

The 74th Annual Meeting of the Academy of Management

**August 1 - 5, 2014
Philadelphia, Pennsylvania**



CALL FOR SUBMISSIONS

**Deadline for ALL Submissions:
January 14, 2014 (5:00 PM ET NY Time)**

<http://aom.org/annualmeeting/callforsubmissions/>

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The Power of Words

Program Chair: Debra L. Shapiro

Theme of the 2014 Annual Meeting

The 2014 Theme encourages us to consider the effect of *words* – our words and others’ -- on individuals, teams, organizations nations or even global systems. *Words* -- in the broad way I am using the term here -- can take the form of spoken utterances, written text, or symbols (e.g., “thumbs-up” or “thumbs-down” to convey a message of approval versus disapproval, respectively; emoticons used in text-messages to convey emotions; graphs of growing or declining performance-outcomes).

Words allow people to convey and interpret meaning, hence potentially to influence perceptions, emotions, attitudes, decisions, and associated behaviors. *What* and *how* words are communicated determine the results they effect. Leaders and those aspiring to become (or remain) leaders have therefore long understood the need to manage communications’ style as well as substance. Over time as new digital (Internet-based) technologies have become available, what and how people say things has grown even more important, as well as more challenging. This is because new digital technologies have enabled words of ourselves and others (sometimes without the original communicator’s awareness) to be *ported*, in an instant, to and from audiences of unknown location and size. Understanding the effect of words and their portability is therefore a critical task facing us as management scholars.

The 2014 Conference logo depicts the many forms by which words can get communicated, including the new technologies that enable many more people to *send and receive* words (in the form of texts, books, songs, videos to and from any location around the globe. Digital communication technology has thus increased the number and diversity of people who can potentially join and influence our conversations and the perceptions, emotions, attitudes, decisions, and behaviors resulting from them.

The 2014 Conference Theme regards the effect that words can have on the subsequent events of individuals, groups/teams, organizations, industries, and even nations— depending on who or what is the subject of conversation, how many hear or see the conversation, and the extent to which the conversation inspires action. At a micro-level, the types of consequences potentially stirred by the words received in organizations’ strategic mission statements, codes of ethics, and performance-appraisal forms or in authorities’ or others’ verbal communications may include varying levels of initiative-taking, creativity, innovativeness, ethicality, inclusionary behavior, cross-cultural sensitivity, and performance-quality by individuals and teams. At a more macro-level, the types of consequences inspired by words in texts and speeches delivered by authorities or others include organizational-, industry-, and even country-level outcomes (e.g., varying levels of organizations’ innovativeness, institutionalized corruption, exclusionary (diversity-unfriendly) climates or cultures, and economic performance of organizations or nations).

Digital technologies have increased the speed with which our own and others’ words can be received and sent (and potentially also with the original communications *modified* in the process), thereby enabling many more people (of varying levels of authority) to contribute to, and shape, conversations they hear or see. This has made it more challenging for individuals,

organizations, and nations' governments to control the words that others read or hear about them. Additionally, digital technologies' portability of words have changed the trajectory of entire industries, accelerating the demise of some (e.g., independent book stores and musical record stores, newspapers and textbooks), and accelerating the formation of others (webinars, I-Tunes, I-Books, E-books, E-newspapers, etc.). Although digital technologies make it far easier to communicate with people across country borders and cultures, this ease can also enhance the frequency of cross-cultural misunderstanding since words (e.g., colloquialisms) and symbols representing them (e.g., a "thumbs up" to indicate approval) are often interpreted differently across cultures.

The effects of words and word-carrying technologies, as well as the interactive-effect of messages and the channel carrying them, have management implications in need of scholarly attention. Possible questions include:

1. How is employee- or team-performance outcomes (e.g., perceptions, organizational- or team-identity, work-related attitudes, task-related decisions, or behaviors) influenced by the words associated with organizations' strategic mission statements, codes of ethics, and performance-appraisal forms? How might the latter relationships change when employees see their organization (or individuals representing it) "talked about" favorably or unfavorably in blogs, social media-sites, or tweets, and re-tweets?
2. How are new communication technologies affecting how managers pursue goals such as setting norms, motivating desired employee or team behavior, enhancing employee wellbeing, creating and sustaining desired team or organizational climates of justice and ethicality, creativity, inclusivity, high-performance? Does the shift from printed to digitized forms change the meaning of organizational texts such as vision and mission statements, codes of ethics, handbooks, rules and bylaws, operation manuals, templates, performance-appraisal forms, strategic plans, business contracts, historical documentation?
3. How is organizational effectiveness (e.g., profits, customer satisfaction, sales, repeat-business, referrals, etc.) affected when the organizations use social media such as twitter, blogs, etc.? And at a more micro-level, when are individuals' use of social media more versus less likely to be effective in mobilizing collective voice about desired changes? How might antecedents to individuals' effectiveness as social media-reliant change-agents inform change-initiating or change-managing processes used by employees, managers, business, or governmental-leaders who wish to mobilize support for their requests?
4. Given the ease with which digital content can be duplicated (as compared to print media), how are these new technologies affecting the way organizations deal with privacy and security? Relatedly, what does privacy mean in the internet age? Different countries seem to be legislating different norms in this regard: is there any convergence in view? How do individual employees and consumers navigate this new world?
5. What qualities distinguish the businesses and industries that have thrived rather than died as a result of this technological revolution? What can we learn from these other industries as management educators?
6. What improvements may be needed to prior theorizing and empirically-guided advice about antecedents to (interpersonal or organizational) legitimacy and related outcomes (e.g., individuals' or organizations' subsequent reputation and persuasiveness) in light of the fact that it is possible for an image-damaging message-- including a rating of thumbs-up (liking) or

thumbs-down (disliking)-- to be anonymously electronically posted, blogged, tweeted, and/or re-tweeted by those whose goal is to undermine the organization or members of it, such as business competitors, angry employees or former employees, and/or coworkers who envy higher-performing peers?

7. How do differences in language-fluency affect processes and outcomes of multicultural or multinational teams? What practices help to enhance inclusiveness among members of such teams and to overcome (unintended or intended) exclusivity when members of such teams speak a language unknown to other members? How can digital communication technologies be used to facilitate the work of culturally-diverse and transnational teams? Does the frequency of cross-region conversations increase employees' understanding of and comfort with cultural differences?

8. How have new digital communication technologies enabled the construction of new vocabularies and forms of communication that have helped to alter extant fields (e.g., business, education, non-profits) by enabling the introduction of new logics and practices? In turn, how do organizations cope with the resultant institutional complexity-- that is, the varied pressures they face associated with multiple institutional logics?

9. How will digital communication technologies impact the way we conduct and communicate our scholarship and teaching? For example, how does access to digitized texts or conversations affect our ability to understand organizational phenomena? How will journals' transition from print- to online-forms and from paid-journals to open source influence the conduct of science, the evaluation of science, and the delivery of scientific findings? How will the transition from face-to-face classroom interaction to on-line virtual interaction with students affect access to education, the quality of education, and the lives of educators?

In summary, the 2014 Theme— “The Power of *Words*”— encourages submissions (at all levels of analysis) that focus on the many forms of *words* in organizations and the ways in which they facilitate or hinder the outcomes that various organizational stakeholders seek. In so doing, it is my hope that the 2014 Program may help uncover knowledge on how organizational stakeholders can leverage the *power in words* to bring about positive changes!

Debra L. Shapiro,
Vice President and 2014 Program Chair, Academy of Management



II. PDW PROGRAM SUBMISSION GUIDELINES

**Deadline for PDW Submissions:
January 14, 2014, 5:00 PM ET (New York Time)**

Message from the PDW Program Chair, Anita M. McGahan:

To ensure that your submission is correct and that it is reviewed, please carefully read through all of the guidelines and instructions in the pages that follow, and Please, Please Submit Early! The submission website is scheduled to open in early November and the submission deadline is not until January 14 (5PM ET, NY Time). That leaves more than two months for submissions which I hope you will take advantage of.

If you wait until the last minute to submit, you are more likely to make errors on the submission or forget to add a participant or, worse, forget to finalize your submission (i.e., complete a checklist to confirm that your proposal adheres to the proper guidelines). Division Program and PDW Chairs have a short period of time to check-in and assign for review all of the submissions for their divisions before making final decisions. Any submission that is not finalized or doesn't follow all the proper guidelines will automatically NOT be reviewed. So please submit early and allow yourself time to make any necessary corrections.

Thank you!

A. General Submission Information

The Professional Development Workshops (PDWs) are a platform for colleagues to share knowledge and expertise and foster the professional development of workshop participants. It is an opportunity to develop innovative and creative workshops that will benefit Academy members. The PDW program is coordinated by the Academy's many divisions, interest groups, and theme committees. You must submit your PDW proposal online via the Academy's submission website, <http://aom.org/annualmeeting/submission/>. If you would like to discuss your ideas prior to submitting, please contact the appropriate [PDW chair](#) by **December 13, 2013**.

B. Policies and Rules for Professional Development Workshops

1. **Participation.** To encourage meaningful exchange, Academy members should foster a climate of free interchange and constructive criticism within the Academy and be willing to share research findings and insights fully with other members.
 - All PDW participants listed on a submission must be available to participate from Friday at 8:00AM to Saturday 8:00PM.
 - All participants on AAT PDWs and AAT symposia must be available to participate all day Sunday.

2. **PDW Program Rule of Three.** *"No one may submit or be associated with more than 3 PDW submissions to an Academy Meeting; or appear* in more than 3 PDW sessions during the PDW Program from Friday to Sunday, regardless of whether the sessions are held on-site or off-site."*

What is the rationale behind the *Rule of Three + Three*? *The Rule of Three + Three* (no more than three scholarly submissions + three workshop submissions) serves as a means to ensure broad participation of members. It reduces the likelihood of the program being dominated by a small handful of people, and it helps ensure that no one is committed to appear in more than one place at a time. When people make too many commitments to participate in the conference program, scheduling conflicts often arise. As a consequence, participants may find it difficult to honor their commitments, and the program and the experiences of the attendees will suffer from this problem. People who agree to participate in an all-day consortium, for example, are expected to participate for the entire day. They should not leave after an hour to attend another session. No presenter should have to arrive late to one session or leave early to present in another one. Organizers, other participants, and especially the attendees are all frustrated by such behavior. *The Rule of Three + Three* helps reduce these problems. Participants are better able to fully honor their commitments, and attendees can attend events knowing that the featured speakers will actually be there throughout the event.

How is the *Rule of Three + Three* enforced? The electronic PDW and scholarly program submission systems will automatically block submissions that violate the rule. The system will inform the submitter of the rule violation and indicate which participant has already been associated with three other submissions. The submitter will have to revise the proposal by removing the violation. The proposal can be revised and resubmitted by the deadline without penalty. A person who agrees to be listed on more than three PDW proposals or three scholarly submissions puts all of those submissions at risk of being dropped from the program. Therefore, it is in the interest of submitters to ensure that everyone understands and follows the rule. Clearly, the implications of including a violator of the *Rule of Three + Three* on a submission are far-reaching.

NOTE: It is the responsibility of each participant to understand and follow the *Rule of Three + Three*. If you have committed to participate in three workshops and three scholarly submissions, you should decline further requests.

3. **PDW Proposals can be submitted to only ONE Division/Interest Group/Committee.** It is recommended that you contact the preferred sponsoring division, interest group or committee to discuss your proposal prior to submitting. Please contact the preferred sponsor by **December 13, 2013** so that you have enough time to finalize your PDW and submit by **January 14, 2014 at 5:00pm ET (NY Time)**. During the submission process you will have the opportunity to suggest other divisions, interest groups, and committees that would be interested in the proposal.

C. Guidelines for Professional Development Workshop Submission

Below are a set of guidelines and formatting instructions to help you prepare your PDW proposal. Please read them carefully prior to submitting.

1. PDW proposals can be submitted to only ONE sponsor (that is, ONE division, interest group, or committee).
2. PDW proposals must include and be organized in the following order:
 - a. A title page that has
 - i. the Academy submission system-assigned submission number,
 - ii. title of the workshop
 - iii. name of primary sponsor, and a list of other sponsors who might be interested in the workshop
 - iv. 250-word abstract of the workshop
 - b. A three to five page overview of the workshop.
 - c. An explanation as to why the workshop should be of interest to the specified sponsor.
 - d. A description of workshop's format.
3. PDW proposals must use Times New Roman 12-pitch font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" × 11" page setting.

NOTE: If any of the above guidelines and formatting instructions are not met, the submission will NOT be reviewed. The above guidelines are general AOM guidelines. Please make sure to review the "[Division's, Interest Groups and Theme Committee's Call for Submissions](#) " for any additional guidelines and requirements.

D. Submission Process for Professional Development Workshops

Step 1: Register Your Submission on the Submission Website

- A. Create a login account on the Submissions Website. Go to the [submission website](#), and create a login account. Please make sure you remember this information.
- B. Enter the title and abstract of your PDW proposal using the following instructions:
 - Enter title, short title, and abstract into the submission page
 - Use “Title Case” for the workshop title. The first letter of major title words should be in capital letters. Prepositions, conjunctions should not be capitalized for the title and short title. (e.g., "Using Green Strategies for Recruitment, Retention and Engagement of Talent".)
 - The short title must not exceed 30 characters (including spaces) in length.
 - Do NOT submit the abstract in all capital letters. The abstract should not exceed 250 words and must be single-spaced text with no double spacing between paragraphs. (This is for the online submissions form only. The proposal you upload should be double spaced.)
- C. Record your 5-digit AOM Submission ID number. After completing the data entry process, you will see a page that summarizes all the information you have entered. This page includes a 5-digit number which is your AOM submission ID number. Be sure to enter your submission ID number as a header on all pages of your submission. You MUST also use your submission ID number as the file name for the workshop that you upload. Please reference this number whenever you contact the PDW Chairs or Tech Support.
- D. If any information is not entered into this database, it will not be included in the program. If any information is entered incorrectly into this database, it will be incorrectly listed in the program. Please proofread your entry carefully since this is what will appear in the final program.

Step 2: Upload Your Submission to the Submission Website

After entering the proposal information into the submission website (Step 1), upload the FINAL version of your full workshop proposal on the same submission screen. Please make sure you have read all the formatting guidelines and instructions before uploading

Step 3: Finalize Your Submission on the Submission Website

After you have registered your submission (Step 1), and uploaded it (Step 2), the last step is to finalize your submission by answering a series of questions (see below). If your submission is not finalized, it will NOT be reviewed.

PDW FINALIZATION CHECKLIST

Before your submission can be finalized, you will be asked to acknowledge all of the following requirements:

- This proposal complies with all the [submission guidelines, style formatting, policies and rules](#).
- All of the participants are correctly associated with this PDW submission.
- This entire proposal is contained in one single document, in the following order:
 1. A title page that has the Academy-assigned submission number, title of the workshop, name of primary sponsor, and a list of other sponsors who might be interested in the workshop, and a 250-word abstract of the workshop.
 2. A three- five page overview of the workshop.
 3. An explanation as to why the workshop should be of interest to the specified sponsor(s).
 4. A description of the workshop's format.
- The submission has a Times New Roman 12-pitch font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" x 11" page setting.
- The final document was uploaded and the PDF conversion of this submission was reviewed on this submission site.
- As the submitter, I certify that all participants have stated that they agree to participate in this workshop if it is accepted, and that they are not in violation of the Rule of Three + Three.
- I understand that if this submission is accepted, all of the listed participants must be registered for the meeting to take part in the session.
- I understand that the scheduling and audio visual requests are requests only. If my proposal is accepted, the PDW chair will let me know whether my requests are approved.
- This PDW proposal is now complete (follows ALL Academy AND Division/Interest Group specific instructions and requirements) and is now ready for review.

E. PDW, Interest Group, and Theme Committee Call for Submissions

ALL-ACADEMY THEME (AAT)

Program Committee: Debra L. Shapiro (Chair), U. of Maryland; Elena Antonacopoulou, University of Liverpool; Mary Ann Glynn, Boston College; David Hofmann, University of North Carolina; Karen (Ett) Jehn, Melbourne University; Michael Lounsbury, University of Alberta; Sunil Mithas, University of Maryland; Mike Peng, University of Texas-Dallas; Kathleen Phillips, Columbia University; Linda Putnam, University of California-Santa Barbara; Tony Simons, Cornell University; Wes Sines, Cornell University; Mary Waller, York University; Joanne Yates, Massachusetts Institute of Technology; Yan (Anthea) Zhang, Rice University

2014 AAT Professional Development Workshops: Call for Proposals

THE POWER OF WORDS

The Annual Meeting Theme, [*The Power of Words*](#) is the focus of the meeting's Sunday program of All-Academy Theme (AAT) Symposia and PDWs. The AAT Committee is looking forward to seeing your theme-related PDW- or symposium-submissions! For a comprehensive outline how you might contribute in this way, we invite you to review the full summary of the meeting theme, [*The Power of Words*](#) on page 3.

Submissions to the AAT program should focus on the consequences of words—hence on phenomena involving words as an exogenous- or mediating- or moderating-variable. In contrast, the literature regarding antecedents to “speaking up” treats words as a dependent variable. The 2014 Theme aims to stimulate knowledge on what we know less about—namely, the *effect* of, or ***power***, of words.

There are two routes to submit proposals to the AAT program. These two routes help to ensure that the ultimate programming for Sunday's “All-Academy Sessions” will be guided by advice from, both, the AAT Committee and from Divisions' and Interest Groups' (DIGs') Program Chairs.

Route #1 enables you to submit a PDW or Symposium directly to the AAT Program. Submissions made directly to the AAT Committee will be reviewed and considered for inclusion into the Sunday All Academy Theme Program. ***We recommend this route if you can convincingly and explicitly tie your proposed PDW's or Symposium's substance to the Academy-theme and explain your topic's likely appeal across many DIGs.*** If you have an idea for an All-Academy session, contact the committee Chair, [Debra Shapiro](#), in writing, as soon as possible and no later than December 13, 2013. (Note: If you choose not to consult with the AAT Committee regarding your proposal prior to your formal submission through the system, and if the AAT Committee rejects it, your submission will *not* be reviewed by a DIG.)

Route #2 allows to you to submit a Symposium directly to a Division or Interest Group (DIG) whose domain-statement best suits the substance of your proposed Symposium. Choosing this route enables two possibilities: (a.) The possibility that your submission will get accepted by the DIG for presentation during the DIG's scholarly (Monday or Tuesday) Program; (b.) the possibility that your submission might instead be nominated, accepted and included on the AAT (Sunday) Program. ***We recommend submitting your symposia to a DIG if you have any doubt about whether its substance relates to the AAT or will appeal across many DIGs.***

Once you have decided which submission route you will take, a full proposal will need to be submitted via the AOM submission system which will open in early November. More detailed information will become available on the [2014 Annual Meeting website](#).

BUSINESS POLICY & STRATEGY (BPS)

PDW Chair: Brian S. Silverman, University of Toronto, bpspdw@gmail.com

2014 BPS Division Professional Development Workshops: Call for Proposals

The Business Policy and Strategy (BPS) Division invites submissions of creative proposals for PDW sessions for the 2014 AOM Conference in Philadelphia, Pennsylvania. Our continuing goal is to make the BPS Division's PDWs as innovative, diverse, and interactive as possible. The preconference portion of the conference offers opportunities to experiment with new session formats and ideas that might not fit easily within the confines of the regular conference program. For instance, session formats might include roundtable discussions, methods workshops, town hall meetings, debates, 'games' involving participants, technology demonstrations, breakout group sessions, and even off-site events. Illustrative topics include emerging theoretical developments, connections between strategic management and disciplinary research, cutting edge methods, and paper development workshops, just to name a few. Sessions that look like standard paper presentations are more appropriate for traditional symposia. Unlike traditional symposia, PDW sessions are also specifically intended for the professional development of participants.

PDW proposals that are of interest to other divisions besides the BPS division are also encouraged, although this is not a requirement for acceptance. Also encouraged are proposals that address the overall AOM 2014 conference theme: ["The Power of Words."](#)

PDW proposals may be submitted online at <http://aom.org/annualmeeting/submission/> beginning in early. The deadline for submissions is January 14th, 2014, 5PM ET (NY Time). The PDW program runs from 8 am Friday through 8 pm Saturday (August 1-2, 2014). All PDW participants must commit to participation in advance. Space and time for PDWs is limited, and we cannot guarantee acceptance of all proposals, yet our goal is to have as broad a representation of the BPS membership as possible.

Please feel free to contact Brian S. Silverman, BPS PDW Chair, at bpspdw@gmail.com for general inquiries and informal discussions about ideas for PDW sessions.

CAREERS (CAR)

PDW Chair: Corinne Post, Lehigh University, Bethlehem, PA, corinne.post@lehigh.edu

2014 CAR Division Professional Development Workshops: Call for Proposals

We invite proposals for fun, dynamic, and engaging Professional Development Workshops (PDWs) at the 2014 annual meeting in Philadelphia. The PDW sessions will be held on Friday, August 1 and Saturday, August 2 between 8 AM and 8 PM. As the division that represents the AOM's center of career expertise, the CAR Division encourages proposals intended to support the career development and success of Academy members at all career stages, within and outside of the CAR division, and in traditional academic career paths as well as non-traditional career pursuits outside of academia. PDW submissions that focus on building the human and/or social capital of attendees are particularly encouraged.

Suggested topics for PDWs include, but are not limited to the following:

- Strategies for developing research and getting published
- Incorporating career concepts into teaching; interactive demonstration of career tools
- Applying career development and coaching concepts (e.g., mindfulness, self-leadership, personal marketing, establishing research collaborations, adaptability, managing diversity, work-life integration strategies)
- Cutting edge research and/or teaching methods
- Research incubators
- Making career changes, navigating international careers, and crafting nontraditional career paths
- Mentoring and networking
- Success strategies in career transitions (e.g., related to aging and retirement, economic adversity, unexpected events, multiple career changes).

We encourage PDW proposals that feature:

- Meeting people: high quality networking & discussion opportunities
- Expert speakers with valuable knowledge to share
- Real world applications, including actionable advice
- Feedback on research papers / assistance with personal research challenges
- Personal experiences: stories of dealing with career challenges
- Fun!

For 2014, submissions that relate to the conference theme "[The Power of Words](#)" are especially welcome. For example: What are the roles of digital media in shaping careers at various stages of the life course? How may social media help define or re-define career success in general or for specific types of careers? What are the processes through which various word-carrying technologies may exacerbate or alleviate inequalities in career success? How may digital media enhance or detract the effectiveness of career enhancing strategies (e.g. mentoring, networking)? What is the role of management educators and scholars in helping our graduates to become savvy communicators? These are just some career-related questions that can serve as inspiration for PDW submissions.

While the conference theme and suggestions provided above offer some guidelines, we would like to create a range of PDWs that are innovative, inspirational and provide meaningful connections among workshop participants. Proposals that pioneer new or alternative themes and formats are therefore also welcome.

If you would like further information, want to discuss a potential submission, or would like to be put in touch with other potential contributors, please contact Corinne Post, the PDW chair for the Careers Division. The submission deadline is Tuesday, January 14, 2014 at 5:00 PM ET, NY Time, (earlier submissions are strongly encouraged; the submission system opens early November. All submissions must be sent via the AOM submissions system, <http://aom.org/annualmeeting/submission/>

We look forward to receiving your exciting ideas for the Careers Division PDW program of 2014!

CONFLICT MANAGEMENT (CM)

PDW Chair: Matthew A. Cronin, George Mason University, mcronin@gmu.edu

2014 CM Division Professional Development Workshops: Call for Proposals

The Conflict Management Division is soliciting proposals for professional development workshops (PDWs) at the 2014 Academy of Management meetings in Philadelphia, Pennsylvania. Workshops are an opportunity to be innovative, explore cutting edge ideas, share expertise and best practice, and to engage in stimulating discussions. **We are open to all kinds of PDWs, and encourage innovative formats or topics.** Our primary criteria are that workshops should be interactive and interesting to CM members, but also have some broad appeal to multiple divisions. The theme for the conference is "[*The Power of Words*](#)". Proposals reflecting this theme are particularly welcome.

Workshops will be scheduled between 8:00AM and 8:00PM on Friday, August 1 and Saturday, August 2. The submission website is <http://aom.org/annualmeeting/submission/>. The website will open in early November 2013 and the deadline for submission of proposals is January 14, 2014 at 5 pm ET (NY Time). If you have any questions, or wish to discuss your ideas before submitting, please feel free to contact Matt Cronin, PDW Chair, before December 13, 2013. We encourage early submissions.

CRITICAL MANAGEMENT STUDIES (CMS)

PDW Co-Chairs: Nimruji Jammulamadaka, Indian Institute of Management, Calcutta;
Latha Poonamallee, Michigan Technological University; Email:
nimruji.latha@gmail.com

2014 CMS Division Professional Development Workshops: Call for Proposals

The Critical Management Studies (CMS) Division invites the submission of proposals for PDWs at the Annual AOM Meeting in Philadelphia, Pennsylvania from August 1-5, 2014. PDWs provide an engaging, interactive and inclusive platform that gives participants the opportunity to share knowledge and contribute to discussion and debate. Having a wider latitude than standard paper presentations, they offer an ideal space to challenge convention, explore new ideas and propose alternative ways of seeing.

