the sub-minimum wage efforts of 'aliens,' -- citizens of our Southern neighbors who, pulled by the dreams of success or driven by economic or political necessity, wait on the street corners of el Norte for day labor in the fields, factories, restaurants, and shops. In addition, 'we' -- the

Academy -- also includes Latino(a) assemblers of organizational knowledge and those whose identity is on both sides of borders and for who 'we' and 'they' are polyvalent. This border is permeable and we transgress it in our most humble actions which wield a power we are often privileged not to notice.

As we of WIM are constituted within/across this political and cultural border, we are simultaneously defined by other borders of race, class, sexual identity, physical ability, intellectual position and more. Fifteen years ago, this complex tapestry of identities was easy to exclude from the central business of WIM. 'We' were an intellectual community with much coherency on two levels. First, at the interpersonal level, WIM served as a social network for women marginalized in a predominately male and not always welcoming Academy. Second, at the theoretical level, there was much agreement on the driving issue of the division (i.e., showing through research that prejudice against women managers is not empirically justified or justifiable) and the process for organizing to address this issue (i.e., hypotheticoreductive field research). But....times change....

First came the paradigmatic challenges. WIM's norm of openness to difference has meant that we have been more strongly permeated than other divisions by the intellectual currents of qualitative methods, interpretive and critical paradigms, the currents of poststructuralism, postcolonialism and so forth. While this brings the promise of a heterogenous research community, it also brings the threat of fragmentation. WIM has always had a complex relationship with other divisions and their bodies of knowledge because gender is not a topic area but, rather, a thread wound through all other topic areas. The study of "women in management" is a clear disciplinary area. On the other hand, the study of 'gender and diversity in organizations' is a "can of worms" (albeit an exciting one) replete with a Gordian knot of intersecting borders that cannot be neatly organized. The emerging studies of masculinities, international and intercultural differences in the meaning of gender, the intersection of gender and other identities, the use of gender as a lens through which to understand and reinterpret all organizational experience -- collectively constitute a challenge to our vision, our energies and our abilities to organize heterogenous inquiry as a process. How will we constitute our careers and our division as meaningful places from which to make statements about gender and organizing?

In this sense, we are perhaps more beleaguered than other divisions but, for that very reason, we are privileged relative to them because in learning to relate to this complex and contradictory world whose heterotropic boundaries can no longer be shoe-horned into a neat Cartesian grid, we are experiencing the emerging world of working in polydimensional space right along with those managers and others we purport to advise. As we are thrown into a world where our visions and models are -- individually and collectively -- inadequate, how will we respect, resist, transgress, and relate across our borders?

I hope you will plan to attend the WIM Pre-conference in San Diego on Saturday, August 9th and Sunday August 10th. Registration details will be forthcoming in the early summer newsletter. Meanwhile, an outline of Pre-conference events can be found on the web at: <http://telperion.otago.ac.nz:800/mgmt/jacques.htm>

1998 WIM Doctoral Consortium in San Diego: *Ellen Ernst Kossek, Coordinator*

To register for the doctoral consortium, please contact [Ellen Ernst Kossek@pilot.msu.edu](mailto:EllenErnstKossek@pilot.msu.edu). Doctoral students at any stage are welcome to attend as long as they pre-register and have a research interest in gender, diversity, or other identity issues. It is preferred that students be nominated by a faculty member at their institution. All doctoral students are invited to also attend the regular WIM pre-conference. All attendees and participants in the doctoral consortium are invited to dress casually and comfortably! Details of the program follow.

Friday, August 8

5:00-6:00 p.m. Welcome to The WIM Doctoral Consortium: Introducing Ourselves and Things that Matter to Us

Ellen Ernst Kossek, Michigan State University

Roy Jacques, University of Otago

Stacy Kim, University of Pennsylvania

Rosemary Booth, University of North Carolina - Charlotte

6:00-7:15 p.m. Everything Doctoral Applicants Always Wanted to Know About the Academic Recruitment Process

Zoe Barsness, Texas A&M University

Maura Bellivieu, Duke University

Sarah Jacobson, North Dakota State University

Jackie Hood, University of New Mexico

7:15-8:15 p.m. Creating a Research or Doctoral Dissertation Support Group

C.V. Harquail, University of Virginia

Stacy Blake, Harvard Graduate School of Education

8:15-9:30 p.m. Pizza Party and Dialogue with the Doctoral Students on Scholarly Voices and Mission

Betsy Cooper, University of Rhode Island

Jennifer Palthe, Michigan State University

Karen Markel, Michigan State University

Cynthia Ozeki, Michigan State University

Saturday, August 9

7:00-8:00 a.m. Continental Breakfast and Informal Dialogue with Marquita Fleming, Sage Publications

8:00-9:15 a.m. Critical Theory: Implications for Research, Teaching or Practice

Marta Calás, University of Massachusetts

Linda Smircich, University of Massachusetts

Paula Caproni, University of Michigan

9:15-10:30 a.m. Using Qualitative Approaches to Conduct Research That Makes a Difference

Christina Nippert-Eng, Illinois Institute of Technology

Leslie Perlow, University of Michigan

10:30-10:45 a.m. Break

10:45-12:00 noon Peering Through the Social Identity Looking Glass: Multiple Perspectives on Research Challenges Into the Millennium and Beyond

David Porter, University of California - Los Angeles

Belle Rose Ragins, Marquette University

Elaine Yakura, Michigan State University

1998 Sage Award for Scholarly Contributions to Management and the 1998 Janet Chusmir Award for Service: *Sherry Sullivan, Chair*

The deadline for nominations for this year's awards (March 19th) is fast approaching! The Sage Award for Scholarly Contributions to Management will be awarded in San Diego to an individual judged to have made an outstanding contribution to research on women in organizations. The committee will choose from among nominees based on the individual's publication record. The second award, the Janet Chusmir Award for Service, will be presented to a nominee who has made an outstanding contribution to the WIM division and who has personally provided support for women in the field.