The 2014 meeting theme, '[The Power of Words](#)' should appeal to members of CMS who have long been concerned with issues of language, representation, power and discursive effects. The theme extends a timely invitation to academia at large to explore the reality-constitutive role of words and narratives in constructing, and deconstructing views of the world and building alternative views. We invite PDW proposals that challenge the status quo and focus on the possibilities of radical change and provide voice to those usually silenced in all aspects of organizational and social worlds. We welcome PDWs that offer a broad currency of ideas and practices that would appeal to and resonate with a wide variety of audiences from across the Academy so our debates and discussions can push cross-divisional boundaries to better illuminate social and organizational phenomena.

In the CMS Division, PDWs also provide a space to develop critical praxis, reflecting on the practical and theoretical implications associated with critical research and teaching and the formation of critical identities. We therefore welcome proposals that lead to a broadening and deepening of critiques in these and other respects. PDWs addressing the needs of early career scholars on issues like teaching critique(s) or addressing career aspirations would be especially welcome. CMS aims to offer an inclusive program that positions marginalized ideas and scholars at the center. The Division specifically encourages inclusive PDWs that bring together scholars and practitioners of diverse perspectives, theoretical and methodological orientations as well as different countries/regions of origin, gender and other demographic forms of diversity.

Topics should be consistent with the domain of CMS. We provide an illustrative list of issues below.

- **'The Power of Words':** A critical engagement with the conference theme will be a very welcome topic. How can we deconstruct the language of oppression? Issues relating to the use of language, words, images, metaphors, and narratives that create and sustain inequalities and promote elitism will be an excellent fit for this year's program. Workshops which explore the ways in which we can continue to push the frontiers of criticalities in management research and pedagogy would be highly welcome.
- **Words, Ideas and Globalization:** The flows of words, ideas and ideologies in and through globalization. Proposals that look at how words and corporate language enable the corporatization of work and social life and the exchanges, in/exclusions they create, the oppressions such uses and flows generate would be very appropriate for the program. How communication technology and translation implicate themselves in this process would also be very suitable for the program.
- **Words, Language and Epistemic Violence:** How does language actively and passively influence our ideas of knowledge, knowing and writing? Language is instrumental in the perpetration of epistemic violence and the continuation of Western hegemony in knowledge and writing denying legitimacy to other languages and societies. Ideas that unpack taken for granted words, phrases and ideas like 'well-written', 'good scholarship', 'good theory' or 'appropriate language' will offer an opportunity to CMS and academia at large to engage in a self-reflexive process and ponder upon our own implication in epistemic violence- either as perpetrators or as victims.
- **Words, Articulation and the Building of Solidarity and Resistance:** Words have been responsible for revolutions and deep social changes. Proposals which explore, inform and/or theorize resistance and solidarity movements- within organizations, between organizations, or between nations and societies would be a great addition to the PDW program.
- **Words, Critical Performativity and the In/De-fusing of Value:** Representations are infused with value. Critique aims at defusing the value of mainstream exploitative, unjust representations and decentering them. Critical performativity also requires us to create alternative vocabularies,

representations, theories and philosophies which we can infuse with value in the pursuit of alternate worlds. Proposals which examine and theorize alternative and decentering practices and initiatives would be highly welcome.

The CMS PDW Program includes the **Doctoral Consortium**. This is an opportunity for doctoral researchers and newly graduated PhDs to engage one-to-one and in small groups with more experienced scholars and journal editors, focusing on critical research, teaching, and career development. Please encourage doctoral students you supervise to get involved in the consortium.

Please ensure that you read the PDW Guidelines for Submissions. You should outline in your proposal how you will ensure that your format includes group participation, interaction and discussion. Please also consider how your proposal may be relevant to members of other Academy divisions. To discuss ideas for proposals, please email us at nimruji.latha@gmail.com

ENTREPRENEURSHIP (ENT)

PDW Chair: Alain Fayolle, EMLYON Business School, fayolle@em-lyon.com

2014 ENT Division Professional Development Workshops: Call for Proposals

The Professional Development Workshops (PDWs) are one of the most stimulating parts of the Academy of Management annual meeting. The deadline for submission is January 14, 2014, 5:00 PM ET (NY Time). Please consider adding your great ideas to our PDW sessions in 2014.

The Entrepreneurship Division hereby invites proposals for Professional Development Workshops (PDWs) for the 2014 Academy meetings in Philadelphia, Pennsylvania. PDWs are a platform for us to share knowledge and expertise in a highly interactive fashion, and thus to foster our professional development. They are also an opportunity for the division to engage with the theme of the 2014 Academy: "[The Power of Words](#)" (see page 3). Two considerations will weigh heavily in choosing proposals for presentation: their promise for engaging, interactive ways of developing us as scholars, and their fit with the conference theme. The first criterion is essential, the second valuable.

We must also keep in mind the extent to which your PDW proposal fits the domain of entrepreneurship which the division has defined as follows: "(a) the actors, actions, resources, environmental influences and outcomes associated with the emergence of entrepreneurial opportunities and/or new economic activities in multiple organizational contexts, and (b) the characteristics, actions, and challenges of owner-managers and their businesses."

In particular, we would welcome sessions in which contrasting points of view on such topics are compared and debated. Sessions that can push forward the division's level of scholarship and teaching by (re)examining some of our core assumptions and practices are also keenly encouraged. It is a plus but not an absolute must to connect to the conference theme. To stimulate your thinking, you may want to consider (but are not limited to) the following areas:

How are new digital and Internet-based technologies affecting how individuals develop entrepreneurial intention and pursue goals in relation to entrepreneurship? How are new communication technologies and social media (such as Twitter or blogs, etc.) affecting how organizations design and implement strategies to develop entrepreneurial orientation and behaviors?

How might conversation and managerial discourse inspire entrepreneurial action within organizations such as initiative-taking, creativity, innovativeness or opportunity identification and pursuit? What are really the effects of public policies and discourses on changes of individual perceptions, attitudes, decisions and associated behaviors towards entrepreneurship?

How will digital communication technologies impact the way we communicate scholarship and teaching in the field of entrepreneurship? Do they already affect the content and the process of entrepreneurship research communication and diffusion? What could be the role and the impact in entrepreneurship education of new Internet-based technologies and tools like webinars, I-tunes, I-books, E-books, E-newspapers, social media, etc.?

How is entrepreneurial process effectiveness, mainly in terms of success or failure, affected when nascent entrepreneurs use social media such as Twitter or blogs? In particular, do social media impact the way entrepreneurial opportunities are discovered and exploited?

PDWs are an opportunity for more interactive discussions, for alternative formats, and for stimulating conversation within our division as well as across divisional lines. Sessions that will take advantage of this opportunity to examine what constitutes excellence in the practice of both research and teaching, and thus to push the division's scholarship and practice to new levels, will be favored.

All submissions must be made electronically at <http://aom.org/annualmeeting/submission/>. Submissions should NOT be submitted via email to the PDW chair. PDW proposals that do not match the general guidelines in the Academy of Management call for submissions will not be reviewed.

The closing date for submissions is January 14, 2014, 5:00 PM ET (NY Time). Partnerships with other divisions should be suggested where appropriate. Last day to contact PDW chairs for general inquiries, December 13, 2013. PDWs will be scheduled between Friday, August 1 and Saturday, August 2, 2014.

GENDER AND DIVERSITY IN ORGANIZATIONS (GDO)

PDW Chair: W.E. Douglas Creed, University of Rhode Island, CreedatGDO@gmail.com

2014 GDO Division Professional Development Workshops: Call for Proposals

The Gender and Diversity in Organizations (GDO) Division invites proposals for the pre-conference professional development workshops (PDW) to be held at the 2014 Academy of Management meeting in Philadelphia, Pennsylvania, USA. PDW sessions will be held between 8:00 a.m. on Friday, August 1st and 8:00 p.m. on Saturday, August 2nd.

The mission of the GDO Division is to generate and disseminate knowledge about gender and diversity within and outside of organizations, to embrace diverse perspectives in organizational research and education, and to support social justice through the inclusion of marginalized voices in members' research and practice.

We encourage submission of PDWs designed to develop and enhance our members' professional and personal skills - particularly those related to GDO's mission. We continue to be particularly interested in PDWs that enrich GDO's international character and enhance our members' understanding and appreciation of the variety of subjects of study addressed and approaches employed by our international members. Examples include workshops that: focus on the relationship between socio-cultural, historical, and institutional contexts and persons' lived experiences of difference and marginalization; or involve international panels on topics of interest to GDO that are likely to stimulate robust engagement among participants. As always, we are eager to receive proposals for developmental workshops such as research incubators, publishing workshops, and forums for forging meaningful international collaborations. In addition, we are particularly interested in proposals for PDWs which could be effectively integrated into the Ph.D. and junior faculty consortia or which could bridge them. Pre-conference time slots are a precious resource and GDO receives only about 21 hours of access to conference facilities to allocate across the three pre-conference programming areas. We welcome proposals that can effectively work in more than one of the pre-conference program areas in ways that would help us stretch this resource further, while still honoring the three areas' distinctive goals and constituencies. Possible examples include: a PDW that lends itself to being part of the junior faculty consortium but that can also appeal to and serve the professional development needs of participants from the broader membership; or a session on teaching GDO topics that might serve the needs of either or both of the two consortia. Finally, we especially invite proposals that relate to the theme for the 2014 meeting, "[The Power of Words](#)." This is a theme that engages many issues close to the heart of the GDO mission, including how words create and communicate respect for difference. Words can bridge differences and foster inclusion or divide and exclude. Words can animate the social movements that can exacerbate or ameliorate social injustices. We urge you to read more about the 2014 [conference theme](#) (see page 3) as you develop your PDW proposals.

PDW sessions can take any form including tutorials, panels, roundtable discussions, case studies, debates, and invited speakers. In addition, sessions may include practitioners, colleagues from other disciplines, and other types of organizations including corporations, public sector entities, and non-profits. PDWs provide an opportunity to experiment with new approaches that do not fit within the confines of the regular program, so submitters are encouraged to be innovative in workshop design. Interactive workshops will be particularly welcomed. Cross-divisional proposals, which involve two or more divisions and/or interest groups, are also strongly desired and encouraged.

PDW submissions should be made through the Academy's website, <http://aom.org/annualmeeting/submission/> . The submission system will open early November and the deadline for submissions is **January 14, 2014, at 5pm ET (NY Time)**.

You are very welcome to discuss potential PDWs with Doug Creed (<mailto:CreedatGDO@gmail.com>) before submitting your proposal

If you would like to discuss ideas, please contact Doug Creed by December 13th to ensure that there is plenty of time to develop the ideas by the January 14th deadline for submissions.

HEALTH CARE MANAGEMENT (HCM)

PDW Chair: Vicky Parker, Boston University School of Public Health, <mailto:vaparker@bu.edu>

2014 HCM Division Professional Development Workshops: Call for Proposals

The Health Care Management Division has a long tradition of outstanding Professional Development Workshop (PDW) sessions that integrate both proven successes and new innovations. In 2014, we will convene our doctoral student and junior faculty consortium in Philadelphia on Friday, August 1st, followed by a day of sessions open to all conference participants on Saturday, August 2nd. We seek proposals from AOM members who are interested in organizing a PDW session for either the doctoral and junior faculty consortium on Friday, or for the Saturday program open to all members.

Throughout the doctoral student and junior faculty consortium on Friday, experienced faculty will engage in interactive discussions with consortium participants concerning dissertation writing, finding the right fit in a first job, transforming the dissertation into publications, navigating the tenure or reappointment process, and balancing the many competing demands on emerging scholars. These sessions should focus on facilitating networking, mentoring (both traditional and peer) and the development of new insights about career options and how to pursue them.

Saturday sessions should be designed to appeal to participants in a range of career stages. The overall goal is to help participants re-charge and make new intellectual and personal connections that enhance their research, education, and practice. Examples include, but are not limited to: innovative research methods, developing collaborative working relationships, handling publishing challenges, exploring teaching methods, career development, service, grant writing, mentoring, international research issues, or new health care management strategies.

We seek both new session design ideas and encores of successful sessions from prior years, and we welcome sessions that incorporate the 2014 ["The Power of Words"](#) theme (see page 3 for the full description). However, the most important selection criteria are relevance to participants' learning needs and an interactive participant-centered format. Every session should include opportunities for interaction and experiential learning. Clear and feasible logistical plans and firm commitments from all presenters are essential proposal elements. While the standard session length is two hours, please indicate if a proposed design would be most feasible in either more or less time. It is expected that that two hours should generally suffice.

People interested in organizing a session during the consortium or on the Saturday program are encouraged to contact Vicky Parker (vaparker@bu.edu) by December 13th to discuss their ideas. PDW submissions must be submitted online through the Academy of Management Online website: <http://aom.org/annualmeeting/submission/>. The closing date for submissions is January 14, 2014, 5 PM ET (NY Time).

HUMAN RESOURCES (HR)

PDW Chair: Maria Kraimer, University of Iowa, <mailto:maria-kraimer@uiowa.edu>

2014 HR Division Professional Development Workshops

We are seeking proposals for the HR Division Professional Development Workshop (PDW) sessions for the 2014 Academy of Management meeting in Philadelphia. You are encouraged to work with colleagues both within and outside of the HR Division in developing and submitting proposals for PDW sessions, which are scheduled prior to the scholarly program between 8:00 am Friday (August 1, 2014) and 8:00 pm Saturday (August 2, 2014).

The PDW format is highly flexible and can take nearly any form (workshops, tutorials, panels, debates, round table discussions, company visits, etc.). PDWs provide the opportunity to experiment with new models and ideas for sessions that do not fit within the confines of the regular program. Think about the sessions you wish were offered but have not seen on the program. The HR Division encourages the submission of creative ideas for interactive sessions that actively engage participants in learning new information, acquiring new skills and techniques, or addressing pressing issues or questions. PDWs can address any issue of concern to HR scholars and/or practitioners. Sessions on teaching, theory development, international HR, linking HR research and practice, and facilitating Division member professional development are encouraged. Please also consider but do not be bound by the conference theme, "[The Power of Words](#)."

If you have questions or would like to discuss or suggest a workshop idea, please contact the HR Division PDW Chair Maria Kraimer, maria-kraimer@uiowa.edu, +1-319-335-0794.

All proposals should be submitted using the submission process found at <http://aom.org/annualmeeting/submission/>, which will be available in early November. The submission deadline is January 14, 2014 at 5:00 ET (NY Time) but earlier submissions are encouraged. Note that there is limited space on the PDW program and we cannot guarantee that all proposals will be accepted.

INTERNATIONAL MANAGEMENT (IM)

PDW Chair: Jay Anand, Ohio State University, Anand.18@osu.edu

2014 IM Division Professional Development Workshops

The International Management Division (IM) invites submissions for Professional Development Workshops (PDWs) at the 2014 Annual Meeting in Philadelphia. Special consideration will be given to PDW proposals that integrate the theme of this year's meeting- "[The Power of Words](#)", a theme which has a special significance for the IM division. PDW sessions will be held between 8:00am Friday, August 1st and 8:00pm, Saturday, August 2nd. Additional information on the conference appears at <http://aom.org/annualmeeting/>.

The IM focuses on content pertaining to the theory, research, and practice of management with a cross-border, cross-cultural or comparative dimension. Major topics include: the cross-border management of operations, including multi-country, multi-unit, strategy formulation and implementation; evolving forms and management practices in cross-border business; the cross-border differential impact of cultural, social, economic, technological, political, and other institutional forces on strategies, organizational forms, and management practices; the international competitiveness of firms, industries, and nations; and comparative management studies involving two or more countries. To learn more about the IM Division, visit our website at <http://divisions.aomonline.org/im>.

Our goal in the PDWs is to enhance professional and personal skills associated with IM scholarship and teaching. With this in mind, we seek innovative, provocative, and exciting proposals that bring together an international community of scholars interested in enhancing research and teaching in International Management.

PDW formats are highly flexible and can take the shape of workshops, panels, round table discussions, training sessions, etc. As such, PDWs provide an opportunity to experiment with what is typically beyond the scope of regular paper sessions. Thus, we seek creative and interactive proposals that promote scholarship or teaching and involve not only other academy divisions, but also firms, not-for-profit organizations, consultancies, NGOs, and public sector organizations.

Submissions: If you are interested in organizing or being involved in a PDW in any way, please contact Jay Anand, Professional Development Chair, at anand.18@osu.edu.

Final PDW submissions should be made through the Academy's website, <http://aom.org/annualmeeting/submission/>. The deadline for submissions is January 14, 2014, at 5pm ET (NY Time). (This system opens early November 2013.)

We look forward to hearing from you regarding exciting workshops for the 2014 conference in Philadelphia!

MANAGEMENT CONSULTING (MC)

PDW Chair: Søren H. Jensen, Copenhagen Business School, shj.aom@gmail.com

2014 MC Division Professional Development Workshops

This year's theme "[The Power of Words](#)" provides the MC Division with unique opportunities to build PDWs that emphasize the importance and power of words in management consulting. Words play an important role in many ways; the ongoing dialogue that consultants need to have with clients to gain understanding and create meaning, to solve problems and to build trust. The written word is used to win bids, to write reports and to communicate research in management consulting. For teaching management consulting to students or new employees the power of words is crucial. Words help them understand management consulting and to define their own role over time. Words based on experience help consulting practice to come alive in a classroom or meeting room. In short in theory and in practice, both the written and the spoken word, the impact of words is pivotal for management consulting.

Within this context please remember an innovative workshop is about creating dialogue, exploring new ideas and generating synergy among PDW leaders and participants. Priority is given to workshops that are very interactive. The MC Division is highly international and our mission is to bridge theory and practice as well as Academics and Consultants. We welcome and encourage submissions for PDWs at the 2014 Annual Meeting. The MC Division PDW sessions will be held between 8:00am Friday, August 1st and 8:00pm Saturday, August 2nd. The criteria used in evaluating PDW proposals include the following:

- Bridging: Does this proposal explicitly link theory/practice and/or academics/consultants?
- Quality: Is this proposal designed around important topics and will the PDW be done in an excellent manner (e.g. interactive format and expert panelists)?
- Impact: Will this PDW provide immediate usable advice, tools, and templates for our members?
- Novelty: Does the proposal hold something new? Is there a new and interesting take on the topic, method or format?
- Theme: How does the proposal relate to the overall theme of AOM 2014 "The Power of Words"?

SPECIAL TOPICS: The following represent important topics or tracks to consider in your proposal:

Doctoral Consortium: The topic for the MC Doctoral Consortium in 2014 is "Linking Our Doctoral Studies with Careers Using Practical Scholarship." Please encourage your doctoral students to participate, or anyone else who is a doctoral student in any program that combines practice with theory, particularly (but not limited to) those in which doctoral studies mean applying social or behavioral science to change management or consulting activities. By early December 2013, the MC Chair will circulate widely a list of simple questions required for those who would like to participate. Pre-registration involves sending answers to those questions to the chair, Jean Neumann, jeanneumann@btconnect.com. Additionally, there is also an opportunity for 2-3 pre-registered doctoral students to be selected specifically to present on the topic for ten minutes.

Teaching Consulting: More and more universities and business schools offer consulting classes and/or experiential learning programs – how should we teach these classes? What should be included in the curriculum?

Current Topics: What is hot right now in consulting and business?

Future outlook for consulting: What is the next practice? Which trends and tendencies will shape the dynamic industry going forward?

The submission deadline is Tuesday, January 14th, 2014, 5:00 PM ET (NY Time) (earlier submissions are strongly encouraged). All submissions must be sent via the AOM submissions system, <http://aom.org/annualmeeting/submission/>. Any questions, contact PDW Chair Søren Henning Jensen at shj.aom@gmail.com.

2014 MED Division Professional Development Workshops

The Management Education & Development Division (MED) invites submissions for Professional Development Workshops (PDWs) at the 2014 Annual Meeting in Philadelphia. PDW sessions will be held on August 1st and 2nd.

For our 2014 PDW program we are seeking proposals for creative and innovative sessions in which participants can work together and share their experiences to enrich their teaching and research skills, advance management education and development of individuals and organizations. We are not looking for sessions that end-up in series of PowerPoint presentations. We are looking for provocative thoughts, interaction with the audience, providing it with tools, techniques, and concepts and new perspective that help them to be effective teachers and researchers of evidence based education. We are interested as well in innovative ways to link research, teaching and learning processes in order to develop educators with a 360° perspective and skills, able to cope with an ever challenging environment.

Content

The Management Education and Development Division supports theory development and research in management education (academic) and leadership/management development (non-credit instruction). We also support the practice of management education and development by fostering the skill development of our membership through providing workshops in improving effective teaching, learning, and participation and engagement strategies.

The primary focus of MED is the study of the organization and delivery of management education and management development. Hence, we encourage proposals that address the advancement of teaching and learning, and participation and engagement strategies in all areas of the Academy, including, but not limited to the following areas:

- Theoretical advances or empirical evidences about effective and innovative instructional methods or technology.
- Applications of learning theories.
- Evaluation of studies of the effectiveness of management education and development techniques.
- Improving the quality of management education scholarship, including issues such as methodological challenges in our field or emergent areas ripe for research.

Scholarship on Teaching/Learning - encourages an agenda of inquiry related to teaching/learning and asking questions that create knowledge to advance the practice of management education

Effective Teaching – focuses on the development of the whole teacher including her/his educational philosophy and teaching competency

Learning Assessments – provides a forum to discuss both the approaches and issues/concerns related to the assessment of student learning such as assessment systems, portfolio assessment, and faculty engagement.

Learning Styles – examines learning styles of individuals and how they affect learners' ability to process and comprehend various presentation modalities of management education and to transform their learning experience into effective practices and behaviors

Teaching Strategies and Techniques – includes efforts especially designed to advancing the conversation on internships, service learning, simulations, project-based learning, online learning, and experiential learning, with particular interest on learning across cultures and environments

MED also welcomes PDWs targeted to provide developmental opportunities for doctoral students, junior faculty, experienced scholars and senior faculty. Such sessions may, in addition to the abovementioned, may include a focus on the following areas:

Executive education – managing the process of identification and development of faculty into executive education; practical approaches to developing individual's executive education capabilities; and practice based approaches to executive education beyond traditional MBA settings.

Internationalization of education – provides a forum to discuss the challenge of designing and offering international learning experience to students and executives, the development and management of programs jointly with schools of management in various countries.

Responsible management education- provides a forum to discuss and benchmark various strategies and tools to support and leverage principles and practices for enhancement of ethics, responsibility and sustainability in management education, managing faculty careers to be impactful educators, researchers and in our education service roles.

Effective Doctoral education – focuses on methods of doctoral supervision (including team and individual supervisory models), extracting value from inter-school, university and regional PhD cooperation agreements.

Accreditation processes – provides a forum to discuss the process of engaging with international education accreditation bodies such as AACSB, EFMD, AMBA and others, embedding accreditation quality criteria into faculty education behaviors, and exploring challenges for educators in engaging with the accreditation process.

Conference Theme: [The Power of Words](#)

MED encourages submissions that explore the 2014 conference theme. The conference call focuses on the many forms of words in organizations and the ways in which they facilitate or hinder the outcomes that various organizational stakeholders seek at multiple levels, individual, group/teams, organizations, industries and nations. This paves the way to many questions particularly for management education and development of people at all levels, where the effects of words and word-carrying technologies, as well as the interactive effect of messages and the channel carrying them, have management implications in need of scholarly attention.

Likely questions include how different cultures and languages affect processes and outcomes in international education settings; how new digital communication technologies have enabled the construction of new vocabularies and forms of communication and how this affects management education; what level of impact are having different forms of conveying words and meanings on teaching and learning effectiveness, and are they different for different audiences, e-g- students and executives; what are appropriate assumptions on which design and deliver management education and how do they shape the practices of management educators; how other disciplines, such as arts, humanities, philosophy, philology, can help improving our ability to master the power of words in management education, and to influence both the knowledge and practice of management; are there educational models in practice at present that are effective in this direction; if so when and how can these help us to become better educators and what tools and techniques do we need to learn and adopt; how will digital communication technologies impact the way we conduct and communicate our scholarship and teaching.

Format

We encourage a variety of formats including: workshops (which are not lectures), town hall meetings, debates, tutorials, panels (not = lectures), tours, roundtable discussions, case studies, tutorials and workout sessions. We expect PDWs to be interactive and encourage participants' interaction. We particularly encourage proposals that include cross-national themes and/or management of cross-cultural issues in education practice; Take an interdisciplinary approach; Include practitioners, as well as academics.

Submissions

All PDW organizers are required to submit a proposal using the PDW Proposal Submission Website by January 14, 2014 at 5:00 p.m. ET (NY Time). The PDW Proposal Submission Website will be available in early November at: <http://aom.org/annualmeeting/submission/>.

If you have any questions, please contact Manuela Brusoni at med.pdw@unibocconi.it

MANAGEMENT HISTORY (MH)

PDW Chair: Bradley Bowden, Griffith University, b.bowden@griffith.edu.au

2014 MH Division Professional Development Workshops

The Management History Division is seeking proposals for the Professional Development Workshop (PWD) sessions for the 2014 Academy of Management meeting in Philadelphia. You are encouraged to work with colleagues both within and outside of the MH Division in developing proposals for PDW sessions, which are scheduled prior to the scholarly program between 8:00 am Friday (August 1, 2014) and 8:00 pm Saturday (August 2, 2014).

The 2014 meeting of the Academy of Management has special meaning for the MH Division and for all interested in the historical development of the broader discipline of management. Not only is Philadelphia the birthplace of American democracy, it is also the birthplace of Frederick Taylor, the founder of the principles of Scientific Management. With this in mind, and mindful of the theme of the 2014 meeting – “[The Power of Words](#)” – the MH Division encourages submissions that relate to Taylor and the other management theorists and historians that have shaped the theory and practice of management. The MH Division is also mindful of the need for internationalizing our understanding, and provides particular encouragement for submissions from scholars and practitioners from outside North America.

PWD sessions provide the opportunity to experiment with new models and ideas for sessions that do not fit within the confines of the regular session. Think about sessions you wished were offered but have not seen elsewhere. The MH Division also encourages submission from those without an historical background or training, but who are interested in the ways in which management theory and practice – and of the various sub-disciplines within it.

In submitting your PDW proposal, please review the submission guidelines found at <http://aom.org/annualmeeting/submission/pdw/guidelines> to ensure that your submission complies with the guidelines in all details. The submission deadline is January 14, 2014 5pm ET (NY Time). Feel free to contact the MH Division Chair, Bradley Bowden (b.bowden@griffith.edu.au) in relation to your PDW proposal.

MANAGERIAL AND ORGANIZATIONAL COGNITION (MOC)

PDW Chair: David Sluss, Georgia Institute of Technology, slussmoc@scheller.gatech.edu

2014 MOC Division Professional Development Workshops: Call for Proposals

The Managerial and Organizational Cognition (MOC) Division invites you to submit proposals for the pre-conference professional development workshops (PDW) to be held at the 2014 Academy of Management meeting in Philadelphia, Pennsylvania, USA. PDW sessions are scheduled from 8AM to 8PM on both Friday (August 1) and Saturday (August 2).

Think about it! The MOC Division is devoted to understanding individual and collective cognitive processes in organizational contexts, including, but not restricted to, the nature and role of mental representations, judgment and decision making, social identity processes, attribution processes, individual differences, non-conscious forms of cognitions (e.g. intuition), sense making, categorization, organizational learning and memory, culture, communities of practice and cognitive institutionalism.

PDW sessions = learning and growing! PDW sessions present an opportunity to create innovative events in which participants are able to explore issues and problems in a more relaxed and interactive format. PDW sessions may be in many formats (workshops, panel discussions, tutorials, town hall meetings, breakout sessions, debates, round tables, research incubators). The PDW formats are flexible and can be made to fit a wide range of styles and needs, from PhD students to junior faculty colleagues to 'veterans' and practitioners from a variety of backgrounds and disciplines. We are particularly interested in sponsoring PDWs that offer innovative, informative, and developmental experiences for the participants. Special consideration will be given to PDW proposals that integrate the theme of this year's conference, *Power of Words*. Proposals may also address more traditional topics. In crafting your proposals, be mindful that MOC encourages work spanning the macro, meso, and/or micro levels of analysis. As in previous years, wherever possible, we encourage you to create proposals that may be of relevance to more than one division. PDW submissions should be made through the Academy's website, <http://aom.org/annualmeeting/submission/>. The deadline for submissions is **Tuesday, January 14th, 2014, at 5pm ET (NY Time)**.

You are welcome and encouraged to discuss potential PDWs at any time with David Sluss at slussmoc@scheller.gatech.edu before submitting your proposal. The deadline for submitters to contact PDW Chairs for general inquiries and to discuss ideas for PDW sessions is Friday, December 13th, 2013.

2014 MSR Division Professional Development Workshops: Call for Proposals

The Management, Spirituality and Religion (MSR) Interest Group cordially invites you to submit a Professional Development Workshop (PDW) proposal for the Academy of Management Annual Meeting in Philadelphia, Pennsylvania, August 1-5, 2014. The conference theme is "[The Power of Words](#)", which, in today's ever more closely integrated and connected world, has clear implications for research, practice, and teaching.

MSR is committed to understanding the nature, influence, and relationship of spirituality and religion in management and organizations. Major areas of investigation include theoretical and empirical evidence about the effectiveness of spiritual or religious principles and practices in management, from approaches represented in the literature, including religious ethics, spirituality and work, and spiritual leadership, as well as applications of particular religions, and secular spiritualities to work, management, leadership, organization, and the business system; and evaluation studies of the effectiveness of management approaches that nurture the human spirit in private, non-public or public institutions.

AOM 2014 Meeting Theme: The 2014 Conference Theme regards the effect that words can have on the subsequent events of individuals, groups/teams, organizations, industries, and even nations— depending on who or what is the subject of conversation, how many hear or see the conversation, and the extent to which the conversation inspires action. At a micro-level, such actions may include: initiative-taking, creativity, innovativeness, ethicality, inclusionary behavior, cross-cultural sensitivity, and high-quality performance by individuals and teams (influenced, at least in part, by whether processes and behaviors associated with these actions are seen within organizations' strategic mission statements, codes of ethics, and performance-appraisal forms or heard in authorities' or others' verbal communications). At a more macro-level, the actions inspired by words in texts and speeches delivered by authorities or others include the organizational-, industry-, and even country-level consequences associated with the actions just named (e.g., organizations' innovativeness, institutionalized corruption, exclusionary (diversity-unfriendly) cultures, and economic performance of organizations or nations).

The MSR PDW provides the perfect platform to share cross-disciplinary knowledge and expertise in exploratory research and also offers opportunities for personal and professional development. PDWs enhance our exploration of new and innovative constructs, methodologies, pedagogies, and practices, establishing a foundation for future MSR scholarship and application. MSR encourages PDW submissions that are innovative, interdisciplinary, and highly interactive. We encourage you to involve participants from other AOM divisions and to explore connections with the Power of Words 2014 conference theme and of course other themes associated with your teaching, research, and service.

MSR and the Academy Theme: Under the theme of the power of words, conference questions of particular interest to MSR members might include:

1. How are employee- and team-performance outcomes (e.g., perceptions, organizational or team identity, work-related attitudes, task-related decisions, or behaviors) influenced by the words and symbols used to communicate organizations' strategic mission statements, shared identities, codes of ethics, and performance appraisal processes? How may notions of religion and spirituality, and the words and symbols used to conceptualize and communicate those notions reshape these processes and outcomes?
2. What is the role of religion and spirituality in new communication technologies and their impact on individuals and organizations, and how do those new communication technologies influence religions and spirituality? In what ways could religious and spiritual practices affect managers in their pursuit of goals such as setting norms, grappling with the problems of global unsustainability, motivating desired employee or team behavior, enhancing employee wellbeing, creating and sustaining desired team or organizational climates of justice and ethicality, creativity, inclusivity, high-performance? Alternatively, could new communication technologies be disruptors of intuitive ways of being and acting?

3. How is organizational effectiveness (e.g., profits, customer satisfaction, sales, repeat-business, referrals, environmental impact, etc.) affected when organizations use social media such as twitter, blogs, etc.? Is there a religious and/or spiritual perspective to these influences, from both enabling and critical perspectives?

4. Given the ease with which digital content can be duplicated (as compared to print media), how are these new technologies affecting the way organizations deal with privacy and security? What are the implications of this for ethical and unethical behaviors in organizations?

5. What qualities distinguish the businesses and industries that have thrived rather than died as a result of the various revolutions in communications technologies? How do the awareness of one's own inner virtues and the words and symbols used to conceptualize and communicate those virtues affect organizational flourishing?

6. How do differences in language-fluency affect processes and outcomes of multicultural or multinational teams? How can spiritual and religious practices help to overcome (unintended or intended) exclusivity when members of such teams speak a language unknown to other members?

7. How do religious and spiritual words bring together the world's differing religious, spiritual, and non-religious peoples in common pursuit of meaningful and full-filling work and careers, the alleviation of poverty, the pursuit of social and economic equality and justice, and the seeking of a more sustainable world? And how do the words and symbols of individuals, organizations, and governments -- in their shared pursuit of social, economic, and environmental justice -- contribute to, or get in the way of, the peaceful uniting of the world's peoples, with their differing religious and spiritual practices?

These questions suggest possible areas of research but are not considered definitive. Indeed, we suggest that MSR members have the potential to explore and demonstrate the power of all words, but perhaps especially the world's religious and spiritual words and symbols, in many new and creative ways. We encourage bold, innovative, and risky submissions.

PLEASE SEE THE SUBMISSION GUIDELINES AT

<http://aom.org/annualmeeting/submission/pdw/guidelines>. PDWs NOT COMPLIANT WITH THESE STANDARDS S will not be reviewed or evaluated for acceptance.

PDWs will occur on Friday, August 1st and Saturday, August 2nd. All-Academy Theme PDWs will occur on Sunday, August 3rd. We urge you to submit proposals to this highly competitive review process. If you would like to assist with or attend the **MSR Doctoral and New Faculty Consortium**, one of our annual PDW highlights, please contact Judi Neal at judi@judineal.com.

Questions regarding the PDWs should be sent to Jim Stoner, stonerpdw@gmail.com.

The submission deadline is **TUESDAY, JANUARY 14th 2014, 5 PM ET (NY Time)**. All submissions must be made through the AOM website at: <http://aom.org/annualmeeting/submission/>. Thank you for your support of MSR. We look forward to receiving your submissions!

ORGANIZATIONAL BEHAVIOR (OB)

PDW Chair: Amy E. Colbert, University of Iowa, <mailto:amy-colbert@uiowa.edu>

2014 OB Division Professional Development Workshops: Call for Proposals

The OB Division Professional Development Workshops (PDWs) will be scheduled from 8 am to 8 pm on both Friday, August 1 and Saturday, August 2, 2014. PDWs allow you the opportunity to develop and participate in innovative, inclusive, and interactive profession-enhancing experiences. PDW sessions can take many forms (workshops, interactive symposia, tutorials, town hall meetings, breakout sessions, debates, case studies, round tables, research incubators, etc.) and can address any issue of concern to OB scholars and/or practitioners. We are particularly interested in sponsoring PDWs that offer creative strategies for bridging boundaries between individuals or groups (e.g., between practitioners and academics, between international and domestic scholars, between scholars in different academic disciplines, or between junior and senior scholars). We also welcome submissions on well-established Organizational Behavior topics and encourage PDW sessions that can be co-sponsored by other divisions.

We encourage you to consider, but not be bound by, the conference theme – *The Power of Words*. More information on the conference theme can be found at the Academy of Management annual meeting website <http://aom.org/annualmeeting/theme/>.

Please be sure to follow the Academy of Management's PDW Guidelines for Submissions. If you would like to discuss a PDW idea prior to submission, please contact the OB Division PDW chair, Amy Colbert, at amy-colbert@uiowa.edu by December 13, 2013. Please submit using the PDW submission system at: <http://aom.org/annualmeeting/submission/>. The deadline for proposals is **Tuesday, January 14, 2014, at 5 pm ET (NY Time)**. We look forward to seeing your proposals!

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS (OCIS)

PDW Chair: Mary Beth Watson-Manheim, University of Illinois at Chicago, mbwm@uic.edu

2014 OCIS Professional Development Workshops: Call for Proposals

Proposals are invited for Professional Development Workshops (PDWs) for the Academy of Management Meeting to be held in Philadelphia, PA, USA, 1-5 August 2014. PDW sessions are an opportunity to be innovative, discuss unresolved questions, learn (or teach) best practices in teaching and research, debate future directions for our field and organize novel activities that bring the expertise and experience of OCIS members to bear on the challenges that we all face in our daily professional lives.

PDW sessions (to be held on Friday and Saturday 1-2 August 2014) might include lectures, classes, workshops, invited speakers, town hall meetings, debates, tours and any other activity that will help members develop their professional skills. We welcome proposals for activities that will challenge and strengthen the members of the OCIS community. Proposals will be evaluated on their ability to draw an audience (from OCIS and across the Academy), innovativeness and potential impact on the professional success of participants.

We particularly seek proposals that address the conference theme: *The Power of Words*. For example, a PDW might help participants learn how the use of social media and openness of information and communication flows has affected privacy and security procedures of many organizations, or about new ICT-enabled collaborations among people from different national, cultural and linguistic backgrounds and implications for management practice.

If you are interested in proposing a PDW session or helping with the OCIS Doctoral or Junior Faculty Consortia, you are invited to contact the OCIS PDW chair before 13 December 2013 so we can work with you to develop the idea. All proposals for PDW activities must be submitted to the AOM submission website (<http://aom.org/annualmeeting/submission/>) by January 14, 2014, 5PM ET (NY Time).

ORGANIZATION DEVELOPMENT & CHANGE (ODC)

PDW Chair: Julie Wolfram Cox, Monash University, <mailto:odc@monash.edu>

2014 ODC Division Professional Development Workshops: Call for Proposals

PDWs are a platform for colleagues to share knowledge and expertise and foster the development of workshop participants. Coordinated by the Academy's many divisions, interest groups, and theme committees, PDW sessions are different from regular academy sessions in that they can have a longer time frame and use a more interactive and participative format. PDW sessions will be held prior to the AOM scholarly program from 8 a.m. on Friday August 1, through 8 p.m. on Saturday August 2, 2014.

This year's AOM meeting theme is "[The Power of Words](#)". The full Call for Submissions is at <http://aom.org/annualmeeting/callforsubmissions> and the 2014 call for PDWs and related instructions can be found at <http://aom.org/annualmeeting/submission/pdw/>.

As ODC scholars and practitioners, the power of words deeply influences our understanding of change and the ways in which we carry out our research, practice, and teaching. The 2014 All-Academy theme therefore encourages us to consider issues that include, but are not limited to, the following questions:

- *How do practitioners utilize the power of words and of silences in bringing about various forms of change?*
- *How is the nature and extent of change evident through new conversations, vocabularies and linguistic codes?*
- *How are assumptions about power reflected in the words of organization development and change theory and practice? How, in turn, may the words and practices of ODC speak to and influence structures of power in and beyond organizations?*
- *What ethical questions emerge from the words used to shape or resist change?*
- *How might discourse theory and analysis, communications studies, socio-linguistics and other fields of enquiry that highlight the importance of words and their effects be used to strengthen research and practice in ODC?*
- *How can we unveil the power of words using qualitative and/or quantitative research designs? How do words, including those of key texts, influence and limit our methodological choices in ODC research and research careers?*
- *How might specific methods and approaches such as conversation analysis, content analysis, narrative and storytelling analysis, rhetoric analysis, metaphor analysis, semiotics, or multi-modal analysis be used to inform the study and practice of ODC?*
- *How have recent developments in ODC such as "New OD" or "Dialogic" OD and change highlighted the power of words in change interventions?*
- *How can PDWs go beyond the power of words to introduce and facilitate such developments?*
- *How do leaders and other stakeholders in change draw on devices such as metaphor, tropes, figurative language, humor, irony and rhetoric in order to influence, resist and respond to change activities and outcomes?*
- *How is the power of their words amplified or attenuated through digital technologies?*
- *How is the impact of words about organizational development and change affected by those who speak them and by socio-political, situational, geographical and historical contexts? When do words linger?*
- *How does the power of words influence the separation of divisions and interest groups at AOM and how might our PDW program encourage intersectional analyses and productive collaborations with other divisions?*

PDW proposals to the ODC division might address these or the many other issues that emanate from this year's AOM theme. They may also address issues more closely aligned with the [ODC Division domain statement](#).

Space allocated to PDWs is limited, so PDW proposals that would be of interest to several divisions or interest groups are encouraged, although a PDW can only be submitted to one Division. We also encourage PDWs that create a meeting place for ODC practitioners and academics as well as for members of different divisions. (Any co-sponsors will be determined after submission.) A doctoral consortium will be included and a submission for an early career PDW for post-doctoral ODC members is

strongly encouraged. Organizers of successful past PDWs are encouraged to propose a further PDW for 2014 in line with the meeting theme.

The submission deadline is **January 14th, 2014, 5pm ET (NY Time)** (earlier submissions are strongly encouraged). All submissions must be sent via the AOM submissions system, (<http://aom.org/annualmeeting/submission/>) which will open in early November 2013.

If you have any questions, or have an idea for a possible proposal that you would like to discuss, please contact the ODC PDW Program Chair, Julie Wolfram Cox at odc@monash.edu before December 13, 2013.

OPERATIONS MANAGEMENT (OM)

PDW Chair: John Gray, The Ohio State University, gray.402@osu.edu

2014 OM Professional Development Workshop: Call for Proposals

The Operations Management (OM) Division invites you to submit proposals for Professional Development Workshops (PDWs) for the 2014 Academy of Management Annual Meeting in Philadelphia, Pennsylvania. PDWs will take place on Friday, August 1 and Saturday, August 2, 2014.

The OM Division encourages creative and innovative PDWs that build knowledge and share expertise oriented toward OM teaching, management practice and research. We also encourage PDW proposals that link to other divisions/interest groups and/or that reflect the conference theme – [*The Power of Words*](#). Appropriate PDW formats include workshops, tutorials, panel discussions, debates, round table discussions, practitioner focused sessions, and facility tours. Offsite PDWs such as facility tours, journal editorial panel sessions and joint sponsorship with other divisions are encouraged. (Note: Traditional presentations of research papers should be submitted to the Scholarly Program portion of the Annual Meeting).

Proposals must be submitted online via the AOM submission website which will open early November 2013. Please submit all proposals (along with any joint-division "sponsorship" suggestions) using this website. The General Submission Guidelines are available at the 2014 Annual Meeting website, <http://aom.org/annualmeeting/submission/pdw/guidelines>. **Deadline for Submissions: January 14, 2014, 5PM ET (NY Time).**

If you have any questions or would like feedback or suggestions about your ideas for a PDW event, please do not hesitate to contact John Gray (gray.402@osu.edu), OM Division 2014 PDW Chair.

For more information about the OM division please visit <http://om.aomonline.org>.

2014 OMT Professional Development Workshop: Call for Proposals

The Organization and Management Theory division is a community built from a common desire to develop and promote understanding of organizations and organizing. We stand at the intersection of micro and macro analysis, providing a context for mutually beneficial intellectual engagement across disciplinary and other boundaries.

In Philadelphia, August 1-5, 2014, we would like to see PDW sessions creatively and innovatively addressing the Division's Mission of attracting, developing and serving academics and practitioners who wish to advance understanding of organizations and organizing. Possible PDWs might, for example, introduce participants to novel, under-utilized or developing theoretical perspectives, and offer insight into directions for future research. Methodological PDWs that offer tutorials and discussions around approaches to research design, data collection and analysis are always very much appreciated. PDWs may also address participants' needs as teachers, trainers and mentors of graduate students. Finally, sessions that contribute to engaging organizational scholars with practitioners are also welcome. Or perhaps you have ideas for stimulating topics and formats we have not thought of? Please let us hear them.

We would particularly like to see submissions that address the conference theme of "[*The Power of Words*](#)." We think this is an exciting theme that offers all kinds of possibilities. For example, this would seem to be a particularly good time to put forward theoretically oriented PDW proposals that consider issues of discourse, rhetoric and communication, or methodologically oriented PDW proposals that address ways to use and interpret textual and verbal data. Let the theme inspire you, though of course we are open to a wide range of different topics that will interest the OMT community.

In addition, we also encourage proposals that are of interest to members of other AOM divisions (e.g., ENT, BPS, MOC, etc.). PDW sessions have a very flexible structure but should have greater participant interaction than symposia in the regular program. **Feel free to be creative and contact Ann Langley on the e-mail above if you would like to discuss potential submissions.**

For some examples of some successful PDW proposals from previous years, see:

<http://www.slideshare.net/OrganizationTheory/2012-deephhouse-pdw-11720>
<http://www.slideshare.net/OrganizationTheory/2012-moore-et-al-pdw>
<http://www.slideshare.net/OrganizationTheory/2012-battilana-et-al-pdw-13975>

All submissions are to be submitted electronically at this site: <http://aom.org/annualmeeting/submission/>.

The deadline for submissions is **January 14, 2014 at 5:00 PM ET (NY Time)**. **This is the same date as regular scholarly submissions.** Since we are interested in proposals that address the interests of a broad segment of Academy of Management members, we ask proposal submitters to note whether their PDW will be of interest to members of divisions other than OMT.

ORGANIZATIONS & THE NATURAL ENVIRONMENT (ONE)

PDW Chair: P. Devereaux Jennings, University of Alberta, dev.jennings@ualberta.ca

2014 ONE Professional Development Workshop: Call for Proposals

The ONE Division is calling for thought-provoking and instructive PDW proposals relevant to this coming year's Academy theme: "[The Power of Words](#)."

The Academy Web site <http://aomorg/annualmeeting/> contains many details concerning PDWs. As an Academy division, we will be working within this framework. Generally speaking, PDW proposals should present the goal of the PDW, the PDW's underlying rationale, the session's design, its organizers, and its intended audiences.

The Academy's suggested five basic questions will be used by our PDW committee to evaluate the quality of the PDW submissions:

1. Does your proposed workshop offer a high quality and high level learning experience that has a significant positive impact on the professional development of the participants?
2. Does the proposed workshop provide participants with clear "take away"? (e.g. learn a new skill; develop a new research plan)
3. Does the proposed workshop have a theme and a group of participants that will draw a strong audience regardless of competing sessions or scheduling restrictions?
4. Does the proposed workshop encourage multi-way conversation and interaction among participants from multiple divisions, disciplines, regions, career stages, or demographic backgrounds?
5. Is the proposed workshop creative and innovative in all of its elements?

Note that in the ONE Division we have a tradition of cross-division proposals, such as between ONE and BPS, ENT, OB, or OMT - naturally, with SIM. So please be explicit about whether and how you might liaise with other divisions. This year the Academy is experimenting with slightly shorter PDWs (e.g., 90 minutes), the formal call will still be for 2 hour long PDWs.

Preliminary submissions, via short e-mails or drafted proposals, are welcome. They should be sent to Dev.Jennings@ualberta.ca, the **PDW Chair for 2014 by December 13, 2013**.

This call will be posted on the ONE homepage http://one.aomonline.org/ONE_Web/Home.html .

PUBLIC & NON PROFITS (PNP)

PDW Chair: Amy E. Smith, University of Massachusetts, Boston, AmyE.Smith@umb.edu

2014 PNP Division Professional Development Workshops: Call for Proposals

The Public and Nonprofit Division (PNP) encourages creative PDW proposals that relate to the 2014 Conference theme of "[The Power of Words](#)."

These sessions will be scheduled between Friday 8:00 am and Saturday 8:00 pm in Philadelphia, Pennsylvania.

We are especially interested in proposals that:

- *Showcase the conference theme explicitly through public and nonprofit management issues;*
- *Complement our Doctoral Student Consortium (job searching, career development, course development, publishing, etc.);*
- *Explore teaching and research in different settings (international, interdisciplinary, cross-sectorial);*
- *Examine timely issues for research and teaching (external funding in economic downturns, performance measurement for professors, opportunities of social networking);*
- *Foster collaboration between practitioners and academics;*
- *Address timely and important issues (Public Private Partnership, Public Management for Competitiveness, Social Media, Digital Communication Technology, Humanitarian Emergencies, Health Care, Social Security, Civic Engagement, the Economic Crisis, etc.);*
- *Invite and encourage co-sponsorship with other divisions and have varied and multiple participants.*

Non-traditional formats are especially encouraged. We discourage only traditional paper presentations. Please submit your PDW proposals at <http://aom.org/annualmeeting/submission/>.

The deadline for proposals is January 14, 2014 5PM ET (NY Time) (but earlier is better!). Contact PNP's PDW Chair, Amy E. Smith at AmyE.Smith@umb.edu with ideas or questions.

RESEARCH METHODS (RM)

PDW Chair: Daniel A. Newman, University of Illinois at Urbana-Champaign, d5n@uiuc.edu

2014 RM Division Professional Development Workshops: Call for Proposals

The Research Methods Division (RM), one of the Academy's largest and most active divisions, invites submissions for professional development workshops (PDWs) at the 2014 Annual Meeting in Philadelphia, Pennsylvania. PDW sessions will be held between 8:00am Friday, August 1st, and 8:00pm, Saturday, August 2nd.

RM is looking for innovative, informative, and challenging workshops on quantitative and qualitative methodologies that are relevant for *micro-*, *macro-*, and *multi-level* applications.

Examples of PDWs that were specifically requested by RM members in our 2013 member survey are listed below (in order of popularity by number of nominations):

- Qualitative methods (e.g., Grounded Theory, Ethnography, Case studies, mixed methods, software options, using technology to make observations, how to write a qualitative paper)
- Multilevel modeling (e.g., multilevel SEM, using nominal DVs, building multilevel theory)
- Structural Equation Modeling (e.g., software options, moderator variables in SEM, new developments)
- Laboratory experimental methods in management
- Unobtrusive measures
- Time series analysis
- Construct development
- Meta-analysis
- Bayesian approaches
- Longitudinal analysis
- Basic stats reviews
- Network analysis & dyadic analyses
- Discourse analysis
- Panel data
- Response surface methodology
- Simulation study methods
- Endogeneity
- Moderated mediation

We want to provide workshops that will attract not just members of RM, but members from throughout the Academy. As such, we are seeking sessions that range from workshops introducing researchers to a methodology, to advanced workshops that appeal to methodological experts, and everything in between. The proposed PDW should seek to advance the professional development of RM and Academy members by discussing currently used and state-of-the-art research methodologies.

PDW submissions should be made through the Academy's website, <http://aom.org/annualmeeting/submission/>. The deadline for submissions is **Tuesday, January 14, 2014, at 5pm ET (NY Time)**. You are welcome to discuss potential PDWs with Dan Newman at d5n@uiuc.edu before submitting your proposal. All queries should include the term, "PDW Proposal for RMD" in the subject line. Please note, though, that the deadline for submitters to contact PDW Chairs for general inquiries and discuss ideas for PDW sessions is **December 13, 2013**.