In order to nominate a person for either award, please send five copies of your letter of nomination, five copies of the nominee's vita, and a stamped self-addressed postcard to:

Sherry Sullivan
Chair, Sage Scholarship and Service Awards Committee
Department of Management
Bowling Green State University
Bowling Green, OH 43403

Don't miss this opportunity to honor colleagues who have contributed to research in our discipline or served our division in significant ways.

Research Notes

Comments from the Runner-up in the competition for the Best 1997 Conference Paper Based on a Dissertation: "The Role of Stress in Employee Preferences for Family-Friendly Benefits: Testing an Integrated Model." Beverly J. DeMarr

In an effort to bridge the gap between the work-family conflict and dependent care literatures, this study investigated the relationship between employees' work (e.g., schedule control, career penalties, supervisor support, organizational work-family culture) and non-work characteristics (e.g., gender, household configuration, household income, number of children, satisfaction with child care, cost of child care, number of elders, number of tasks with which one is providing assistance to an elder etc.), and perceptions of work productivity. The general research question that this study addressed is whether the relationship is direct, or fully, or partially mediated by the amount of stress experienced. To answer this, three models were developed and tested using LISREL VII path analysis on responses from 5,273 employees of a large financial services organization. The results showed that for all of the dependent variables, the partial mediation model provided the best fit thus providing support for spillover

theory. All of the independent variables, with the exception of cost of elder care and schedule control, exhibited significant indirect effects through stress on each of the dependent variables. The strongest of the effects on dependent care stress were from the number of children under age 14, the number of elder care tasks, and satisfaction with child care arrangements. The strongest predictors of work stress were organizational work-family culture and supervisor support. Also, as expected, there was a positive reciprocal relationship between dependent care stress and work stress. However, dependent care stress had a larger effect. Conversely, work stress had the largest influence on psychological distress which in turn was a significant predictor of each of the dependent variables. All of the independent variables, except for time spent on elder care, cost of elder care and schedule control also exhibited direct effects on one or more of the dependent variables. However, with few exceptions, these effects were small. The results highlight the importance of measuring both the direct effects of work and non-work characteristics, as well as the indirect effects through stress when assessing employees' needs for family-friendly benefits.

[editor's note: Dr. DeMarr is Assistant Professor of Management, Davenport College of Business in Grand Rapids, MI. She can be reached at bdemarr@davenport.edu]

Mentors, Protégés and Networkers Needed!: Ellen Fagenson Eland, Matchmaker

What are we doing? The WIM division is beginning a mentoring/networking program and we would like all of you to be involved! The purpose of the program is to "hook up" WIM division members with one another for the purpose of career advancement. Depending upon your career stage, you may want to serve as a mentor, a protégé, both or you may just want to network with peers through this program.

Why do this? How did this project come about? Many years ago when I was starting out in academia, I was looking to work on publishable projects with others in the field. I needed to learn and I needed to publish to keep my job, but I did not know how to locate scholars who needed help on their projects. How things change! Now, I have more offers to write publishable articles, chapters, etc. than I can accept. So, I am now on the other side of the same problem; I don't know how to locate individuals (beyond cherished colleagues who are already overloaded) who would like to work on these projects. The WIM division imagines there are others like the "me" of years ago looking for publishable projects to build their vitae as well as others like the "current me" looking to work with individuals on current projects. I have volunteered to get this mentoring/networking program started for the division.

What you need to do. Here is what I need from those of you who are interested. Please send me your name, address, phone number, fax number and e-mail address. Indicate if you are looking to hook up with someone who needs help on a research or writing project or if you are looking for someone to work with you on one of your current projects. If you have a specific project or subject matter in mind you can indicate what it is, but this is not required. If particular skills, knowledge areas, or resources are helpful or important to you, or you are in possession of them, please state so. Write anything about the project(s) you would like others to know. Also, tell me something about yourself; send a bio, or a vita that would help familiarize others and sell yourself to someone who has never met you.

Please send your information to:

Dr. Ellen Fagenson Eland
School of Management; Mailstop 5F5
George Mason University
Fairfax, VA 20191

Phone: (703) 993-1815
Fax: (703) 993-1870

The more people we can hook up in this way, the greater the possibility of WIM members being published, tenured and promoted. If you have any questions, please write or call. We will be publishing some sample requests in the summer edition of the newsletter, so act today to help yourself and others!

1997-1998 Officers & Executive Committee

Women in Management

Chair
LISA MAINIERO, Fairfield University
(203) 254-4000 ext. 2820
lamainiero@fair1.fairfield.edu

Chair-elect
ROY JACQUES, University of Otago
011 64 3 479 8128
(from the [US](#))
rjacques@commerce.otago.ac.nz

Past Chair
ALISON M. KONRAD, Temple
University
(215) 204-6907
v5165e@vm.temple.edu

ProgramChair
LAURA GRAVES, Clark University
(508) [793-7466](tel:793-7466)
lgraves@clarku.edu

Newsletter Editor
SARAH JACOBSON, North Dakota
State University
(701) 231-7770
sjacobs@plains.nodak.edu

Executive Committee:
Gayle Baugh -- University of West Florida
Cliff Cheng -- University of California, Los Angeles

Mary Cianni -- Susquehanna University
Elizabeth Cooper -- University of Rhode Island
Joyce Fletcher -- Northeastern University
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Mark Maier -- Chapman University
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