Special consideration will be given to PDW proposals that integrate the theme of this year's meeting, *The Power of Words*, with research methodology. RM will consider including PDW sessions that have been popular at prior meetings, but we are also seeking new proposals. Preference will be given to sessions that will last 2 hours or less. RM will provide close support and logistics for these PDWs.

If you want to know more about RM, please visit the RM Web at <http://division.aonline.org/rm/joomla/>

2014 SAP Interest Group Professional Development Workshops: Call for Proposals

The primary purpose of the SAP Interest Group is to advance knowledge and understanding of strategy as something people in organizations *do* rather than only something that organizations *have*. This emerging body of knowledge is focused primarily on who organizational strategists are, what they do, how they do it, which practices and materials they draw upon, and what the consequences of their activities are. This interest group is concerned with the strategy work involved in strategy development and strategic change, and seeks to advance understanding through theoretical pluralism and methodological innovation.

The general theme of the upcoming AOM Meeting is “[*The Power of Words*](#)”. This theme encourages us to consider the effect of words – utterances, written text, symbols – and the means by which they are produced and disseminated within and beyond organizations. It explicitly emphasises the importance of interpretation and meaning-making in this process. The theme has much potential, opening up interesting areas of research, such as: How do the words we choose to include in strategy conversations and documents influence individual and organizational performance? How do communication technologies affect how we strategize? Who is effective in mobilizing talk and text, and how does this impact strategy? Thus, how strategy work is affected by words warrants closer inspection. For more information on the theme, please visit: <http://aom.org/annualmeeting/theme/>.

We invite submissions for Professional Development Workshops (PDWs) at the 2014 Annual Meeting in Philadelphia, Pennsylvania. The PDW sessions will be held between 8:00am Friday, August 1, and 8:00pm Saturday, August 2. We invite PDW submissions that match the research agenda of the SAP interest group, particularly submissions that deal with the conference theme. In assessing the PDW submissions we will focus on fit with the Interest Group, as well as developmental potential and session interactivity. Please indicate potential co-sponsors (e.g., OMT, BPS, ODC, MC, RM) in the submission document.

The submission deadline for the 2014 AOM Meeting is **January 14th, 2014 at 5:00 pm ET (NY Time)**. All submissions must be made through the AOM submission website at <http://aom.org/annualmeeting/submission/> (website opens early November 2013). Please carefully review all the submission guidelines and formatting instructions before submitting. You are encouraged to discuss potential PDWs with Jane Lê (jane.le@sydney.edu.au) before submitting your proposal. For more information on Strategizing, Activities and Practice, please visit the SAP Interest Group website (<http://divisions.aom.org/sap/>).

SOCIAL ISSUES IN MANAGEMENT (SIM)

PDW Chair: Jamie R. Hendry, Bucknell University, jhendry@bucknell.edu

2014 SIM Division Professional Development Workshops: Call for Proposals

The Social Issues in Management (SIM) Division seeks proposals for the Professional Development Workshop (PDW) sessions (Friday, August 1 and Saturday, August 2) at the 2014 Academy of Management (AOM) Annual Meeting in Philadelphia, PA. The common logic of scholarship in the SIM Division is our shared interest in understanding responsible managerial behavior at the individual, stakeholder, organizational, and trans-organizational levels.

PDWs are meant to be different from the Academy's scholarly program and are managed separately from the All Academy Theme Program and the Scholarly Program's paper sessions, symposia, and caucuses. PDWs should promote attendee's professional development – either in terms of teaching or research. PDWs should not mimic, for example, presenter symposia in which a series of academic papers is presented with minimal audience involvement. Rather, PDWs should focus on skill development and/or be innovative in the questions discussed by participants. PDWs should also attract and involve a broad audience, including members of other Academy Divisions. PDWs should be interactive, inclusive, perhaps provocative, and preferably creative.

PDW Proposals may choose to incorporate this year's conference theme: [The Power of Words](#). In her discussion of the theme 2014 Academy Program Chair Deb Shapiro notes:

Words allow people to convey and interpret meaning, hence potentially to influence perceptions, emotions, attitudes, decisions, and associated behaviors. What and how words are communicated determine the results they effect. Leaders ... have therefore long understood the need to manage communications' style as well as substance. Over time as new digital (Internet-based) technologies have become available, what and how people say things has grown even more important, as well as more challenging... Understanding the effect of words and their portability is therefore a critical task facing us as management scholars....The 2014 Conference Theme regards the effect that words can have on the subsequent events of individuals, groups/teams, organizations, industries, and even nations — depending on who or what is the subject of conversation, how many hear or see the conversation, and the extent to which the conversation inspires action.

While we encourage proposals related to the conference theme, we also welcome non-thematic proposals on topics within the SIM domain including, *but not limited to*, business ethics, workplace diversity, environmental management, corporate philanthropy, base-of-the-pyramid, stakeholder engagement and relations, corporate governance, social entrepreneurship, and corporate political strategy. PDW participants need to be engaged in meaningful and professionally developmental ways, but the structure of workshops can vary widely and could include site visits, service-learning activities, jam sessions, entrepreneurial incubators, roundtables, and others that help SIM members develop professionally.

In your PDW proposal, please include the following sections: 1) **Workshop Focus and Importance:** What is the focus of this workshop and why is that important to SIM scholars/teachers? 2) **Structure and Audience Engagement:** a) How much time will you need and how will you structure your time? b) How will the audience engage in interactive activity during this workshop? 3) **Outcomes:** What will be the valuable outcomes for participants? What useful outcomes can you envision from this workshop that could be distributed to SIM members not in attendance? 4) **Key Biographies:** Provide biographies (~125 words) for each organizer and key presenter.

The submission deadline for PDW proposals is the same deadline for all conference program submissions: **January 14, 2014, at 5:00 PM ET (NY Time)**. Acceptances will be done on a rolling basis, however, so you are encouraged to submit early. Please contact Jamie Hendry by **December 13, 2013** if you would like to discuss proposal ideas or if you have any questions regarding PDW sessions. All submissions must be made online at <http://aom.org/annualmeeting/submission/>. Please also email a copy of your proposal to Jamie Hendry at jhendry@bucknell.edu

2014 TIM Division Professional Development Workshops: Call for Proposals

The Technology and Innovation Management (TIM) Division encourages interdisciplinary scholarship and dialogue on the management of innovation and technological change from a variety of angles, including strategic, managerial, behavioral, and operational perspectives. To explore these many issues, the Division seeks innovative proposals for its pre-conference Professional Development Workshops (PDWs) at the Academy of Management's annual meeting in Philadelphia, Pennsylvania in August 2014. PDW sessions will be held Friday and Saturday (August 1-2).

PDW sessions are attractive venues for exploring cutting edge issues since they can take a variety of formats (workshops, tutorials, debates, roundtable discussions, town hall meetings) and can address topics that may not fit in the regular program. Central to each session should be the goal of engaging participants in a high level of interaction.

We seek proposals that are related to the conference theme, "[*The Power of Words*](#)," or explore emerging trends in research and practice of Technology and Innovation Management. Acceptance of proposals will be based on (a) relevance to the interests of the Division's membership; (b) creativity; (c) potential to foster integration with the rest of the Academy (we welcome proposals that identify other Divisions and Interest Groups as co-sponsors; more than one co-sponsor can be suggested). Our goal is to have a slate of PDWs that is as diverse, creative and interesting as our membership.

We encourage you to submit a proposal by using the PDW form available at the AOM submission site <http://aom.org/annualmeeting/submission/>. The submission deadline is **January 14, 2014, 5:00pm ET (NY Time)**.

2014 AAM Professional Development Workshops: Call for Proposals

The Asia Academy of Management (AAM) invites scholars interested in Asian management issues to submit creative proposals for its Professional Development Workshops (PDW) at the Academy of Management's annual meeting in Philadelphia, Pennsylvania.

Professional Development Workshops (PDWs) provide a platform for colleagues to share knowledge and expertise and to foster the professional development of workshop participants. It is an opportunity to develop innovative and creative workshops that will benefit Academy members.

The mission of the Asia Academy is to assume a global leadership position in the advancement of management theory, research and education of relevance to Asia. It is a global organization that welcomes both researchers and managers who are interested in management issues relevant to Asia.

The 2014 Academy of Management annual meeting is of great interest to us as it focuses on the theme: [The Power of Words](#). The theme encourages more scholarly attention to the management implications of communicating words in all forms, including but not limited to spoken utterances, written text, or symbols used in text-messages. With the fast development in digital communication technologies, the forms of sending and receiving words have undergone drastic changes, which create opportunities as well as challenges for organizations in Asia. On one hand, Asian organizations can communicate with their stakeholders faster and easier. On the other hand, the popularity of social media has added uncertainty to Asian organizations in managing employment relationship and formulating strategies. Below we suggest some interesting issues related to this broad theme of conference for symposia and PDWs:

- What are the unique practices used by Asian leaders and organizations in delivering messages in words? What are the context specific factors that cultivate such practices?
- How do forms of communicating words change among Asian firms? How do these changes affect Asian firms' organizational effectiveness, their strategies for negotiation, and corporate disclosure?
- How are employee- and team-level outcomes (e.g., voice behavior, decision-making, identification and commitment) influenced by the popularity of social media in Asia? What are the impacts of social media on human resource management practices of Asian organizations?
- How do the differences in language or word usage affect the performance of multinational firms in Asia? Do digital communication technologies facilitate or hinder the work of culturally-diverse workforce in Asian multinational firms?
- How do Asian firms use different types of social media to build and manage their corporate identity and reputation?

The issues listed above are only representative examples. We encourage academy members to be creative, to adventure beyond these frames, and to propose new ideas and questions that reflect the theme of the conference and are of relevance to Asian management. Such activities could include:

1. Panel sessions
2. Developmental workshops for junior faculty and doctoral students
3. Round table discussions on specific research areas/topics
4. Feedback on preliminary research ideas by experienced journal reviewers
5. Any other creative forms of scholarly activities

Any proposals for sessions organized in collaboration with other divisions, associated or affiliated societies of the Academy of Management will be highly appreciated.

The deadline for proposal submissions is **January 14, 2014 5PM ET (NY Time)**. Please submit your proposal through the online submission system, <http://aom.org/annualmeeting/submission/>. You are welcome to connect with Professor Raymond Loi (email: rloi@umac.mo) for initial enquires and coordination before submitting your final proposal.

DIVERSITY & INCLUSION THEME COMMITTEE (D&ITC)

PDW Chair: Christina Stamper, Western Michigan U, Christina.stamper@wmich.edu

2014 D&ITC Professional Development Workshops: Call for Proposals

The Diversity and Inclusion Theme Committee's (D&ITC) mission is to provide learning and outreach opportunities that foster a more diverse and inclusive AOM community. The Committee's work is guided by the following core values and principles: 1) *Diversity* is all of the multiple lines of difference that characterize our current and future membership; 2) *Inclusion* means that all members have the opportunity to be represented, to have their voices heard and valued, and to have influence on the AOM; 3) Inclusion requires identifying and removing barriers to all members' full participation in the activities and decision-making of the AOM; 4) The growth and success of the AOM are dependent upon having a globally diverse perspective and broadening the scope and impact of our field; and 5) the AOM will be strengthened and improved to the degree that we incorporate the knowledge and perspectives of its diverse membership and constituents.

The Professional Development Workshops (PDWs) are a perfect opportunity to develop innovative and creative sessions and events that will benefit Academy members and further the mission of the D&ITC. We particularly welcome proposals for sessions that will provide opportunities, through interactive workshops and other suitable activities, to facilitate efforts to develop a more inclusive Academy. Ideas for D&ITC PDWs include sessions that:

- Seek ways to understand current levels of inclusion and ways to enhance inclusion in the AOM.
- Enhance member knowledge and skills pertaining to diversity and inclusion, in their multi-faceted forms and manifestations.
- Help Academy leaders serve the diversity of member needs and backgrounds and foster more inclusion across multiple lines of diversity.
- Provide opportunities for positive and developmental interactions among members of diverse backgrounds, in ways that can lead to enhanced inclusion.

The conference theme for 2014, [The Power of Words](#), encourages us to consider the effect of *words* on individuals, teams, organizations, nations, or even global systems. Words allow people to convey and interpret meaning, potentially influencing perceptions, emotions, attitudes, decisions, and associated behaviors. Possible questions related to the conference theme and D&ITC's mission include:

- What practices help to overcome unintended or intended exclusivity, especially when members of a dyad, group, or organization speak a language or jargon unknown to other members?
- How do words enhance (or diminish) people's feelings of inclusiveness, particularly within AOM?
- How and when do conversations across various intergroup boundaries (e.g., regional, disciplinary, institutional, national, ethnic, gender, etc.) facilitate understanding of and comfort with cultural and other differences? What are the implications for inclusion?

Submitters should consider, but not be bound by, the conference theme. All proposals should be submitted using the AOM submission system at <http://aom.org/annualmeeting/submission/>. The submission deadline is January 14, 2014 at 5pm ET (NY Time); earlier submissions are encouraged. In their proposals, submitters should address how they will disseminate information about their session and encourage attendance, and engagement. Submitters should also identify opportunities for co-sponsorship with other divisions or interest groups. If you have questions or would like to discuss an idea for a PDW, please contact Christina Stamper at christina.stamper@wmich.edu or +1-269-387-5068.

2014 IAM Professional Development Workshops: Call for Proposals

The Iberoamerican Academy of Management (AOM) invites the submission of creative proposals for its Professional Development Workshop (PDW) sessions that will take place August 1-5, 2014 in Philadelphia, Pennsylvania.

The Academy's PDWs are a great platform for colleagues to share knowledge and expertise and foster the professional development of workshop participants. The AOM's two primary objectives are: First, to foster the general advancement of knowledge in the theory and practice of management among Iberoamerican scholars and/or those academics interested in Iberoamerican issues; and second, to perform and support educational activities that contribute to intellectual and operational leadership in the field of management within an Iberoamerican context (for further information on IAM, please visit our Web site: <http://www.iberioacademy.org/>).

AOM gives emphasis to its Iberoamerican focus, but is open to integrate participants, dialogues, and proposals from different perspectives and backgrounds, to enrich its objectives.

Consistent with this year's conference theme, "[The Power of Words](#)", we would like to suggest some potential topics that may be of interest to a broad audience:

1. How are new communication technologies affecting how managers pursue goals in Iberoamerican countries context? How these new forms of interaction help Iberoamerican firms to be more connected to the global context?
2. How have new digital communication technologies enabled the construction of new vocabularies and forms of communication that have helped to alter extant fields (e.g., business, education, non-profits) by enabling the introduction of new logics and practices?
3. How "The Power of Words" is creating new business models and also new industries in Iberoamerican countries? Are innovative entrepreneurs taking advantage of "The Power of Words"?
4. What qualities distinguish the businesses and industries that have thrived rather than died as a result of this technological revolution? What can we learn from these other industries as management educators in Iberoamerica?
5. How is employee- or team- performance outcomes influenced "by the words" associated with organizations' strategic mission statements, codes of ethics, and performance-appraisal forms? How do these "words" affect firm's strategy in different Iberoamerican countries? How do these strategies differ in other organizational contexts beyond Iberoamerica?
6. How is organizational effectiveness affected when the organizations use social media such as twitter, blogs, etc.? The explosive use of social media in Iberoamerica is changing the relationships between employees, managers, business, or governmental-leaders?
7. How will digital communication technologies impact the way we conduct and communicate our scholarship and teaching in Iberoamerican context?

Furthermore, we welcome any proposals that advance theory, research, education, and practice in the field of management within the scope of our objectives.

The formats of PDWs can take a variety of forms including round tables, panel sessions, developmental workshops, practitioner focused sessions, and doctoral consortia, to name a few.

We look forward to your proposals and to your active participation in the IAoM PDWs in Philadelphia.

Any comments or additional questions please contact 2014 AOM PDW coordinator:
José Ernesto Amorós, Universidad del Desarrollo, at eamoros@udd.cl.

INTERNATIONAL THEME COMMITTEE (ITC)

PDW Chair: Agata Stachowicz-Stanusch, The Silesian University of Technology, itc2014pdw@gmail.com

2014 ITC Professional Development Workshops: Call for Proposals

The International Theme Committee (ITC) invites submissions for Professional Development Workshops (PDWs) at the 2014 Annual Meeting in Philadelphia, Pennsylvania. We encourage members of all Academy divisions and interest group to submit PDWs proposals that explore international dimensions of management theory and practice and integrate the theme of this year's meeting- *The Power of Words* - by "helping uncover knowledge on how organizational stakeholders can leverage the power in words to bring about positive changes!"

We are interested in workshops that advance the international character of the Academy. If your PDW addresses the diversity and complexity in today's global environment – it is likely well suited to International Theme Committee (ITC) sponsorship.

We are seeking interactive and innovative workshops that support the ITC's primary role: to help the Academy become more truly international. Workshops well-suited to ITC sponsorship:

- Internationalize the Academy as an organization.
- Help Academy members improve their understanding of the internationalization of business trade and other forms of organizational transactions.
- Encourage Academy members to become exposed to, or provide exposure for, organizational scholarship being conducted outside the U.S.
- Assist the membership committee in its charge to expand internationally and to integrate international members into the Academy.
- Encourage members to understand and apply different cultural perspectives and ideas within the Academy.

PDWs' are a platform for colleagues to share knowledge and expertise and foster the development of workshop participants. Coordinated by the Academy's many divisions, interest groups, and theme committees, PDW sessions are different from regular academy sessions in that they can have a longer time frame and can take many forms (workshops, interactive symposia, tutorials, town hall meetings, breakout sessions, debates, case studies, round tables, research incubators, etc.). The ITC PDW sessions will be scheduled from 8 am to 8 pm on both Friday, August 1, 2014 and Saturday, August 2, 2014 in Philadelphia, Pennsylvania.

Note that PDW space is limited, so PDW proposals that would be of interest to several divisions or interest groups are encouraged. Although a PDW can only be submitted to one Division, we do have a process for determining co-sponsorship after submission. Partnerships with other divisions should be suggested where appropriate. We also encourage PDWs that create a meeting place between practitioners and academics, between members of different divisions, and particularly dialogs that include scholars based globally, not just in the US, Canada, and Europe.

Please be sure to follow the Academy of Management's PDW Guidelines for Submissions.

The deadline for submissions is Tuesday, January 14th, 2014, at 5 pm ET (NY Time).

All submissions must be made online via the AOM submissions system at <http://aom.org/annualmeeting/submission/>.

If you have any questions regarding PDW sessions or you would like to discuss your PDW idea prior to submission, please contact the **ITC PDW Chair**, Agata Stachowicz-Stanusch, at itc2014pdw@gmail.com by December 13th, 2013.

We look forward to seeing your proposals!

PROFESSIONAL ETHICS THEME COMMITTEE (PETC)

PDW Chair: Benson Honig, McMaster University, bhonig@mcmaster.ca

2014 PETC Professional Development Workshops: Call for Proposals

Information coming soon...

NEW DOCTORAL STUDENT CONSORTIUM (NDSC)

PDW Chair: Wonjoon Chung, University of Illinois at Urbana-Champaign, aomndsc2014@gmail.com

2014 NDSC Professional Development Workshops: Call for Proposals

The New Doctoral Student Consortium (NDSC) serves doctoral students “new” to the Academy of Management. The NDSC’s central mission is to provide a professional development outlet for doctoral students currently in their first or second year of a doctoral program, and those considering entering a doctoral program. The consortium provides an interactive environment in which doctoral students can learn more about succeeding in their doctoral program, entering the academic profession, participating in Academy of Management divisions and interest groups, meeting doctoral students from around the world, and getting the most out of the Academy of Management Meeting. The NDSC is committed to facilitating doctoral students’ initial experience with, and further integration into, the academic community in general, and the Academy of Management in particular. Therefore, we encourage any PDW proposal that addresses the central mission of the NDSC as stated above. Furthermore, we also encourage PDWs that incorporate this year’s theme of “[The Power of Words](#).” A PDW is highly flexible and can be in any format, such as workshops, panels, round table discussions, etc... We are also open to various creative and interactive topics and sessions. If you are interested in organizing a PDW session, or just being involved, please contact Wonjoon Chung at aomndsc2014@gmail.com. All PDW proposals must be submitted through the AOM submission system, <http://aom.org/annualmeeting/submission/>. The deadline for online submission is January 14, 2014 at 5:00pm ET (NY Time); however, you are strongly encouraged to submit earlier rather than later. Those wishing to know more about the NDSC can visit our website at <http://group.aomonline.org/ndsc/>.

PRACTICE THEME COMMITTEE (PTC)

PDW Co-Chairs: Marc Bonnet, Iseor-Magellan-IAE Lyon-U. Jean Moulin Lyon 3, bonnet@iseor.com;
Fedor Ovchinnikov, Center for Intercultural Communication, f.ovchinnikov@ism-cp.com

2014 PTC Professional Development Workshops: Call for Proposals

The Practice Theme Committee was created as an All-Academy Committee to:

- Develop greater awareness of what practice means and how it can usefully inform our scholarship in terms of both research and teaching
- Identify and profile exemplar initiatives that bridge the gap between theory and practice and engage practitioners and academics in the co-creation of knowledge
- Create a platform for ongoing engagement with practitioners so that the knowledge we discover is relevant and has impact

We call for exciting, innovative, and interdisciplinary PDWs involving both researchers and practitioners. This year's conference theme, "[The Power of Words](#)" addresses the Academy's vision "to inspire and enable a better world through our scholarship and teaching about management and organizations." The theme encourages submissions that focus on "the ways in which words facilitate or hinder the outcomes that various organizational stakeholders seek... and uncover knowledge on how organizational stakeholders can leverage the power of words to bring about positive change".

Theme-related PDWs might explore how words can better bridge the gap between practitioners and academia through creation of meaning, construction of reality, legitimation of practices, inter-subjectivity of communities, enabling function of human agency, and mediated communication of cultural artifacts, etc. We particularly encourage submissions that will show how scholars and practitioners create a common language, like in the so-called "etic-emic" interaction of words and meanings between local cultures and anthropological science.

PTC also accepts practice-related submissions that do not directly address the conference theme. We seek proposals that leverage innovative thinking and participatory processes to build meaningful connections between academics and practitioners across the Academy, foster mutual understanding between communities, and encourage innovative projects that bridge the theory-practice divide. Other approaches are also welcome.

Several kinds of submissions might shed light on these issues, such as those focused on:

- Doctorates in Business Administration (DBA) students who need to conceptualize their experience through using words that make sense both to practitioners and academics
- Researchers and practitioners who use practice-oriented research such as action research, participative observation, intervention-research, or consulting to build evidence-based research and generate relevant knowledge
- Academics who are trying to translate the outcomes of their research into practice-oriented wording in order to in order to publish in practice-oriented journals and enhance the impacts of research, as is often the case across all divisions of the AOM.
- Scholars skilled in multi-stakeholder innovation who can offer processes directly relevant to the mission of the Practice Theme Committee

We invite you to discuss your PDW ideas with us during November or December, preferably prior to posting your submission on the AOM website. Since All-Academy committees are allocated limited number of hours for workshops, we encourage you to think of the PTC as a co-sponsor if your topic is also a strong fit for a division, particularly the larger divisions, as PDW hours are allocated in large part based on the number of members in the given division. We are developing increased partnership with the divisions, so welcome you to check with us about your ideas and then perhaps submit with us in a co-sponsorship position! If you are interested in offering your workshop offsite and can propose a convenient site, know that offsite PDWs are not counted as part of the hours allocated, so if there is a site near to the conference that you can arrange, we are interested in working with you on this possibility.

Please use the AOM guidelines when submitting a PDW proposal to:

<http://aom.org/annualmeeting/submission/>. For questions, please contact Marc Bonnet, bonnet@iseor.com and Fedor Ovchinnikov, f.ovchinnikov@ism-cp.com.

TEACHING THEME COMMITTEE (TTC)

PDW Co-Chairs: Lisa T. Stickney, University of Baltimore, TTC@U Balt.edu
Anna V. Seferian, University of Maryland University College, Anna.Seferian@umuc.edu

2014 TTC Professional Development Workshops: Call for Proposals

The mission of the **Teaching Theme Committee** is to advance the *practice* and *scholarship* of teaching in the Academy.

In keeping with the theme of the 2014 conference, “[The Power of Words](#),” the TTC encourages submissions intended to broaden and challenge our thinking about both our teaching and the framework in which we operate. As stated in the theme, “words allow people to convey and interpret meaning, hence potentially to influence perceptions, emotions, attitudes, decisions, and associated behaviors.” As educators, we need to consider the meaning and impact of words on the practice of teaching. To that end, we welcome submissions consistent with the conference theme, as well as those that advance excellence in our teaching practices, including but not limited to those which:

- Share and stimulate innovative teaching ideas and practices to broaden and integrate students’ thinking.
- Address practical issues or challenges management faculty confronts in their classrooms, especially encouraging learning beyond personal experiences, beliefs, and value systems.
- Inspire and prepare junior faculty & doctoral students to become highly effective teachers.
- Integrate teaching across management sub-disciplines and sub-fields.
- Support faculty teaching online, serving non-traditional populations, and/or working in other countries.
- Address factors that reduce constraints and increase excellence in teaching.
- Explore how we use words to measure/know/disseminate/apply what works.

TTC gives priority to interactive sessions that facilitate sharing and learning across pedagogies, institutions, disciplines, and national boundaries. Fundamentally, TTC welcomes submissions, presenters, and participants dedicated to excellence in teaching business and management. We encourage creative and provocative submissions (e.g., workshop, panel discussion, tour, keynote address, symposium, tutorial, workout sessions, debates, case study, and roundtable).

PDW sessions will be scheduled for August 1 and August 2, 2014. Every PDW organizer must submit a formal proposal using the 2014 PDW Proposal Submission Form no later than Tuesday **January 14, 2014, at 5:00 p.m. ET (NY Time)**. PDW Proposal Submission information can be found at <http://aom.org/annualmeeting/submission/>.

We welcome general inquiries and discussions about PDW ideas through mid-December 2013, to TTC@U Balt.edu or Anna.Seferian@umuc.edu.

2014 INDAM Professional Development Workshops: Call for Proposals

The Indian Academy of Management (IAM) invites scholars interested in India related research to submit innovative and thought-provoking proposals for its Professional Development Workshops (PDW) at the 2014 Academy of Management Meetings in Philadelphia.

The IAM aspires to build a platform for global community of scholars by creating and expanding opportunities to connect and explore management research and teaching ideas related to India.

The 2014 Annual AOM Meetings is of great interest to us as it focuses on the theme '[The Power of Words](#)'. In the present dynamic, uncertain and increasingly becoming complex global economic in general and that of India in particular, it is a great opportunity for researchers interested in India related management research to come forward and share their understanding about the same and how their expertise can help others to better manage in such challenging times. This call invites submissions along the following broad themes:

- How do different words associated with organizations operating in India (e.g., vision and mission statements) influence their work policies and practices?
- Highlight the nature of employer-employee relationships and their linkages to performance outcomes within the rapidly evolving role of social media in present day organizations.
- What is the impact of social media at the national, regional and local level in mobilizing collective voice for change?
- What are the challenges posed by new technologies for organizations, managers and employees?
- What have been the experiences (good/bad) of organizations with technological revolution?
- What are the impacts the highly diverse Indian business set-up on processes and outcomes of multicultural or multinational teams?
- What strategies can be adopted to enhance inclusiveness among members of diverse teams?
- What is the impact of digital communication technologies on the way we conduct and communicate our scholarship and teaching?
- How are different levels of decision makers leveraging the power in words to bring about positive changes?

The above listed themes are indicative and we encourage academy members to be imaginative and innovative to propose ideas and questions, which are novel and are of relevance to AOM and IAM members. These can include:

- Developmental workshops for junior faculty and doctoral students
- Round table discussions on specific research areas/topics
- Feedback on preliminary research ideas by experienced journal reviewers
- Any other creative forms of scholarly activities

Proposals for sessions organized in collaboration with other divisions, associated or affiliated societies of the Academy of Management will be highly appreciated.

The deadline for proposal submissions is **14 January 2014 5PM ET (NY Time)**. Please submit your proposal through the <http://aom.org/annualmeeting/submission/>. You are welcome to contact Professor Pawan Budhwar (Email: p.s.budhwar@aston.ac.uk) for initial enquires and coordination before submitting your final proposal.

III. SCHOLARLY PROGRAM SUBMISSION GUIDELINES

**Deadline for Submissions:
January 14, 2014, 5:00 p.m. ET (New York Time)**

Message from the Program Chair, Debra L. Shapiro:

To ensure that your submission is correct and that it is reviewed, please carefully read through all of the guidelines and instructions in the pages that follow, and Please, Please Submit Early! The submission website is scheduled to open in early November and the submission deadline is not until January 14, 2014 at 5PM ET (NY Time). That leaves more than two months for submissions which I hope you will take advantage of.

If you wait until the last minute to submit, you are more likely to make errors on the submission or forget to add a participant or, worse, forget to finalize your submission (i.e., complete a checklist to confirm that your proposal adheres to the proper guidelines). Division Program and PDW Chairs have a short period of time to check-in and assign for review all of the submissions for their divisions before making final decisions. Any submission that is not finalized or doesn't follow all the proper guidelines will automatically NOT be reviewed. So please submit early and allow yourself time to make any necessary corrections. Thank you!

A. AOM Code of Ethics

Members should notify appropriate division chairs or committees regarding the practices or actions of members they believe may violate Academy policies, rules, or general standards of ethical conduct. Standards of conduct that are particularly relevant to participation in the annual conference are summarized below:

1. **Participation.** To encourage meaningful exchange, Academy members should foster a climate of free interchange and constructive criticism within the Academy and be willing to share research findings and insights fully with other members.
 - * All participants on submitted papers, symposia and caucuses must be available to participate from Sunday through Tuesday.
 - * All participants on AAT PDWs and AAT symposia must be available to participate all day Sunday.
2. **Original Work and New Work.** Submitted papers must not have been previously presented or scheduled for presentation, published, or accepted for publication. If a submitted paper is under review elsewhere, it must not appear in print before the Academy meetings.
3. **Attendance and Commitments.** ALL program participants must be AOM members AND registered (separate costs) for the conference in order to attend. The Academy is a voluntary association whose existence and operations are dependent on cooperation, involvement, and leadership from its members. Members should honor all professional commitments, including presentation of accepted papers and participation in scheduled roles, such as chair, discussant, or panelist. Program participants are highly encouraged

to personally present their submission. If absence from a scheduled meeting is unavoidable, members must contact appropriate individuals and pursue suitable alternative arrangements. Leaders have the same responsibilities and should perform their obligations and responsibilities in a timely, diligent, and sensitive manner, without regard to friendships or personal gain.¹

4. **Rigorous Scholarship.** It is the duty of Academy members conducting research to design, implement, analyze, report, and present their findings rigorously. Research rigor includes careful design, execution, analysis, interpretation of results, and retention of data. Presentation of research should include treatment of the data that is honest and that reveals both strengths and weaknesses of findings.

Authorship and credit should be shared in correct proportion to the various parties' contributions. Whether published or not, ideas or concepts derived from others should be acknowledged, as should advice and assistance received. Authors should also guard against plagiarizing the work of others. Plagiarism is defined as:

The failure to give sufficient attribution to the words, ideas, or data of others that have been incorporated into a work, which an author submits for academic credit or other benefit. Attribution is sufficient if it adequately informs and, therefore, does not materially mislead a reasonable reader as to the source of the words, ideas, or data. Attribution (or the lack thereof) is materially misleading if it could cause a reasonable reader to be mistaken as to the source of the words, ideas, or data in a way that could benefit the author submitting the work. (Worthen, 2004: 444. Italic for emphasis added).[1]

B. Policies and Rules for Scholarly Submissions

1. **The Rule of One for Papers.** "A paper can only be submitted to one division or interest group." This long-standing Academy of Management rule is similar to the requirements of most journals. It also uses reviewer time efficiently.
2. **Scholarly Program Rule of Three.** "No one may submit or be associated with more than three scholarly submissions (papers and/or symposia) to an Academy Meeting; or appear in more than three sessions during the refereed scholarly program from Sunday to Tuesday."
 - a. **What counts as a Scholarly Program appearance?** Scholarly Program appearances include all roles that are listed in the scholarly program such as chairs, organizers, facilitators, speakers, presenters, co-authors, etc.

b. Who is Exempt from the Rule of Three + Three?

- Academy, Division, Interest Group, and Committee Officer Roles. (Note: AOM Program Chairs may not be listed as an author for proposals submitted to the division in which they serve as Chair.)
- Academy and Division General Sessions (Welcome, Business Meeting, Social)
- Academy Editors and Associate Editors who participate in sessions *devoted exclusively to publishing and other journal activities*
- Caucus organizers (maximum of two)
- If a person appears twice in a single session (e.g., chair and speaker), it counts as one appearance.
- If a person submits to the Teaching and Learning Conference, that submission is exempt from the *Rule of Three + Three*

c. What is the rationale behind the *Rule of Three + Three*? (no more than three scholarly submissions + three workshop submissions) serves as a means to ensure broad participation of members. It reduces the likelihood of the program being dominated by a small handful of people, and it helps ensure that no one is committed to appear in more than one place at a time. When people make too many commitments to participate in the conference program, scheduling conflicts often arise. As a consequence, participants may find it difficult to honor their commitments, and the program and the experiences of the attendees will suffer from this problem. People who agree to participate in an all-day consortium, for example, are expected to participate for the entire day. They should not leave after an hour to attend another session. No presenter should have to arrive late to one session or leave early to present in another one. Organizers, other participants, and especially the attendees are all frustrated by such behavior. The *Rule of Three + Three* helps reduce these problems. Participants are better able to fully honor their commitments, and attendees can attend events knowing that the featured speakers will actually be there throughout the event.

d. How do we enforce the *Rule of Three + Three*? The electronic PDW and scholarly program submission systems will automatically block submissions that violate the rule. The system will inform the submitter of the rule violation and indicate which participant has already been associated with three other submissions. The submitter will have to revise the proposal by removing the violation. The proposal can be revised and resubmitted by the deadline without penalty. A person who agrees to be listed on more than three PDW proposals or three scholarly submissions puts all of those submissions at risk of being dropped from the program. Therefore, it is in the interest of submitters to ensure that everyone understands and follows the rule. Clearly, the implications of including a violator of the *Rule of Three + Three* on a submission are far-reaching.

NOTE: It is the responsibility of each participant to understand and follow the *Rule of Three + Three*. If you have committed to participate in three workshops and three scholarly submissions, you should decline further requests.

C. Guidelines for Scholarly Submissions

Paper Submissions. What is a "paper"? A paper refers to a fully developed manuscript on a scholarly topic. Papers represent the majority of the submissions and form the most scholarly sessions on the program. Accepted papers are organized into two types of sessions: **Divisional Presentation Paper Sessions** and **Discussion Paper Sessions**.

Paper Submission Rules:

- Each paper can be submitted to only ONE division or interest group.
- Submitted papers must NOT have been previously presented, scheduled for presentation, published, or accepted for publication by the AOM or any other publisher or organization. If a paper is under review, it must NOT appear in print before the Academy meeting, August 1-5, 2014.
- NO changes in the paper title, abstract, authorship, division, and actual paper can occur AFTER the submission deadline.

Paper Submission Format:

Please follow these guidelines to ensure your paper is reviewed. Papers that are not prepared according to these formatting instructions will NOT be reviewed.

1. The entire paper (title page, abstract, body, figures, tables, references, etc.) must be in ONE document using one of the following formats:
 - Portable Document Format (.PDF)
 - Microsoft Word (.DOC)
 - Rich Text Format (.RTF)
2. Name the file to reflect the Academy submission system assigned 5-digit electronic submission ID number (e.g., 12345.doc).
3. The maximum length of the paper is 40 pages (including title page, ALL tables, appendices, and references).
4. Tables and figures, references, and appendices should follow the *Academy of Management Journal's Style Guide*.

5. Use Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" × 11" page setting.
6. Record the 5-digit electronic submission ID number as the header on each page.
7. Number all of the pages of the paper.
8. To facilitate the blind review process, remove ALL author-identifying information from the uploaded document, including acknowledgements, since this is the document that the reviewers will be reading. Note: You will still include ALL authors associated with your submission during the submission process, but not in your paper. The author information will appear in the printed and online Program.
9. Check that the paper prints correctly (i.e., all imported figures and tables appear) and ensure that the file is virus-free.

NOTE: Paper proposals that do not follow these formatting instructions will NOT be reviewed. You will be required to type the below information to verify that your paper meets the requirements:

*Submission number

*Number of pages

*Font type

*Font size

Symposium Submissions. What is a "symposium?" Symposium sessions are organized as either Panel Symposia or Presenter Symposia. A **Panel Symposium** engages a group of panelists in a formal interactive discussion. A **Presenter Symposium** involves a series of authored papers on a preset theme.

Symposia sponsors. A symposium that is designed for a specific audience can be submitted to as many as three divisions or interest groups that will each review the symposium independently. A symposium that would appeal broadly to AOM members in ALL divisions and addresses the meeting theme, "*The Power of Words*," should be submitted to the All-Academy Theme (AAT) Committee. A theme-based symposium that relates to a specific division or interest group should be submitted to that division or interest group. When you submit a symposium, the electronic system will ask you to select potential sponsors and rank them in order.

Review process. Symposia are NOT blind reviewed. The reviewers see the names of the presenters, participants, and organizers. Proposals for symposia are judged based on overall quality; interest to Academy members; relevance to the sponsor being sought (division,

interest group, AAT committee), innovativeness, and contribution. For more details about the criteria used by specific sponsors, consult the Division/Interest Group Special Instructions.

Symposium Submission Format:

Please follow these instructions to ensure your symposium proposal is reviewed. Proposals that are not prepared according to these instructions will NOT be reviewed. A symposium submission must include the following and be organized in the following order:

1. A title page that includes:
 - a. Academy submission system assigned submission number
 - b. Title of symposium
 - c. Complete formal names of all participants
 - d. List of potential Division/Interest Group/AAT sponsors.
2. Three- to five-page overview
3. Explanation of why the symposium should be of interest to EACH of the specified sponsors
4. Two- to five-page synopsis of EACH presentation (for presenter symposium only)
5. Summary of the panelists' discussion (for panel symposium only)
6. Use Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" x 11" page setting.

NOTE: Symposia proposals that do not follow these formatting instructions will NOT be reviewed.

D. Scholarly Submission Process

Step 1: Register Your Submission on the Submission Website

- A. Go to the **submission website** and create a login account. Record the login information; you will need it to access the reviewers' comments.
- B. Enter the title page and abstract of your paper or symposium using the following instructions:
 - Change the format of the paper title and abstract to single space and use the "wrap text" feature (i.e., don't hit the "return" or the "enter" key on your keyboard before you copy and paste into the submission system).
 - Use Title Case for the paper title. The first letter of major title words should be in capital letters. Prepositions and conjunctions should not be capitalized for the title

and the short title. (e.g., "Conceptual and Methodological Issues Associated with Cross-Cultural Research.")

- The short title (used for symposia only) must not exceed 30 characters (including spaces) in length.
 - Do NOT submit the abstract in all capital letters. The abstract should not exceed 250 words and must be single-spaced with no double spacing between paragraphs for the online submission form.
- C. Select three keywords for **EACH** sponsor (division, interest group or All-Academy) you are submitting to. For symposium submissions, you can select up to three sponsors to submit your symposium to. You need to select three keywords for EACH sponsor that will receive your submission.
- D. After completing the data entry process, you will see a page that summarizes all the information you have entered. This page includes a 5-digit number which is your AOM submission ID number. Be sure to enter your submission ID number as a header on all pages of your submission. You **MUST** also use your submission ID number as the file name for the paper or symposium that you upload. Please reference this number whenever you contact the program chairs or technical support. If any information is not entered into this database, it will not be included in the program. If any information is entered incorrectly into this database, it will be incorrectly listed in the program. **Please proofread your entry carefully since this is what will appear in the final program.**

Step 2: Upload Your Submission to the Submission Website

After entering the title page and abstract on the submission website (*Step 1*), upload your FINAL full paper or symposium in the SAME submission screen. (Your uploaded submission, for papers ONLY, should not include any author identifying information.) Please make sure you have read all the guidelines and formatting instructions before uploading.

Step 3: Finalize Your Submission on the Submission Website

After you have registered your submission (*Step 1*) and uploaded it (*Step 2*), the last step is to finalize your submission by acknowledging several statements (*see below*). If your submission is not finalized, it will NOT be reviewed.

PAPER FINALIZATION CHECKLIST

- The paper complies with the submission guidelines, style formatting, policies, and rules.
- The title, abstract, and keywords are complete and accurate.
- ALL of the participating authors/co-authors are correctly associated with the paper and their contact information has been verified. NOTE: If you are the submitting author, please remember to add your name to the submission. It is not automatically included.
- The entire paper is contained in one single document (including all text, tables, charts, graphs, and references).
- There is no author-identifying information contained within the attachment.
- The final paper was uploaded, and the PDF conversion of this submission was reviewed on the submission site.
- The submitted paper has not been previously presented or scheduled for presentation; published or accepted for publication; and, if under review, will not appear in print before the Academy meeting.
- The submitted paper is original and has fully acknowledged the work of others.
- I understand that my accepted paper will be accessible only to the people who register for the 2014 AOM conference.
- If accepted, I understand that my paper will be posted in the online program from May to October. An automatically generated cover page will appear on this posted version. It will include the title, author identifying information, and a statement that the paper has been accepted for presentation. I understand that I will be able to upload revisions of an accepted paper during this viewing period. I understand that I can remove the paper from the online program at any time without penalty.
- I understand that if this submission is accepted:
 1. All of the listed participants must be registered for the meeting to take part in the session; or risk cancelation of the session.
 2. All participants will be available Sunday – Tuesday to attend the scheduled session.
 3. Scheduled session times cannot be rescheduled; session conflicts and personal schedules must be managed by the session participants.
- The paper is now complete (follows ALL Academy Division/Interest Group specific instructions and requirements) and is ready for blind review. I understand that the submission will not be reviewed if:
 - It fails to be 100% compliant with the style formatting requirements.
 - I fail to re-submit an updated proposal to match the requirements by the deadline of **January 14, 2014 at 5:00pm ET (NY Time)**.

SYMPOSIUM FINALIZATION CHECKLIST

- The symposium complies with the submission guidelines, style formatting, policies, and rules.
- All participants, including organizers, authors, and other presenters are correctly associated with the symposium submission.
- The entire symposium is contained in one document, includes the following, and is organized in the following order:
 1. A title page that includes:
 - i. Academy-assigned submission number
 - ii. Title of symposium
 - iii. Complete formal names of all participants
 - iv. List of potential sponsors
 2. Three- to five-page overview
 3. Explanation of why the symposium should be of interest to EACH of the specified sponsors
 4. Two- to five-page synopsis of EACH presentation (for presenter symposium only)
 5. Summary of the panelists' discussion (for panel symposium only)
 6. Use Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" x 11" page setting
- The final document was uploaded, and the PDF conversion of the submission was reviewed on the submission site.
- As the submitter, I certify that all participants have stated that they agree to participate in this s if it is accepted and that they are not in violation of the *Rule of Three + Three*.
- This symposium is now complete (follows ALL Academy AND Division/Interest Group specific instructions and requirements) and is ready for review.
- I understand that if this submission is accepted:
 - All of the listed participants must be registered for the meeting to take part in the session; or risk cancelation of the session.
 - All participants will be available Sunday – Tuesday to attend the scheduled session.
 - Scheduled session times cannot be rescheduled; session conflicts and personal schedules must be managed by the session participants.

E. Caucus Proposals Submission Instructions

The Caucus committee invites proposals for caucus sessions to be held at the 2014 Academy of Management (AOM) meeting in Philadelphia, Pennsylvania, USA. We value and encourage caucus proposals that directly address the 2014 meeting theme, "[The Power of Words](#)." The number of caucus sessions in any given year varies. In 2008, there were 36 caucuses. By 2010, this number had increased to 88 but in other years space constraints require that we reduce that number, 25 in 2013. Caucus sessions are scheduled during the Scholarly program on Monday and Tuesday.

What is a "caucus"?

A caucus is defined as a group of AOM members who share a topical interest, a professional concern, or some other affinity. Caucuses are designed to provide a convenient, informal way for AOM members with shared interests to find one another and to develop a sense of community within the larger AOM structure as well as explore potential collaborations in a forum open to all interested AOM members.

How does a caucus differ from a symposium?

A caucus session differs from a symposium. First, there is no requirement for authored papers for a caucus as is typically the case with a presenter symposium. The submissions for a caucus should detail the ideas for discussion and the format planned by the organizers and is typically no more than two pages in length. Second, while a panel symposium consists of a group of panelists in a formal interactive discussion, a caucus is more informal where AOM members with shared interests can discuss common issues and explore potential research collaborations. It is essentially designed to provide conference participants with opportunities to network with colleagues who share similar interests and develop new ideas, emerging topics, and expansion of the conference theme, "the Power of Words". The organizers typically serve as discussion leaders but do not make a formal presentation. Finally, a symposium requires sponsorship by the All-Academy Theme committee, a division, or interest group. A caucus requires documented interest from 5 AOM members with affiliation and contact information.

How should the caucus proposal be structured?

- In order to be reviewed, caucus proposals must include the following:
- Title
- Abstract or short program description of 50 words
- Name, email address, and phone number of up to TWO Caucus organizer(s)
- Short description (up to 500 words) of the topical content and delivery plan, including two key words in bold
- Names, affiliation and contact information of five AOM members, in addition to the organizer(s), who support the proposal. Note that these five names will NOT be listed in the program and will NOT be counted in the Rule of Three + Three. We ask that you include them as a way to verify that the topic is one that is likely to appeal to several AOM members.

NOTE: Caucus proposals that do not follow these guidelines will NOT be reviewed.

Submission information and deadlines

All Caucus submissions must be made via the AOM submissions website. The site opens for submissions in early November and the deadline is January 14, 2014 at 5:00 PM ET (New York Time). If you have any questions, please contact the Caucus Chair, Frank Mullins (frank.i.mullins@gmail.com). We look forward to receiving interesting and innovative caucus proposals.

F. Session Orientations and Awards

A. **Orientations.** As an aid for members, the official AOM Program includes several symbols to denote the general orientation of sessions. The types of orientations denoted are:

- Research
- Teaching
- International
- Practice
- Diversity
- Theme, “***The Power of Words***”

B. **Awards.** The program also denotes the finalists of these two Academy awards:

- **William H. Newman Award** for single-authored paper based on a dissertation completed in the past three years; and
- **Carolyn B. Dexter Award** for Best International Paper.

Please visit the 2014 annual meeting website at <http://aom.org/annualmeeting/> to read more about the Orientation and the criteria and submission procedures for the Newman and Dexter Awards.

G. Scholarly Program Call for Submissions

ALL-ACADEMY THEME (AAT)

Program Committee: Debra L. Shapiro (Chair), U. of Maryland; Elena Antonacopoulou, University of Liverpool; Mary Ann Glynn, Boston College; David Hofmann, University of North Carolina; Karen (Etty) Jehn, Melbourne University; Michael Lounsbury, University of Alberta; Sunil Mithas, University of Maryland; Mike Peng, University of Texas-Dallas; Kathleen Phillips, Columbia University; Linda Putnam, University of California-Santa Barbara; Tony Simons, Cornell University; Wes Sines, Cornell University; Mary Waller, York University; Joanne Yates, Massachusetts Institute of Technology; Yan (Anthea) Zhang, Rice University

2014 AAT Division Scholarly Program: Call for Submissions

THE POWER OF WORDS

The Annual Meeting Theme, [The Power of Words](#) is the focus of the meeting's Sunday program of All-Academy Theme (AAT) Symposia and PDWs. The AAT Committee is looking forward to seeing your theme-related PDW- or symposium-submissions! For a comprehensive outline on how you might contribute in this way, we invite you to review the full summary of the meeting theme, [The Power of Words](#) on page 3.

Submissions to the AAT program should focus on the consequences of words—hence on phenomena involving words as an exogenous- or mediating- or moderating-variable. In contrast, the literature regarding antecedents to “speaking up” treats words as a dependent variable. The 2014 Theme aims to stimulate knowledge on what we know less about—namely, the *effect* of, or **power**, of words.

There are two routes to submit proposals to the AAT program. These two routes help to ensure that the ultimate programming for Sunday's “All-Academy Sessions” will be guided by advice from, both, the AAT Committee and from Divisions' and Interest Groups' (DIGs') Program Chairs.

Route #1 enables you to submit a PDW or Symposium directly to the AAT Program. Submissions made directly to the AAT Committee will be reviewed and considered for inclusion into the Sunday All Academy Theme Program. ***We recommend this route if you can convincingly and explicitly tie your proposed PDW's or Symposium's substance to the Academy-theme and explain your topic's likely appeal across many DIGs.*** If you have an idea for an All-Academy session, contact the committee Chair, [Debra Shapiro](#), in writing, as soon as possible and no later than December 13, 2013. (Note: If you choose not to consult with the AAT Committee regarding your proposal prior to your formal submission through the system, and if the AAT Committee rejects it, your submission will *not* be reviewed by a DIG.)

Route #2 allows you to submit a Symposium directly to a Division or Interest Group (DIG) whose domain-statement best suits the substance of your proposed Symposium. Choosing this route enables two possibilities: (a.) The possibility that your submission will get accepted by the DIG for presentation during the DIG's scholarly (Monday or Tuesday) Program; (b.) the possibility that your submission might instead be nominated, accepted and included on the AAT (Sunday) Program. ***We recommend submitting your symposia to a DIG if you have any doubt about whether its substance relates to the AAT or will appeal across many DIGs.***

Once you have decided which submission route you will take, a full proposal will need to be submitted via the AOM submission system which will open in early November. More detailed information will become available on the [2014 Annual Meeting website](#).

BUSINESS POLICY AND STRATEGY (BPS)

Program Chair: Alfonso Gambardella, Bocconi University, bps@unibocconi.it

2014 BPS Division Scholarly Program: Call for Submissions

I hope you are already beginning to look forward to next year's Academy of Management meetings in Philadelphia Pennsylvania, from August 1 to 5. As you may know, the AOM conference theme will be on [The Power of Words](#) and the BPS Division certainly will have a lot to contribute to it, given both our large international membership, and the relevance of strategy and business policy issues within the theme. BPS scholars all over should find the conference theme rich with important research questions centered on the many forms with which words affect firms and their strategies. In today's world, knowledge and communication are central, and new technologies strongly influence the way we use, produce and exchange words. This affects the behavior of companies, their ability to make profit, their organization, the production of goods, services and innovation, the benefits of buyers. The Power of Words is therefore an invitation to think of how words connect to the many questions and topics that surround the vast scholarly interests of our Division. It is also a challenge to think of the links between the micro-level, where words are the lymph of the communications among individuals, and the meso- and macro-level, where communication and knowledge transfer affect several dimensions of value creation and appropriation, like company strategy, competition, market structures, and increasingly communities. In addition, words inspire the global links between markets, communities, companies or individuals across countries, another long-standing BPS scholarly interest. Please visit the AOM annual meeting website for more information at: <http://aom.org/annualmeeting/>.

Given the size and diversity of BPS membership, we have adopted the practice of combining related sessions into tracks. This structure helps to foster interaction among scholars working within particular research domains. It also helps to make a large conference feel a bit smaller and reduces time conflicts and distance travelled among sessions on related research topics. I will be continuing in this tradition, with the help of volunteers who will be serving as BPS Track Chairs for the 2014 conference. I hope to organize a large number of symposium and paper sessions in order to encourage work on in emerging areas of research and stimulate valuable conversations across disciplines, giving all of our members great opportunities to learn about new developments in different research domains as well as build new connections across research streams.

Call for Submissions. I thank our continuing members and scholars who have submitted in prior years to BPS for all the support of the Division, and I am counting on you to continue submitting your best research papers and most creative symposia. I also welcome PhD students or faculty scholars who have not yet submitted research to the Academy or BPS Division before—please do submit your work, you will find that the Academy and BPS encompass a wide range of interesting topics and tracks and are eager to engage with new ideas. Symposia submissions in particular offer a great opportunity to collaborate with others and engage in meaningful scholarly dialogue. I would like to encourage everyone to developing symposia that are novel, combine different theoretical lenses or research methodologies, rigorously examine new phenomena from different angles, or throw a new light on old phenomena.

Call for Reviewers: Please sign up! The success of the BPS program depends upon your active involvement, especially your participation in reviewing submissions for the competitive program. Thank you for your willingness to volunteer and contribute to the program in this important way by providing thoughtful and timely reviews. The recruitment of reviewers starts in early October. **To sign up as a BPS reviewer, please visit the AOM reviewer sign-up website at:** <http://aom.org/annualmeeting/review/>. We will ask you to review about three submissions between January 21st and February 20th. Your reviewer assignment will be based on the keywords reflecting your areas of expertise that you select in your reviewer profile.

Submission Deadline: The submission deadline for next year's conference is **January 14, 2014, 5PM ET (NY Time)**. The submission system opens in early **November 2013**. Please consult the Academy of Management website for useful submission information, and note that the BPS Division maintains the same submission requirements as the Academy of Management: <http://aom.org/annualmeeting/submission/>.

With your help, I'm looking forward to a great BPS program in 2014. See you in Philadelphia next August!

CAREERS (CAR)

Program Chair: Tania Casado, University of Sao Paulo, tcasado.aom@gmail.com

2014 CAR Division Scholarly Program: Call for Submissions

We are pleased to announce Career Division call for submissions for the 74th Annual Meeting of the Academy of Management, which will be held from August 1-5, 2014, in Philadelphia, PA, USA. Further details on the venue can be found at <http://aom.org/annualmeeting/>

Mission Statement: The Career Division is a professional division of the Academy of Management whose primary purpose is the development or improvement of members' capabilities for research and instruction of the public on the subject of careers and the significance of careers to the study and practice of management. The Division exists to foster the general advancement of research, learning, teaching, and practice in the field of careers, to encourage the extension and unification of knowledge pertaining to careers, and thereby to enhance the practice of management.

Specific Domain: Content relating to persons' work experiences over time and the relationship between careers, organizations and society. Major topics include: mentoring; individual career development; career management strategies; career planning; career outcomes; career success; relationships between human resource systems and careers; work, family and personal aspects; diversity effects on careers; influence of culture upon career forms and career management; and effects of demographic, technological and social changes on work.

Special Instructions: Although submissions may reflect any of the above topics, we welcome any conceptual and empirical papers and symposia that fit within the careers domain and extend our understanding of careers. **We particularly encourage contributions that embrace and/or challenge the theme for the 2014 meeting, "[The Power of Words](#)".**

We can use the term *words* as the broad way Debra Shapiro, Vice President and 2014 Program Chair AOM, is using for presenting the Theme of the 2014 Annual Meeting: "spoken utterances, written text, or symbols". Options for addressing this theme include the influence of discourses and contents about career, success, job and work that have been sent and accepted over time. How do social and cultural aspects impact career definitions and how do these definitions frame people's thoughts about their career and life? How are career outcomes influenced by the words associated with organization's values and codes of ethics? What are the effects on career development and career management that come from the use of new communication technologies? How do the new technologies impact work-life integration? What are the language challenges one should think about when working abroad? What are the words, signs, symbols, gestures that impact a mentoring process? How are social scripts used to mold career success and to bar alternative forms of a career? How can formal or legal words (organization norms or the law) help or jeopardize alternative work arrangements? How do social roles and cultural differences influence dual careers? How do old speeches about gender impact work-family and personal life integration? What possibilities in career counseling do narratives open? How can narratives help to build professional identity?

The submission system opens in early, November 2013. Details of the requirements for each session type are outlined in the [Scholarly Submission Guidelines](#). Keep in mind that developing symposia (including panel discussions) with broad appeal to 3 divisions (and submitting to all 3) increases the chance of having your symposia accepted. Please remember to sign up to review for the Careers Division at <http://aom.org/annualmeeting/review/>

Submission deadline is Tuesday, January 14th, 2014, 5 PM ET (New York Time).

Division Awards: The Division offers an Overall Best Paper Award; a Best International Paper Award, a Best Applied Paper Award; the Arnon Reichers Outstanding Student Paper Award for a single-authored student paper (identified as such at the time of submission) or that meets the Academy's Newman Award criteria; and a Best Symposium Award. The Division also presents the Michael J. Driver Best Regional Paper Award at its business meeting to the most outstanding careers-related paper presented at any of the regional Academy conferences in the previous twelve months.

CONFLICT MANAGEMENT (CM)

Program Chair: Mara Olekalns, Melbourne Business School, mara.olekalns@gmail.com

2014 CM Division Scholarly Program: Call for Submissions

The Conflict Management Division is soliciting submissions for the scholarly program at the 2014 Academy of Management meetings in Philadelphia, PA. We particularly encourage submissions that relate to the theme of this year's conference theme, *The Power of Words*. The 2014 Conference Theme asks us to examine how the way that we communicate shapes the actions of individuals, groups, organizations, industries and nations. "Words" is interpreted broadly to include written, verbal and non-verbal communication. The theme encourages us to consider the impact of words on phenomena such as ethicality, inclusionary behavior, and performance, among others. For conflict management scholars, these outcomes might include the definition and management of conflicts, the expression of power, the way in which words shape collaboration and convey fairness, and the role of language in resolving disputes. *Submissions exploring this theme will help deepen our understanding of the power of words in shaping negotiations, justice, equity, ethics, power, and dispute resolution.*

The Conflict Management Division (CM) encourages research from several conceptual domains including: 1. **the nature and management of conflicts** at the individual, group, organizational, inter-organizational and societal level; 2. **power processes**, such as influence, coalitions, coercion, deterrence, and persuasion; 3. **bargaining and negotiation processes**, including negotiator characteristics and behavior; 4. **collaboration and competition**; 5. **third party interventions**, such as facilitation, arbitration, and mediation; and, 6. **organizational justice and dispute resolution procedures**. Major topics include application of the above conceptual foci to a wide variety of contexts including team interactions, inter-cultural relations, organizational diversity, labor relations, workplace disputes, community conflict, and public policy development.

Special Instructions: CM welcomes empirical and conceptual papers, as well as proposals for symposia (including panel discussions, debates, and roundtables) and workshops.

Division Awards: CM paper submissions are eligible to win one of the following awards for excellence in the study of conflict.

- *Best Empirical/Theoretical Paper* - for the best empirical or theoretical paper submitted to the CM division;
- *Best Paper: Conflict in Context* - for an outstanding field-based paper studying organizational, political or social conflict;
- *Best Paper: New Directions in the Study of Conflict* - for a paper that makes a significant new contribution to the conflict literature through innovation, including, but not limited to, the innovative use of new methods or a new approach/venue for the study of conflict and negotiation in organizations and broader society.
- *Best Student Paper* - for the best empirical or theoretical paper submitted by a graduate student or students. To be eligible for the student paper award, all authors must be enrolled in graduate school at the time of submission, and should clearly indicate this on the cover page of their submission.

The submission website (<http://aom.org/annualmeeting/submission/>) opens in early November. The deadline for submissions is January 14, 2014, 5PM ET (NY Time). We encourage early submissions.

CRITICAL MANAGEMENT STUDIES (CMS)

Program Co-Chairs: Emma Bell, Keele University, UK e.bell@keele.ac.uk

Scott Taylor, University of Birmingham, UK s.taylor@bham.ac.uk

2014 CMS Division Scholarly Program: Call for Submissions

The CMS Division invites submissions for the scholarly program at the 2014 Academy of Management meeting in Philadelphia.

CMS serves as a forum for the presentation of analysis that is critical of established mainstream management practice and the taken-for-granted social or economic orders surrounding organization and business. Our premise is that structural features of contemporary society encourage organizations and their members towards domination and exploitation. Approaches to understanding these dynamics draw on a wide range of perspectives including postcolonial theory, feminist analysis, ethical theory, Marxist and post-Marxist frameworks, ethnography and labor process theory. Popular topics in recent years include but are not limited to: social change and social movements, alternative economic and organizational forms, globalization and power elites, and critical histories of management thought.

We particularly encourage papers and symposia that relate to the theme of this year's conference, *[The Power of Words](#)*. This focuses attention on the role of language in the politics of inclusion and exclusion and the violence that can be done through words. Possible questions include:

- How does language contribute to constructing and maintaining global or local inequalities of race, gender, class, religion, identity? How does language define relations between 'the West and the rest'?
- How are words and linguistic discourses used to support the profit imperative, and how can alternative discourses be created?
- How can words be used to challenge managerial action, organizational domination and exploitation? What is the role of digital communication technologies, including social media, in enabling activism and critique?
- How does the dominance of the English language affect scholarship and teaching? How does English language hegemony restrict our ability to give voice and listen to others, and explore diverse forms of critique?

Division Awards will be given for:

- Best Paper
- Best Doctoral Student Paper
- Best International Business Paper
- Best 'Dark Side' Case Study
- Best Doctoral Dissertation
- Best Developmental Reviewer

Please refer to our website <http://group.aomonline.org/cms/> for more detail on these awards and the remit of the Division. All award winners are celebrated at the CMS business meeting.

The submission website, <http://aom.org/annualmeeting/submission/>, is scheduled to open in early November. It includes guidance on how and when to submit, as well as the format paper and symposia submissions must take. The deadline to submit is January 14, 2014 at 5 PM US ET (NY Time). To discuss potential submissions, especially symposia, please email us at e.bell@keele.ac.uk or s.taylor@bham.ac.uk no later than December 13, 2013. **Please also sign up to review others' submissions when you submit.**

ENTREPRENEURSHIP (ENT)

Program Chair: Carlo Salvato, Bocconi University, carlo.salvato@unibocconi.it

2014 ENT Division Scholarly Program: Call for Submissions

Specific Division Domain: The Entrepreneurship Division's domain is "the actors, actions, resources, environmental influences and outcomes associated with the emergence of entrepreneurial opportunities and/or new economic activities in multiple organizational contexts, and (b) the characteristics, actions, and challenges of owner-managers and their businesses." Submissions of papers and symposia reflecting any of these themes are welcome.

Special Instructions: Paper and symposia submissions contributing to the 2014 conference theme "[The Power of Words](http://aom.org/annualmeeting/theme/)" are particularly encouraged, but selection of papers is not restricted to this theme. The conference theme (an explanation can be found on the 2014 Annual Meeting website at <http://aom.org/annualmeeting/theme/>) prompts us to think about the effects of words – spoken utterances, written text, symbols – and word-carrying technologies on entrepreneurial phenomena. A few examples of issues related to the conference theme that you may wish to consider include:

- What is the role of words and word-carrying technologies in the existence, emergence, or recognition of entrepreneurial opportunities?
- How do words and different word-carrying technologies affect how entrepreneurs pursue goals such as creating and sustaining organizational climates of innovation and creativity, motivating employees to contribute towards venture goals, motivating suppliers and financial institutions to collaborate? How are new communication technologies influencing this role of words in venture processes?
- How are the different actors involved in a new venture (e.g., entrepreneurial team members, employees, suppliers and customers, venture capitalists and business angels) influenced by the words associated with the venture's business plan, strategic mission statement, and performance appraisal forms? Does this influence change when these actors see the venture "talked about" favorably or unfavorably in blogs, social media sites, or tweets and re-tweets?
- How is venture effectiveness (e.g., startup, viability, customer satisfaction, sales and repeat-business, referrals, and profits) affected when the venture uses social media such as twitter, blogs, etc.? When are individuals more versus less likely to be effective in mobilizing stakeholders' collaboration towards venture goals?
- How do differences in language-fluency affect entrepreneurial processes and outcomes of multicultural or multinational entrepreneurial teams? What practices help to overcome (unintended or intended) exclusivity resulting from language and communication differences?
- How does the role of words affect interactions among members of an entrepreneurial family, and across generations? How does the different use of words and communication channels affect the interactions between members of the entrepreneurial family and non-family managers, within family firms?
- Other interesting themes are also welcome.

Please remember that the submission date is the same for papers, symposia and PDWs.

If you are willing to submit a paper, you should, of course, be willing to reciprocate by volunteering to review! Please note that you have to renew your reviewer registration every year.

Division Awards: The Entrepreneurship Division provides awards to the author(s) of the best conference papers within the following categories: conceptual paper; empirical paper; family business paper, and social entrepreneurship paper (additional categories may be added depending on sponsorship).

Submission Process: All submissions must be made through the AOM submission website found at <http://aom.org/annualmeeting/submission/>. The submission system will in early November of 2013. The submission deadline is January 14, 2014 at 5:00 PM ET (NY Time) (but earlier submissions are encouraged).

Please carefully review all the submission guidelines and formatting instructions before submitting. If any of the guidelines or formatting instructions are not met, the submission cannot be reviewed. Please, note that there is limited space on the scholarly program; therefore, not all submissions will be accepted.

2014 GDO Division Scholarly Program: Call for Submissions

I am really excited about the theme for the 2014 Annual Meeting: [The Power of Words](#). Every year, our members are able to come up with creative and diverse ways of connecting their work to the conference theme, but I think that this upcoming theme is particularly meaningful for the work that we GDO scholars do. Words have a lot to do with the practice of diversity – here are just a few examples:

- an individual's words can serve to include or exclude others;
- leaders' words help to shape an organization's diversity and inclusion climate;
- to be effective, an organization's "talk" about diversity has to be aligned with their actions;
- inclusion has much to do with facilitating voice for employees, regardless of their backgrounds
- the benefits of diversity are thought to accrue only when individuals engage in meaningful exchanges across identity boundaries

I hope that you'll take the opportunity to think ahead about the research that you might want to present at next year's conference. In addition to traditional symposia, I encourage you to think about how you might be able to weave together papers using the conference theme as the connecting thread. This may afford you with some extra flexibility in putting symposia together. You can either submit symposia related to the conference theme directly to the All-Academy Theme committee, or you can submit it to GDO. I will be selecting from among accepted symposia (and Doug Creed will be selecting PDWs) those which will represent our division's contribution to the theme.

I look forward to receiving your submissions and seeing all of you in Philadelphia next August.

HEALTH CARE MANAGEMENT (HCM)

Program Chair: Ann Scheck McAlearney, The Ohio State University, ann.mcalearney@osumc.edu

2014 HCM Division Scholarly Program: Call for Submissions

Specific domain: The HCM division invites submissions addressing any aspect of the health care sector. Topics include management of health care providers and related firms such as pharmaceutical firms and medical device suppliers; public policy issues, such as access to care, competition, cost control and quality of care, and their implications for managers; health care finance and marketing; comparisons of health care across countries; empirical or conceptual applications of theory in health care organizations; and development of organizational theory from studies conducted in health care settings.

Special Instructions: In addition to submissions addressing the HCM domain, the HCM division also encourages papers and symposia focused on the 2014 conference theme, "[*The Power of Words*](#)." As described in the AOM theme, words "can take the form of spoken utterances, written text, or symbols." Related health care management research may address micro-level issues such as innovativeness, inclusionary or exclusionary behavior, cross-cultural sensitivity, and high-performance work practices involving the words and behaviors of individuals and teams. Macro-level research may consider the actions words inspire and examine organizational or industry-level consequences of such actions. Submissions addressing the theme in these or other ways related to health care are welcomed. The HCM division encourages submissions from PhD students. Papers with a PhD student as the first or sole author should be clearly identified at the time of submission.

Division Awards:

The HCM division honors the following papers:

- Best Health Care Management Paper, sponsored by the *American College of Healthcare Executives*.
- Outstanding Paper Based on a Dissertation, sponsored by *Medical Care Research and Review*. Papers to be considered for this award must be sole-authored and identified at the time of submission as eligible for the Newman Award.
- Best Health Care Management Theory to Practice Paper, sponsored by *Health Care Management Review*. This award is intended to encourage papers relevant to the practicing health care manager. Papers to be considered for this award must be identified as such at the time of submission by selecting "Practice" as the paper orientation.
- Best International Health Care Management Paper, sponsored by the *Emerald Publishing Group* and the *Journal of Health Organization and Management*. Papers to be considered for this award must be international and identified at the time of submission as eligible for the Dexter Award.

HUMAN RESOURCES (HR)

Program Chair: David P. Lepak, Rutgers University, lepak@smlr.rutgers.edu

2014 HR Division Scholarly Program: Call for Submissions

Specific Domain

The Human Resources Division is interested in understanding, identifying, and improving the effectiveness of HR practices to facilitate organizational competitiveness, to encourage individual growth and development, and enhance performance, quality, and work-related attitudes and behaviors. The Division emphasizes the study of the employment relationship at the individual, group, organizational, societal, and cross-cultural levels of analysis and the impact of the employment relationship on outcomes critical to the organization and its applicants (both present and past employees and their representatives). Topics include a broad spectrum of issues pertaining to the acquisition, allocation, development, utilization, evaluation, and retention of people as resources in work organizations.

Special Instructions

The HR Division encourages both empirical and theoretical submissions. Furthermore, the Division encourages submissions that are consistent with the Division's on-going interest in bridging the science/practice gap, international HR-related research, and/or the conference theme: "[*The Power of Words*](#)." The AOM conference theme reflects significant issues regarding the use of words, the channels used to convey those words, as well as those who send and receive those words. The use of social media, digital technologies and the like have impacted how organizations compete, how and where employees work, how employees interact with each other, as well with how employees and organizations interact with their relevant stakeholders. HR scholars may be well-positioned to examine the issues that arise when questioning and investigating the power of words and word carrying technologies in organizational activities.

Division Awards

Awards will be given to the author(s) of the *Best Competitive Paper* and to the author(s) of the *Best Student Paper*. To be considered for the Best Student Paper award, the paper must be clearly identified as a student paper at the time of submission.

Submission Process

All proposals should be submitted using the submission process found at <http://aom.org/annualmeeting/submission/>. The submission system will open in early November and the submission deadline is **January 14, 2014** at 5:00 PM ET (NY Time) (but earlier submissions are encouraged). Note that there is limited space on the scholarly program; consequently not all submissions will be accepted.

INTERNATIONAL MANAGEMENT (IM)

Program Chair: Alvaro Cuervo-Cazurra, Northeastern University, a.cuervocazurra@neu.edu

IM Division Scholarly Program: Call for Submissions

As Program Chair of the International Management Division of the Academy of Management, I invite you to submit your best symposia and papers to the 2014 Annual Meeting of the Academy of Management that will be held in Philadelphia, PA, on August 1-5, 2014. I am looking forward to receiving innovative and provocative submissions that will enhance our community's understanding of business, management, research, and teaching in international contexts.

The International Management Division of the Academy of Management is dedicated to the analysis of the theory, research, and practice of management with a cross-border or cross-cultural dimension. Major topics we analyze include: the international competitiveness of firms, industries, and nations; the cross-border management of operations, including multi-country, multi-unit, strategy formulation and implementation; evolving forms and management practices in cross-border business; the cross-border differential impact of cultural, social, economic, technological, political, legal and other institutional forces on strategies, organizational forms, and management practices; and comparative management studies involving several countries. To learn more about the IM Division, please visit <http://divisions.aomonline.org/im>.

The theme of this year's meeting is "[The Power of Words](#)". Words, in a broad sense including not only written and spoken but also symbolic and visual communication, are particularly relevant for our work in international management. "England and America are two countries separated by a common language", the Irish writer George Bernard Shaw said, reflecting communication difficulties even between countries that share deep historical connections. Differences in language and ways in which people communicate and interact across countries are among some of the most obvious challenges managers face when they do business abroad. This gives us as researchers the possibility of challenging deep-seated theoretical assumptions about how companies and organizations operate across borders.

I encourage you to submit papers that not only are innovative in concepts and arguments, but also explain clearly how the mechanisms driving relationships work. The President of Columbia University and later US President Dwight D. Eisenhower indicated "An intellectual is a man who takes more words than necessary to tell more than he knows" and, unfortunately, much of our research is long on words and short on ideas. This year I would like to push us to work harder on ideas and how we express them in concise and clear ways. Rather than rely on long lists of citations to previous work to justify arguments, I would encourage you to provide more independent thinking and clear explanations of the mechanisms at work.

Additionally, I encourage you to submit well-organized symposia that open new areas of research. Symposia are not three or four papers grouped in a session, but a set of speakers that provide their sophisticated and nuanced views on diverse aspects of one topic. Symposia provide you with the opportunity to explore new topics and ideas that are likely to shape future thinking. Symposia will have senior and junior thought-leaders engage in a debate and analysis of a topic, presenting different points of view to provide the audience with new concepts and relationships.

To have a successful meeting I not only need your best symposia and papers but also your help with the review process. When you submit your symposia and papers, before Tuesday, January 14, 2014 at 5:00pm ET (NY Time), please sign up as a reviewer at <http://aom.org/annualmeeting/review/>. I will assign one, two or three papers for you to review between January and the end of February. Please provide constructive suggestions for improvement to help the authors revise their papers and present more sophisticated ideas at the conference.

Thank you very much for your help with the program as reviewers and authors. I look forward to creating a great program, one that will be remembered for the quality of the content as well as the clarity of the argumentation. "Without knowing the force of words, it is impossible to know more", the Chinese Philosopher Confucius said.

If you have questions or suggestions, please let me know at a.cuervocazurra@neu.edu.

MANAGEMENT CONSULTING (MC)

Program Chair: Kathy Edwards, University of Texas, Kathy.edwards@mcombs.utexas.edu

2014 MC Division Scholarly Program: Call for Submissions

The Management Consulting (MC) Division invites you to submit academic papers, field reports, case studies, and symposia proposals for the 2014 conference. Our Division is committed to traditional research as well as papers with a strong applied orientation, and a tradition of receptivity to experience-based knowledge. We are looking forward to submissions from colleagues in other divisions who have consultancy-related papers (e.g., HRM, strategy, organizational development) and are interested in reaching academics and practitioners in these areas.

The Division actively solicits papers and symposium proposals on the theory, research, teaching and practice of management consulting. Some possible ideas may be: What direction will consulting take in the 21st century? How can consultants and clients collaborate more effectively to create new knowledge? How are consulting and related professional service firms organized and managed? What can we learn from these dynamics? What changes are happening in the consulting profession? What new skills do consultants need? How do we best prepare consultants to meet the challenges of our times?

The theme of the 2014 Academy of Management conference in Philadelphia, "[*The Power of Words*](#)," raises a number of challenges and questions for management consulting. The issues involved in this theme are broad in nature and are directly relevant to how we as consultants work with and communicate with our clients. How does the use of words impact the outcomes and changes consultants and clients seek? How can we use the power of words as consultants to encourage, inspire, and assist our clients to make positive changes? How are new digital technologies affecting how we deliver consulting services? How does the speed of digital technology affect the perception and the delivery of our clients' services to their stakeholders? What are the implications of the speed of digital technology for confidentiality, privacy, and security for consultants and our clients? What are the transcultural challenges of digital communication for consultants? Specifically, papers could address areas specific to words a digital world such as: helping clients gain and preserve competitive advantage through digital technology; improving the effectiveness of our consulting conversations digitally, and how to navigate varied laws and regulations related to digital technology when working internationally.

It is important to stress that submissions - research papers, symposia or field-based consulting cases (rich descriptions of interventions with a discussion of lessons learned) - may be about any topic in the area of management consulting whether it relates to the overall conference theme or not. We encourage submissions from doctoral students and junior faculty members who would like to take advantage of the opportunity to develop their work. The MC Division has a tradition of providing developmental feedback and advice on how to make a manuscript acceptable. We pride ourselves on the quality of our review process, and hope that you take this opportunity to benefit from it. We also encourage seasoned academics, practitioners, and students to participate in the reviewing process, as it contributes to the overall quality of your division and the Academy. The deadline for submissions is January 14th, 2014 at 5PM ET (NY Time).

Division Awards: The division offers several best paper awards: the Information Age Publishing Outstanding Doctoral Student Paper Award; the Thomson South-Western Award for Outstanding Research Based Paper on Management Consulting; the Benedictine University Award for Best Paper on Ethical Issues in Consulting; and the division award for Best Field Report/Practice Paper. Student papers should be clearly identified as such during the online submission process. The winner of the Information Age Publishing Outstanding Doctoral Student Paper Award will receive a complete set of the *Research in Management Consulting* book series. The division also recognizes the best reviewers.

MANAGEMENT EDUCATION AND DEVELOPMENT (MED)

Program Chair: Peter Mc Namara, University College Dublin, Ireland, petermed@ucd.ie

2014 MED Division Scholarly Program: Call for Submissions

Call for Submissions: We encourage submissions from the management education community of researchers and teachers on any topics that you as a community believe to be of import to the advance of our understanding of management education. We are interested in empirical and conceptual research on management education and development topics that lie within our domain statement, in particular where they build on research conversations on-going in our peer reviewed management education journals and prior AOM conferences. We welcome research insights including but not limited to undergraduate, postgraduate, doctoral, executive and non-credit management education and the process of managing business schools and the professional life of an educator.

Examples of topics include, but are by no means limited to:

- Advancing our understanding of the process of teaching and learning from the perspective of the teacher and learner alike;
- Efficacy of teaching content, design and delivery processes on learner outcomes; the process of assessment of education in terms of assurance of learning and feedback induced learning;
- Impact and management of accreditation processes on educators, students and institutions;
- Design and management of student engagement in the education process;
- Management of internationalization for: educators, students from multiple communities, business school strategy and operations, accreditation and policy makers.
- How do we manage the process of being both active researchers and teachers and can these worlds (and the choice of words we use to communicate verbally and in writing to different audiences) be combined to enrich the education experience and outcomes of our students?
- How do we as educators manage the learning process and consequences of communication verbally and in writing across multiple platforms such as online, physical interactive environments (e.g. class room) and experiential learning with businesses?

Do not consider these topics to be a limitation on submissions, only suggestions! The program shall emerge from what you as a community of education researchers and teachers think are the current and central theme that our community needs empirical and conceptual insights about.

Power of Words: We encourage you to consider the impact of this year's conference theme [Power of Words](#). At the heart of our lives as educators are the verbal and written words. There is power in communicating with our students interactively in the verbal world, hence the power of the lecture, workshop and seminar. We communicate with our students in writing, through the textbooks we publish and teach with, through written assessments, module outlines, education policies and regulations to name a few. Increasingly we communicate both verbally and in writing online to our students. How does choice of communication mode influence the efficiency and effectiveness of student education experience, education outcomes, assurance of learning, effectiveness of student to educator and educator to student performance and developmental feedback, the process of selection and training of educators? These are but a few of the issues that are raised by the Power of Words.

Call for Reviewers: Please sign up! Please volunteer as a reviewer for MED so that we can select the best papers for the conference and offer our community of management education researchers developmental support along their publication journey. Please volunteer using the AOM reviewer signup available online in October. You may be asked to review up to three papers. The papers you are selected to review are chosen based upon the keywords/topics you selected when you registered to become a reviewer.

Specific Domain: The Management Education and Development Division support theory development and research in management education (academic) and leadership/management development (non-credit instruction). We also support the practice of management education and development by fostering the skill development of our membership through providing workshops in improving effective teaching, learning, and participation and engagement strategies. Major areas of focus include: theoretical advances or empirical evidence about effective and innovative instructional methods or technology; applications of learning theories; and evaluation of studies of the effectiveness of management education and development techniques. Research and benchmark practices in coaching, outcome assessment, learning

styles, on-line learning across cultures and environments are of interest as the division serves its membership, the Academy as a whole and the society at large.

MED Division Conference Awards: Seven recognition awards will be given to submissions that are selected from papers and symposia proposals submitted to the MED Division for the 2014 AOM program. NOTE: To be eligible for the awards, the below information must be included in the **SUBMISSION COVER PAGE and REPEATED in the first Paragraph of the Paper:** a) award(s) for which the submission is to be considered **AND** b) a statement that all authors meet the criteria for the award (where applicable).

The MED Awards are:

1. **Global Forum Best Paper** sponsored by *Manchester Business School* for the paper that best creates the opportunity to address global issue (universal or broad topic applicable to all) of significance to management education and/or development.
2. **Best Paper in Management Education** sponsored by *OBTS and the Journal of Management Education* for the paper that offers the most significant contribution to management education.
3. **Best Paper in Graduate Management Education** sponsored by *Graduate Management Admission Council* for the most significant contribution to graduate management education.
4. **Global Forum Best Symposium** sponsored by *Manchester Business School* for the symposium that best creates the opportunity to address global issues of significance to management education and/or development.
5. **Best Symposium in Management Education and Development Award** sponsored by *McGraw Hill* for the symposium that offers the most significant contribution to advance management education and development.
6. **SAGE/Journal of Leadership and Organizational Studies Junior Faculty Best Paper Award** for the most significant contribution that advances leadership and organizational studies in a paper authored by faculty members who earned their PhD within the past nine years, that is, have graduated in 2004 or later. (NOTE: **ALL** authors must satisfy the above condition).
7. **Barry Armandi Award for Best Student Paper in Management Education Research** for a student(s) authored paper that offers the most significant contribution to advance management education and development. (NOTE: **ALL** paper authors must be students).

Submission Instructions: Please follow the AOM 2014 general submission guidelines. The submission website will be available starting early November at: <http://aom.org/annualmeeting/submission/>. All submissions are due on **January 14, 2014 at 5:00 p.m. ET (NY Time)**.

MANAGEMENT HISTORY (MH)

Program Chair: Stephanie C. Henagan, Louisiana State University, shenagan@lsu.edu

2014 MH Division Scholarly Program: Call for Submissions

In preparation for the Academy of Management 2014 Annual Conference, the Management History (MH) Division would like to invite you to submit empirical and conceptual papers, as well as proposals for symposia (including panel discussions, debates, and roundtables), for consideration for inclusion in the division's scholarly program. We encourage submissions from doctoral students and junior faculty members who would like to take advantage of the opportunity to develop their work.

Specific Domain: Research in the MH division focuses on themes ranging from those that examine the veracity of historical events in management practice to those that examine the instrumentality of these events for the development of management theories. Our field is open to a variety of philosophical approaches spanning from developmental historicism, which implies that our field has achieved progress in past attempts of theorizing management, to radical historicism, which denies such progress prescribing rather genealogical and deconstructive examinations. Major topics include, but are not limited to: "The chronological tracing of the development of contemporary managerial concepts, techniques, behaviors, and practices with the intent of demonstrating (in) effectiveness within a given context, setting, or organization; reviews of how the discipline might learn from and avoid making the mistakes of the past; examples of how current research efforts are aimed at "rediscovering" existing knowledge and suggestions for the redirection of contemporary investigations; reevaluations of historical manuscripts based on present knowledge; explorations into the history, traditions and evolution of businesses and industries; comparative works which demonstrate how diverse individuals and groups influenced managerial thought and practice; application of history to unify extant concepts and bodies of literature that are highly fragmented; and investigation into how management history might be better taught and management history research better conducted, applied and utilized to enhance understanding of the field" (AOM Domain Statements). Our methodological approaches entail (but are not limited to) comparative works, case analyses, large-scale datasets, narrative discourses, and ethnography. We employ these philosophical and methodological approaches to identify the accepted traditions of managing and organizing work in formal and informal economies throughout the world, as well as to understand the role of human agency as a factor that could change these historical traditions. In this spirit, the MH division welcomes scholarly contributions in many diverse forms that generate meaningful and original contributions to research, teaching, and higher learning in management. Also, as the MH division examines rich and interesting histories of leadership, entrepreneurship, organizations, and social issues in management, submissions for sessions sponsored jointly with other Academy of Management divisions are viewed as particularly appropriate, and are therefore highly encouraged.

Special Instructions: The MH scholarly sessions of the 2014 Academy of Management conference will be held on August 4 and 5 in Philadelphia, Pennsylvania. In addition to submissions addressing the MH domain, the MH division also encourages papers and symposia focused on the 2014 conference theme, [The Power of Words](#). This theme focuses on "the many forms of words in organizations and the ways in which they facilitate or hinder the outcomes that various organizational stakeholders seek" (Shapiro, 2014) and could be of particular interest to those conducting management research with an historical perspective.

The MH division encourages submissions from PhD students. Papers with a PhD student as the first or sole author should be clearly identified at the time of submission.

To assist in the formation of an exciting and rigorous program, we hope seasoned academics, practitioners, and students will consider signing up to review for the MH division (details can be found on the [reviewer sign up website](#)).

Division Awards: The MH Division bestows multiple awards for excellence every year:

- John F. Mee Award for Best Contribution to Management History
- *Journal of Management History* Best International Paper Award
- SAGE Publishers Award for Best MH Division Paper in Leadership

- Center for Ethical Business Cultures Halloran Award for Best MH Division Paper in Business Ethics
- Ronald B. Shuman Award for Best Graduate Student Paper
- MH Division Best Reviewer Award
- The MH Division also nominates a best international paper for the Carolyn Dexter Award and a best student paper for the William H. Newman Award, consistent with the criteria for these AOM honors.

All awards are presented at the MH business meeting during the annual conference.

Submission Details: **The deadline for submission is January 14, 2014; at 5:00 PM ET (NY Time).**

Detailed instructions for the online submission process will be available at <http://aom.org/annualmeeting/submission/> when submissions open in early November. Note that the MH Division maintains the same submission requirements as the Academy of Management. Symposium sessions can be either Panel Symposia or Presenter Symposia. Details of the requirements for each session type are outlined in the Conference Call for Submissions. Keep in mind that developing symposia (including panel discussions) with broad appeal to 3 divisions (and submitting to all 3) increases the chance of having your symposia accepted. For any inquiries about your submission, contact Stephanie Henagan (shenagan@lsu.edu). We look forward to receiving your submissions and seeing you in Philadelphia next August!

2014 MOC Division Scholarly Program: Call for Submissions

The Management and Organizational Cognition (MOC) Division invites you to contribute academic papers and symposia proposals for the 2014 conference. We look forward to receiving work that falls within the domain of this division as described below. In addition we hope you will consider signing up as a reviewer for this division (details can be found on the reviewer sign up website: <http://aom.org/annualmeeting/review/>)

Specific Domain: The Managerial and Organizational Cognition (MOC) Division is devoted to understanding individual and collective cognitive processes in organizational contexts, including but not restricted to social construction, culture and cognition, communities of practice, symbols and artifacts, emotion, ideology, identity, image, reputation, sense making / meaning making, knowledge creation and management, learning, the nature and role of mental models and representations, judgment and decision making, attribution processes, individual differences, non-conscious forms of cognitions (e.g. intuition), categorization, organizational learning and memory, and cognitive institutionalism. We are open to a wide range of methodological approaches to studying managerial and organizational cognition.

The 2014 conference theme encourages us to consider the effect of words – our words and others’ – on individuals, teams, organizations, nations, and global systems. Words allow people to convey and interpret meaning, hence potentially to influence perceptions, emotions, attitudes, decisions, and associated behaviors. "[*The Power of Words*](#)" provides a wonderful opportunity for scholars in the MOC division to examine a rich set of organizational and management questions as the theme is heavily focused on interpretation, meaning, and decisions – hallmarks of MOC research.

This year's theme invites MOC scholars to examine individual and collective cognitive processes that revolve around this theme of words. For example, how have new digital communication technologies enabled the construction of new vocabularies and forms of communication that have helped to alter extant fields (e.g., business, education, non-profits) by enabling the introduction of new logics and practices? What improvements may be needed to prior theorizing about antecedents to legitimacy, identity, and culture in light of how words are used to communicate instantaneously, “like” or “dislike” something, and or shared pervasively throughout global networks? These questions are merely suggestive; let your imagination fuel your thinking! Papers and symposia addressing the conference theme are encouraged while those addressing other topics are equally welcome.

Division Awards: MOC will offer two recognition awards. The first is for the best paper submitted to the MOC division. The second award will be for the best student paper (the paper may be co-authored, but the student must be the first author). If you wish to be considered for the best student paper award, please be sure to mark the box identifying your submission as a student submission when uploading your paper to the AOM website. The winning papers for both awards will be selected by a panel of MOC scholars.

Submission Deadline: The submission deadline is **January 14th, 2014 at 5:00pm ET (NY Time)**. The submission system opens in early November 2013. Please consult the [Academy of Management website](#) for useful submission information, and note that the MOC Division maintains the same submission requirements as the Academy of Management.

I look forward to a great MOC program in 2014 and to seeing you in Philadelphia next August!

2014 MSR Division Scholarly Program: Call for Submissions

The Management, Spirituality and Religion (MSR) Interest Group cordially invites you to submit scholarly papers for the 74th annual meeting of the Academy of Management (AOM) in **Philadelphia, Pennsylvania August 1-5 2014**. The conference theme is "[The Powers of Words](#)," which, in today's expanding set of economic activity, has clear implications for research, practice, and teaching.

MSR Research Domain: MSR is committed to advancing rigorous, interdisciplinary theoretical and applied research and pedagogy on the nature, influence, and relationship of spirituality and religion in management and organizational life. Major areas of investigation include theoretical and empirical evidence about the effectiveness of spiritual or religious principles and practices in management, from approaches represented in the literature, including religious ethics, spirituality and work, and spiritual leadership, as well as applications of particular religions, and secular spiritualities to work, management, leadership, organization, and the business system; and evaluation studies of the effectiveness of management approaches that nurture the human spirit in private, non-public or public institutions.

AOM 2014 Meeting Theme: The 2014 Conference Theme regards the effect that words can have on the subsequent events of individuals, groups/teams, organizations, industries, and even nations— depending on who or what is the subject of conversation, how many hear or see the conversation, and the extent to which the conversation inspires action. At a micro-level, such actions may include: initiative-taking, creativity, innovativeness, ethicality, inclusionary behavior, cross-cultural sensitivity, and high-quality performance by individuals and teams (influenced, at least in part, by whether processes and behaviors associated with these actions are seen within organizations' strategic mission statements, codes of ethics, and performance-appraisal forms or heard in authorities' or others' verbal communications). At a more macro-level, the actions inspired by words in texts and speeches delivered by authorities or others include the organizational-, industry-, and even country-level consequences associated with the actions just named (e.g., organizations' innovativeness, institutionalized corruption, exclusionary (diversity-unfriendly) cultures, and economic performance of organizations or nations).

Special Instructions: We urge you to submit papers to this highly competitive review process. Potential submitters are encouraged to explore connections between the MSR domain and the 2014 AOM conference theme by examining issues including, but not limited to:

1. How is employee- or team-performance outcomes (e.g., perceptions, organizational- or team identity, work-related attitudes, task-related decisions, or behaviors) influenced by the words associated with organizations' strategic mission statements, codes of ethics, and performance appraisal forms? How may notions of religion and spirituality reshape these outcomes?
2. What is the role of religion and spirituality and new communication technologies? In what ways could religious and spiritual practices affect managers in their pursuit of goals such as setting norms, motivating desired employee or team behavior, enhancing employee wellbeing, creating and sustaining desired team or organizational climates of justice and ethicality, creativity, inclusivity, high-performance? Alternatively, could these technologies be disruptors to intuitive ways of being?
3. How is organizational effectiveness (e.g., profits, customer satisfaction, sales, repeat-business, referrals, etc.) affected when the organizations use social media such as twitter, blogs, etc.? Is there a religious and/or spiritual perspective to this, from both enabling and critical perspectives?
4. Given the ease with which digital content can be duplicated (as compared to print media), how are these new technologies affecting the way organizations deal with privacy and security? What are the implications of this for ethical organizations?
5. What qualities distinguish the businesses and industries that have thrived rather than died as a result of this technological revolution? How does the awareness of one's own inner virtues affect organizational flourishing?

6. How do differences in language-fluency affect processes and outcomes of multicultural or multinational teams? How can spiritual and religious practices help to overcome (unintended or intended) exclusivity when members of such teams speak a language unknown to other members?

Submission Requirements and Formatting. A paper is defined as a fully developed manuscript on a scholarly topic. Please follow the guidelines at the AOM submission site to ensure your work is reviewed. Papers that are not prepared according to formatting instructions will NOT be reviewed.

Papers may be submitted through the AOM website at: <http://aom.org/annualmeeting/submission/>. Only submissions registered, uploaded, and finalized on the website will be evaluated. Please refer to the AOM [Scholarly Submission Guidelines](#) before submitting multiple papers. The submission deadline is **Tuesday, January 14, 2014 at 5:00 PM ET (NY Time)**.

ORGANIZATIONAL BEHAVIOR (OB)

Program Chair: Mary Uhl-Bien, University of Nebraska, obdivision@unl.edu

Symposium Chair: Kimberly Elsbach, UC Davis, kdelsbach@ucdavis.edu

2014 OB Division Scholarly Program: Call for Submissions

Mission Statement: The Organizational Behavior Division of the Academy of Management exists to advance the development of scholars and scholarship within the content domain of organizational behavior. Scholarship occurs in the practice of both research and teaching. Through scholarship, we strive to positively influence management thought and practice.

Specific Domain: The study of individuals and groups within an organizational context, and the study of internal processes and practices as they affect individuals and groups. Major topics include: individual characteristics such as beliefs, values, and personality; individual processes such as perception, motivation, emotions, decision making, judgment, commitment and control; group characteristics such as composition, climate, and structural properties; group processes such as decision making and leadership; organizational processes and practices such as goal setting, work design, appraisal, feedback, and rewards; and the influence of all of these on such individual, group, and organizational outcomes as performance, organizational citizenship behaviors, turnover, justice, absenteeism, stress, and deviance.

Although submissions may reflect any of the above topics, we encourage submissions that relate to the theme for the 2014 Meeting, "[*The Power of Words*](#)." This includes research that focuses on the effect of our words and others' on individuals, teams, nations and even global systems. Specific areas may include, but are not limited to, understanding how various forms of communication operate in and influence interpersonal and organizational processes and practices; how people and leaders use words to convey and interpret meaning and how these processes are affected by perceptions, emotions, attitudes, ethics, organizational climate, and national culture; the impact and ethical implications of new technologies for transforming the nature of power and control by giving individuals more opportunities for voice, resistance, creativity, innovation, networking, crowdsourcing and linking up to create social movements; and how technology is changing the nature of communication in organizations and society, as well as our scholarship and teaching.

OB Division Conference Awards: Five recognition awards will be given to papers on the Academy program: (1) the Best Paper (may be co-authored), sponsored by the *Organizational Behavior Division*; (2) the Best Dissertation-Based Paper (must be single-authored and based on a doctoral dissertation completed within the last three years), sponsored by *Wiley-Blackwell* on behalf of the *Journal of Organizational Behavior*; (3) the Most Innovative Student Paper (a student must be the sole or first-author and must have taken the lead role on the project), sponsored by Sage Publications, (4) the paper with the most Outstanding Practical Implications for Management (may be co-authored), sponsored by *Mercer Workforce Sciences Institute*; and (5) the Best Paper with International Implications (recognizing the paper whose theme and content best reflects an awareness of business and management outside domestic boundaries), sponsored by the *Organizational Behavior Division*. In addition, the Best Symposium Award, sponsored by *Cambridge University Press* will be given to the symposium on the Academy program that best exemplifies interesting, important, and high-impact research. See the OB Division's website (www.obweb.org) for details on these awards.

Most Innovative Student Paper Award: To be considered for this award, send an email to Deanne den Hartog (d.n.denhartog@uva.nl) indicating that your submission meets the criteria for this award (see www.obweb.org for criteria) and include a copy of your conference submission, with the conference submission number.

Other OB Division Awards: Four annual awards for other OB-related activities will also be given: (1) the Cummings Scholarly Achievement Award (recognizing significant research achievement during one's early to mid-career stage), sponsored by the *OB Division Endowment*; (2) the Lifetime Achievement Award (recognizing significant research achievement across one's career), sponsored by the *Organizational Behavior Division*; (3) the Outstanding Publication in Organizational Behavior, sponsored by the *Emerald Group Publishing* on behalf of the *Journal of Managerial Psychology*; and (4) the Outstanding Practitioner-Oriented Publication in Organizational Behavior, sponsored by the *Management Education Research Institute (Graduate Management Admission Council)*. See the OB Division's website (www.obweb.org) for details on these awards.

2014 OCIS Division Scholarly Program: Call for Submissions

Specific Domain: OCIS focuses on the study of behavioral, economic, and social aspects of communication and information systems within and among organizations or institutions. Major topics include: interpersonal communication; verbal, nonverbal, and electronic communication; vertical, horizontal and diagonal communication; inter-group and intra-group communication; communication networks; applications of information technology in business and society; organizational adoption of communication and information technology; communication and information strategy and policy; communication and organizational culture; communication and information research methodology; managing information technology services; virtual teams, virtual work, and virtual organizations; the management of information systems professionals; e-communications; information systems development; managing IT-related organizational change; e-business, e-commerce, and e-markets; electronic value systems, value chains, and value webs; privacy and ethics; knowledge work, knowledge workers, and knowledge networks; IT infrastructure; governance of IT services; and organizational networks.

Special Instructions: OCIS invites the submission of innovative empirical or conceptual papers and symposia on all themes of interest to the Academy that touch on organizational communications and/or information systems. Topics that are specifically oriented to the 2014 all-Academy theme of “[The Power of Words](#)” are especially encouraged. This year’s theme encourages reflection on the contributions that communication and information technology make in enabling helping individuals and organizations to transmit information, construct their discursive environments, and communicate more effectively. In particular, it calls for critical examinations of the role communication and discourse in technologically mediated environments. OCIS invites management, communication, and information systems scholars to reflect how we can enhance the value of our research, teaching and service, and inspire and enable a better world.

Division Awards: Division awards will be presented for best program paper, best interactive paper, best student paper and best reviewer. The Gerardine DeSanctis Dissertation Award will be presented again at the 2014 meeting. The award, inaugurated by the OCIS division at the 2007 Annual Meeting, is open to solo-authored papers based on a dissertation completed within the past three years (see the OCIS Division website at <http://ocis.aomonline.org> for more details). The winner of the DeSanctis Award will be automatically nominated for the Academy-wide William H. Newman Award. The OCIS Division will also nominate one paper for the Academy-wide Carolyn Dexter Best International Paper Award (see the Orientation and Awards section in the submission guidelines for more details). In addition to these program-related awards, an award will be given for the best paper published by an OCIS member during 2013. Finally, the division may award one or more Lifetime Service awards.

ORGANIZATION DEVELOPMENT AND CHANGE (ODC)

Program Chair: David Grant, University of Sydney, david.grant@sydney.edu.au

2014 ODC Division Scholarly Program: Call for Submissions

Specific Domain: The ODC Division represents a community of scholars and practitioners who create and disseminate impactful and rigorous knowledge to enrich constructive change management and organization development. The domain of ODC includes the development of theory and innovative practice relevant to change at the individual, group, organizational and institutional levels. Major topics include: change processes within organizations, with or without assistance by change agents; active attempts to intervene in organized systems to improve their effectiveness, and scholarly studies of such interventions; multi- or cross-cultural dynamics of systems change in the global context; the roles of change leaders and agents; and issues surrounding self-awareness and responsibility of ODC theory and practice.

Special Instructions for Submissions to the Scholarly Program of the AOM 2014 Meeting in Philadelphia: The ODC division invites submission of innovative empirical or conceptual papers and symposia that develop theory and practice relevant to strategic and organizational change, development, transformation, and leadership. Topics and explorations specifically oriented to the 2014 all-Academy theme: “[The Power of Words](#)” are especially encouraged. The all-Academy theme encourages submissions that focus on the many forms, and uses, of words in organizations, and the ways in which they facilitate or hinder the outcomes that various organizational stakeholders seek. The term “Words” is used in the broadest sense, i.e. words might appear in the form of spoken utterances, written text, or other symbolic media. They might be conveyed through, for example, narrative and storytelling, or conversation and dialogue.

As ODC scholars and practitioners, the power of words deeply influences our understanding of change and the ways in which we carry out our research, practice and teaching. The 2014 All-Academy theme therefore encourages us to consider issues such as:

- *To what extent, and how, does the theory and practice of ODC acknowledge the power of words in bringing about various forms of change?*
- *What do we actually mean by “the power of words” in the context of ODC? What fundamental assumptions and ethical considerations in relation to ODC does this raise?*
- *What can we learn about ODC from discourse theory and analysis, communications studies, socio-linguistics and other fields of enquiry that highlight the importance of words and their effects? How can our theories, models and frameworks be further specified, extended and developed as a result of drawing on such fields of enquiry?*
- *How might using specific methods and approaches such as conversation analysis, content analysis, narrative and storytelling analysis, rhetoric analysis, metaphor analysis, semiotics, or multi-modal analysis inform the study and practice of ODC? How can we unveil the power of words using qualitative and/or quantitative research designs?*
- *How have recent developments in ODC such as “New OD” or “Dialogic” OD and change highlighted the power of words? In what ways have these contributed to the study and practice of ODC?*
- *In what ways, and to what effect, do leaders and others involved in the planning and execution of change, draw on the power of words? How might they use words to change behavior and attitudes or to inspire affectively so as to build emotional commitment to change?*
- *In what ways, and to what effect, is the power of words used to mobilize people to resist change? What is the role of words in the constitution of other reactions to change, including acceptance, ambivalence and cynicism?*
- *How, do stakeholders in change use words to mobilize emotions such as hope, dissatisfaction, enthusiasm, fear or anger in order to influence change activities and outcomes?*
- *How do stakeholders in change use devices such as metaphor, tropes, figurative language, humor, irony or rhetoric in ways that influence understanding and practice of change?*
- *How is the power of words amplified or attenuated through digital technologies? Can such technology in the form of, for example, social media be harnessed in ways that lead to more effective and positive forms of change? Does it allow stakeholders in change to more effectively challenge, question or resist those managing and leading change?*

- *Can the power of words be examined independent of material factors? How is the impact of words affected by those who speak them and by socio-political, situational, geographical and historical contexts?*
- *How is the power of words reflected in the ways we write about ODC? How might we be more reflexive about writing and publication conventions in ODC and about whose interests are privileged by such conventions?*

Papers and Symposia submitted to the ODC Division might address these or the many other issues that emanate from this year's AOM theme. They may also address issues more closely aligned with the [ODC Division domain statement](#).

If you are interested in submitting a paper or a symposium proposal through the ODC Division, please visit <http://aom.org/annualmeeting/submission/> and refer to the section on submission information for papers and symposia. The submission deadline is **January 14th, 2014, 5pm ET (NY Time)**.

Division Awards: Awards, some with an honorarium, will be given for the best paper in the following categories:

- Best Paper Overall
- Rupe Chisolm Best Practical Theory Paper
- Best Paper based on a Dissertation
- Best Student Paper (written exclusively by students, individually or with other students, no faculty or practitioner co-authors permitted)
- Best Action Research Paper

Please refer to our website for more detail on these awards <http://division.aomonline.org/odc>. Papers based on a dissertation, written exclusively by students (individually or with other students), or written about action research should be clearly identified as such at the time of submission (make a note on the title page and also in the accompanying email indicating the award for which you want the paper to be considered).

The ODC Division also recognizes a Best Reviewer Award. All award winners are celebrated at the ODC business meeting.

OPERATIONS MANAGEMENT (OM)

Program Chair: Dayna Simpson, Monash University, Dayna.Simpson@monash.edu

2014 OM Division Scholarly Program: Call for Submissions

The Operations Management (OM) Division invites you to submit scholarly papers and symposia for the Academy of Management (AOM) Annual Meeting in Philadelphia (PA), August 1 - 5, 2014. The conference theme is "[*The Power of Words*](#)."

Specific Domain: OM focuses on managing the transformation processes that create products or services. These processes are found in all organizations - both for profit and non-profit. Contributions focusing on the conceptual, empirical, and methodological are encouraged, as are papers emphasizing cross-functional linkages and perspectives. Major topics include operations strategy, new product development, supply chain management, lean operations, services, project management, quality management, sustainable operations, scheduling and human resource management as well as international, behavioral and information technology issues relevant to OM.

Special Instructions: The OM Division invites empirical and conceptual papers and symposia that are consistent with its domain. Papers and symposia submissions that reflect the conference theme, "*The Power of Words*" are particularly welcome. Topics relevant to this theme may include research that questions basic models of communication strategy in operations or new ways of addressing issues such as language, culture, standards, process design, relationships or networks. The language of operations management represents both its power and perhaps its undoing. Words provide a common understanding and power within our discipline but can also produce barriers to those unfamiliar with the purpose of operations management. For more information about the OM Division or the 2014 conference theme, please visit <http://aom.org/annualmeeting/theme/>. Papers must be submitted via the AOM submission website, <http://aom.org/annualmeeting/submission/> no later than January 14, 2014, 5:00 PM ET (NY Time).

Division Awards: The OM Division presents awards in three categories each year.

- The *Chan K. Hahn Distinguished Paper Award* will be given to the best competitive paper.
- The OM Division also recognizes the *Best Student Paper*. To be considered for the best student paper award, the paper must be clearly identified as a student paper at the time of submission.
- Several *Best Reviewer Awards* are presented to celebrate the efforts of the anonymous reviewers who put in a tremendous amount of work to review papers for the OM Division.

For more details about each of the paper awards, please see the website

<http://om.aomonline.org/awards.php>.

ORGANIZATION AND MANAGEMENT THEORY (OMT)

Program Chair: Nelson Phillips, Imperial College London, omtdiv@imperial.ac.uk

2014 OMT Division Scholarly Program: Call for Submissions

Specific Domain: Organization and management theory involves building and testing theory about organizations and organizing processes, intra-organizational relations, organization-environment relations, and the role of organizations in society. Popular topics in recent years have included networks and embeddedness, institutional theory and legitimacy, innovation and change, new organizational forms, categories and categorization, corporate governance and top management teams, diffusion, learning and knowledge, capabilities and competencies, power and dependence, design and structure, work and occupations, markets, and identity. More information about the division can be found on the OMT website (<http://omtweb.org>).

Special Instructions: OMT encourages the submission of symposia or papers that develop new theory or that apply our existing theory base to emerging management domains. The division celebrates theoretical novelty, methodological pluralism, international research collaborations, and linkages between theory and practice. Submissions focused on this year's Academy theme – "[The Power of Words](#)" – are particularly encouraged. If you have questions about the appropriateness of your submission for OMT, please feel free to contact the Program Chair.

And please note, if you do submit a paper or symposium, we also expect you to sign up to review!

Division Awards: At the Monday business meeting during the Academy, OMT gives out numerous awards:

- *Best Paper* for offering significant contributions to OMT in the refereed scholarly program paper (may be co-authored; may be empirical or conceptual).
- *Lou Pondy Best Dissertation Paper* for the best paper based on a dissertation in the refereed scholarly program (cannot be co-authored and must be clearly identified as dissertation-based at the time of submission);
- *Best Symposium Award* for a symposium submitted to the annual meeting that stimulates, integrates or extends discussions about OMT;
- *Best International Paper* in the refereed scholarly program regarding themes and content of interest internationally (this paper is also the Division's nomination for the Carolyn Dexter award);
- *Best Paper on Environmental and Social Practices* recognizes research that advances our understanding of environmental and social dimensions of organizing.
- *Best Symposium Award* submitted to the annual meeting that stimulates, integrates, or extends discussions about organization and management theory.
- *ABCD Awards* for reviewers that have done Above and Beyond the Call of Duty in providing helpful, extensive and insightful reviews;
- *Best Published Paper* for the best journal article published in the previous year that advances our theoretical understanding of organizations, organizing and management;
- *Distinguished Scholar Award* for a scholar that has been central to the intellectual development of OMT;
- *Joanne Martin Trailblazer Award* for scholar(s) who have blazed trails and paved the way for new ideas during the course of their careers (given every other year; to be given in 2014).
- *Distinguished Educator Award* for a scholar who has had a significant impact through their teaching and interaction with students (given every other year; to be given in 2015)

ORGANIZATIONS AND THE NATURAL ENVIRONMENT (ONE)

Program Chair: Jonathan P. Doh, Villanova University, oneprogram2014@gmail.com

2014 ONE Division Scholarly Program: Call for Submissions

Specific Domain: research, theories and practices regarding relationships of organizations and the natural environment. Major themes include the social, ethical, technological, strategic, operational, structural, behavioral, theoretical, international, health-care, educational, methodological, historical, human resource, information and change management dimensions related to bringing organizations into balance with the ecosystem. As the natural environment is integral in all individual, organizational and societal activity, the division encourages holistic, integrative, and interdisciplinary analysis. It promotes joint exploration of these topics with all other disciplines and Academy units.

Special Instructions: The ONE division invites papers that address all aspects of the relationship between organizations and the natural environment. The 2014 Academy theme, ['The Power of Words'](#), encourages consideration of the use of language, persuasion, messaging, signaling and other important dimensions of defining and communicating sustainability challenges and opportunities. The ONE Division encourages 2014 submissions that reflect on the power and impact of various communications contexts and mediums and their relationship to our domain, as well as general submissions that reflect on any aspect of the role of business, enterprise, management and organization in sustainable development. Because of this trans-disciplinary focus, ONE specifically welcomes joint symposium proposals that reflect the natural links between with other Academy divisions and interest groups.

It is critical that you sign up this year as one of our ONE reviewers. The reviewers sign up website is: <http://aom.org/annualmeeting/review/> (the website will be active in mid- October when reviewer recruitment starts). Finally, the submission website is: <http://aom.org/annualmeeting/submission/> (it will be active early November 2013 when the submission site opens; the deadline for submissions is **January 14, 2014 at 5:00 PM ET NY Time**).

Division Awards: ONE division awards are offered for the best paper and for the outstanding dissertation submitted to the Division. When submitting papers, please also indicate eligibility for the William H Newman Award for an outstanding single-authored paper from a dissertation and the Carolyn Dexter Best International Paper Award (see Orientation and Awards section in the submission guidelines for more details).

PUBLIC AND NONPROFIT DIVISION (PNP)

Program Chair: Leisha DeHart-Davis, University of North Carolina-Chapel Hill, ldhart@sog.unc.edu

2014 PNP Division Scholarly Program: Call for Submissions

About the PNP Division. The Public and Nonprofit Division (PNP) of the Academy of Management focuses on multidisciplinary, multi-method research on public and nonprofit organizations.

Relevant Topics for Submission. All topics relevant to PNP's interests are welcome, including decision making, strategy, organizational behavior, transparency and accountability, publicness, diversity and inclusivity, human resource management, collaboration and conflict, public service and community building, performance measurement and management, theories of governance and the social and ethical dimensions of public and non-profit activity. We are also interested in public and nonprofit organizational management, processes, and performance. International perspectives and comparisons are encouraged. Submissions related to the 2014 Academy of Management Program theme, [*The Power of Words*](#), are particularly welcome.

Instructions for Submission. We seek completed papers and proposals for panels and symposia. The deadline for submissions is January 14, 2014 at 5:00 PM ET (NY Time) at <http://aom.org/annualmeeting/submission/>. Only electronic submissions are accepted. The submission system opens in early November.

PNP Division Awards. The PNP Division is home to the following awards:

- **The Charles J. Levine Award for the Best Conference Paper
- ** Best Doctoral Student Conference Paper, sponsored by Sage Publications
- **Best Dissertation Award, sponsored by Jossey-Bass
- **Best Book Award, from published works of the last three years
- **Best Article Award for publications in the previous calendar year
- **The Carlo Masini Award for an outstanding conference paper addressing the behavior of public and/or nonprofit organizations.

For more information on the awards and nomination processes please see the Division's website at <http://division.aonline.org/pnp/>.

Questions and comments should be addressed to the PNP Division's 2014 program chair, Leisha DeHart-Davis (ldhart@sog.unc.edu).

RESEARCH METHODS (RM)

Program Chair: Hettie A. Richardson, Texas Christian University, h.richardson@tcu.edu

2014 RM Division Scholarly Program: Call for Submissions

Specific Domain: The domain of the Research Methods division covers a broad range of issues related to conducting research. This includes philosophy of science, research methods and design at the micro and macro levels, and qualitative as well as quantitative research methods and design. Major topics include but are not limited to the following: epistemology, theory development, experimental and non-experimental research design, survey research, ethnography, evaluative research, cross-cultural and comparative methods, measurement development and evaluation, construct validation, statistical modeling, causal mapping, historical analysis, discourse analysis, textual analysis, scholarly writing and publication, network analysis, and other methodological topics that advance research practice within the Academy.

Special Instructions: The Research Methods division encourages innovative submissions (empirical or conceptual papers, symposia, debates, roundtables, etc.) that inform organizational researchers about how to address methodological issues. We welcome submissions that address qualitative and quantitative methodological issues involved in the design, conduct, and interpretation of micro and macro research. These issues may include theory development, philosophy of science, epistemology, as well as papers about specific methodological techniques or issues. We welcome submissions that evaluate applications of current methods or describe the development of new methods. We especially encourage submissions of jointly sponsored symposia that provide solutions to substantive research problems. Given the importance of words in both quantitative and qualitative methods and design (e.g., the wording of survey items or interview questions) and the extent to which words are increasingly treated as data (e.g., the analysis of annual reports, tweets, and blog posts), we encourage submissions that are consistent with this year's theme: [*The Power of Words*](#). In keeping with this theme, submissions addressing the challenges and opportunities of new technologies as tools for capturing and analyzing words and their effects in organizational contexts are especially welcome.

Division Awards: Awards sponsored by Sage Publications are given for the best conference paper and the best paper submitted by a doctoral student or students. To be considered for the best student paper award, a student must be the lead author and the paper must be clearly identified as a student paper at the time of submission.

STRATEGIZING, ACTIVITIES AND PRACTICE

Program Chair: Anne D Smith, University of Tennessee Knoxville, saprogram2014@gmail.com

2014 SAP Division Scholarly Program: Call for Submissions

The primary purpose of the Strategizing, Activities, and Practices Interest Group is to advance knowledge and understanding of strategy as something people in organizations *do* rather than only something that organizations *have*. This emerging body of knowledge is focused primarily on who organizational strategists are, what they do, how they do it, which practices and materials they draw on, and what the consequences of their activities are. This interest group is concerned with the strategy work involved in strategy development and strategic change, and it seeks to advance understanding through theoretical pluralism and methodological innovation.

The theme for the upcoming AOM Meeting – [*The Power of Words*](#) – provides a strong connection to many SAP research areas, such as conversation analysis during workshops, planning sessions, or board meetings; critical discourse theory and discursive practices in strategizing; textual analysis of planning documents or media accounts; rhetoric analysis of strategy conversations; how symbols and metaphors are used in strategy; to name a few. While the AOM theme provides obvious connections to SAP research, we are open to diverse interests and eager to engage with new ideas related to strategizing in organizations.

We encourage submission of both conceptual and empirical papers that focus on the specific conference theme, welcoming papers that address other issues within the general domain of the SAP Interest Group and papers that explore the intersections of SAP with other closely related areas such as BPS, ODC, MOC, and OMT. We also encourage you to submit symposia. Symposia offer an excellent opportunity for collaborating with others to develop a cohesive and engaging session. We invite you in particular to organize symposia that propose integrative lenses or new methodologies that challenge current organizational and theoretical perspectives.

The 2014 AOM program is held from Sunday, August 3 through Tuesday August 5 in Philadelphia. The submission deadline for the 2014 AOM Meeting is **January 14th, 2014 at 5:00 pm ET (NY Time)**. All submissions must be made through the AOM submission website at <http://aom.org/annualmeeting/submission/> (website opens early November 2013). Please carefully review all the submission guidelines and formatting instructions before submitting and indicate potential co-sponsors (e.g., OMT, BPS, ODC, MC, RM) in the submission document. If you are considering a submission to the SAP Interest Group this year, please consider reviewing for the Interest Group as well! For more information on Strategizing, Activities and Practice, please visit the SAP Interest Group website (<http://divisions.aom.org/sap/>).

SOCIAL ISSUES IN MANAGEMENT

Program Chair: Harry J. Van Buren, University of New Mexico, sim2014philly@gmail.com

2014 SIM Division Scholarly Program: Call for Submissions

The SIM Division is a research community actively examining business ethics, corporate responsibility, workplace diversity, environmental management, base-of-the-pyramid activities, stakeholder engagement and relations, corporate governance, business-government relations, social entrepreneurship, corporate political strategy, corruption, and corporate philanthropy, among other topics. SIM Division members seek to understand responsible behavior at the individual, stakeholder, organizational, and trans-organizational levels.

SIM members engage in theory building and theory testing to understand the impacts, interactions, institutional settings, and issues that shape managerial and organizational decision-making. We are keen to understand organizations' contributions (or lack thereof) to the greater good. We also seek to understand how stakeholders and societies define responsible organizational behavior, and how such definitions change over time. Further, we study international impacts with regard to if, how, and under what conditions managerial, organizational and trans-organizational responses to social concerns vary based on national and local context, customs, traditions, and beliefs.

The SIM Division sponsors numerous awards, including those for best paper, best student paper, best paper on the history of corporate responsibility, best dissertation, and best book; the winners of these awards are announced at the SIM business meeting. We encourage paper and symposia submissions linked to the 2014 conference theme, [*The Power of Words*](#). In her discussion of the theme, 2014 Academy Program Chair Deb Shapiro notes that:

Words allow people to convey and interpret meaning, hence potentially to influence perceptions, emotions, attitudes, decisions, and associated behaviors. What and how words are communicated determine the results they effect. Leaders ... have therefore long understood the need to manage communications style as well as substance. Over time as new digital (Internet-based) technologies have become available, what and how people say things has grown even more important, as well as more challenging.... Understanding the effect of words and their portability is therefore a critical task facing us as management scholars.... The 2014 Conference Theme regards the effect that words can have on the subsequent events of individuals, groups/teams, organizations, industries, and even nations—depending on who or what is the subject of conversation, how many hear or see the conversation, and the extent to which the conversation inspires action.

This year's conference theme might inform papers and symposia submitted to SIM. Of course, we welcome submissions addressing any topic within the realm of our research community. Please join us in our worthwhile pursuits.

Submission Details: The submission deadline for papers and symposia is **January 14, 2014 at 5:00 pm ET (NY Time)**. Early submissions are encouraged and will serve to reduce your stress level. All submissions are to be made online at <http://aom.org/annualmeeting/submission/>. Please pay particular attention to the submission guidelines; the Program Chairs have all agreed that we'll be applying them rigorously and rejecting papers that don't meet them!

Please contact Harry Van Buren, 2014 SIM Division Program Chair (sim2014philly@gmail.com) by **December 13, 2013**, if you have any questions. The scholarly program of the Annual Meeting of the Academy of Management will be held in Philadelphia, Pennsylvania from **Sunday, August 3rd to Tuesday, August 5th, 2014**.

2014 TIM Division Scholarly Program: Call for Submissions

Specific Domain: The Technology and Innovation Management (TIM) Division encourages interdisciplinary scholarship and dialogue on the management of innovation and technological change from a variety of traditions including, for instance, behavioral, cognitive, sociological and economic perspectives. The problem domain includes the management of innovation, technology strategy, research and development, information technology, technology-based entrepreneurship, process technologies, and the commercialization of scientific research. Since participants in this broad academic endeavor come from a wide range of disciplines and draw on an extensive array of theoretical and research paradigms, we endeavor to enter this complex domain in the spirit of dialogue, debate, and deepened understanding. Our goal is to have papers and symposia that are as diverse, creative and engaging as our membership. Major topics include areas such as: technology life cycles; technology entrepreneurship, new market emergence, incumbent innovation challenges, strategies for managing intellectual property; multi-sided platforms and ecosystems, open innovation; user innovation; innovation networks, technology alliances and acquisitions; product development strategies; managing technical professionals; technological forecasting; innovation diffusion; impact of information technologies and the internet; relationship between new technologies and organizational forms.

Special Instructions: The theme of this year's meeting is "[The Power of Words](#)." We welcome papers and symposia submissions that are related to the conference theme, as well as topics listed above. Since TIM crosses multiple disciplines, papers or symposia that relate to the domains of other divisions are also encouraged; they may become candidates for cross-divisional sessions. **Deadline for Submissions is January 14, 2014 at 5:00 PM ET (NY Time).** If you submit a paper, we also expect you to please sign up to review! To sign up as a TIM reviewer, go to <http://aom.org/annualmeeting/review/>. Remember you have to renew your reviewer registration every year.

Division Awards: TIM offers a number of awards:

- *TIM Division Best Paper Award.* Cash award for the paper with the most significant contribution to TIM in the refereed scholarly program (may be co-authored and may be empirical or conceptual)
- *TIM Best Student Paper Award.* Cash award for the best student paper in the refereed scholarly program. To be eligible for the best student paper award, the student must be senior author or sole author and this should be clearly indicated on the title page of the paper. Papers considered for the Best Student Paper Award can also be considered for the TIM Division Best Paper Award.
- *Best Reviewer Awards.* Award for reviewers who go above and beyond in providing reviews that are particularly complete, insightful, and helpful.
- *Distinguished Scholar Award.* Award for a scholar that has been central to the intellectual development of TIM.

IV. TEACHING AND LEARNING CONFERENCE (TLC)

TLC Committee: Elena Antonacopoulou, University of Liverpool; Ken Brown, University of Iowa; Claudia Ferrante, United States Air Force Academy; Jeanie Forray, Western New England University; Chris Hannah, University of Maryland University College; Jim Spee, University of Redlands; Toni Ungaretti, Johns Hopkins University

2014 TLC Program: Call for Submissions

The Academy of Management Teaching and Learning Conference (TLC) takes place during the 2014 Annual Academy of Management Meeting on Sunday, August 3 as part of the All Academy activities of that day. In response to Academy member's growing need and request for more opportunities to explore teaching and learning related to management education, TLC is designed to support Academy members across all divisions in addressing the teaching mission in academe. TLC@AOM features both submitted and invited sessions that address teaching issues for educators at all levels of experience.

FORMATS

Submissions are invited in the following formats:

- 1) **Catalyst:** 30 minute interactive *demonstration* or *extended discussion* of particular practices, challenges, or opportunities
- 2) **Topical:** 60 minute *interactive session* that includes some combination of presentation, discussion, participant reflection and application, simulation, or other form of interactivity.
- 3) **In-depth:** 90 minute *interactive workshop* offering in-depth exploration of a particular subject, course, or activity.

THEMES

Proposals should focus on one or more of the following themes:

- 1) Ensuring continuous improvement and innovation in teaching
- 2) Designing or redesigning curriculum
- 3) Addressing problems that arise with students, teaching assistants, or others that impact teaching practice
- 4) Best practices in teaching at a particular level (Undergraduate, Master's, Doctoral, or Executive)
- 5) Assessing learning and its associated challenges
- 6) Teaching in specific formats (e.g., online, experiential, service learning)
- 7) Building and leveraging teaching networks across geographic, national, and/or disciplinary boundaries
- 8) Any other theme addressing teaching practice or issues relevant to management teaching

We encourage proposals designed to appeal to specific audiences, such as doctoral students, new tenure-track faculty, adjunct faculty, mid-career faculty, senior faculty, or program directors and deans. In addition, special consideration will be given to proposals that connect the AOM Annual Conference theme, "[The Power of Words](#)," to teaching practices or issues.

CRITERIA FOR ACCEPTANCE

Reviewers will be asked to evaluate proposals based on the following criteria:

- 1) Relevance to an identified audience of participants
- 2) Evidence of a dynamic and interactive session
- 3) Interest to multiple Academy divisions or interest groups
- 4) Clarity of proposal narrative and session format
- 5) Provision of useful "take-aways" for participants

If you would like to discuss your ideas prior to submitting, please contact the TLC Program Committee at tlcprogram@aom.org by December 13, 2013. Proposals, including the mandatory cover sheet, may not exceed 6 pages. **The [submission website](#) will open in early November. The submission deadline to submit proposals is Tuesday, January 14, 2013 at 5PM ET (NY Time).** As appropriate, proposals may provide links to online resources or videos for further clarification; any such ancillary material must be easily accessible to reviewers. A separate TLC registration, including an additional registration fee, will be required of all TLC program participants in addition to AOM Annual Conference registration.

RULE OF THREE + THREE

TLC submissions are exempt from the "Rule of Three + Three."

SUBMISSION PROCESS

Step 1: Register Your Submission on the Submission Website

- A. **Create a login account on the Submissions Website.** Go to the [submission website](#), and create a login account. Please make sure you remember this information.
- B. **Enter the title and abstract of your TLC proposal using the following instructions:**
 - Enter title, short title, and abstract into the submission page.
 - Use "Title" case for the session title. The first letter of major title words should be in capital letters. Prepositions and conjunctions should not be capitalized for the title and short title. (e.g., "Using Simulations in Online Courses: Engaging Millennial Learners")
 - The short title must not exceed 30 characters (including spaces) in length. Example: "Simulations in Online Courses" (29 characters including spaces).

- Do NOT submit the abstract in all capital letters. The abstract should not exceed 250 words and must be inputted as single-spaced text with no double spacing between paragraphs. (This is for the online submissions form only. The proposal you upload should be double spaced.)
- C. **Record your 5-digit AOM Submission ID number.** After completing the data entry process, you will see a page that summarizes all the information you have entered. This page includes a 5-digit number which is your AOM submission ID number. Be sure to enter your submission ID number as a header on all pages of your submission. You MUST also use your submission ID number as the file name for the proposal that you upload. Please reference this number whenever you contact the TLC Program Chair or tech support.
- D. **Proofread your entry.** Please proofread your entry carefully since this is what will appear in the final program. If any information is not entered into this database, it will not be included in the Program.

Step 2: Upload Submissions to the Submission Website

After entering the proposal information into the submission website (Step 1), upload the FINAL version of your full TLC proposal on the same submission screen. Please make sure you have read all the formatting guidelines and instructions before uploading.

Step 3: Finalize submissions on the Submission Website

After you have registered your submission (step 1), and uploaded it (step 2), the last step is to finalize your submission by answering a series of questions (see below). If your submission is not finalized, it will NOT be reviewed.

TLC Submission Checklist:

Before your submission can be finalized, you will be asked to acknowledge all of the following requirements:

- This proposal complies with all submission guidelines, style formatting, policies and rules.
- All of the participants are correctly associated with this TLC submission.
- This entire proposal is contained in one single document, in the following order:
 1. A title page that has
 - a. the Academy-assigned submission number
 - b. title of the session (in Title Case)
 - c. 250-word abstract of the session
 - d. Requested session length (30, 60, 90 minutes)
 2. Three-six page overview of the session that includes an explanation as to why the session would be of interest to TLC participants.

3. Detailed description of the session's format, organization, and timing

- The submission has a Times New Roman 12-pitch font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" × 11" page setting.
- The final document was uploaded and the PDF conversion of this submission was reviewed on this submission site.
- As the submitter, I certify that all participants have stated that they agree to participate in this workshop if it is accepted.
 1. I understand that if this submission is accepted, all of the listed participants must be **registered for TLC** in order to take part in the session.
 2. I understand that any scheduling and audio visual requests are requests only. If my proposal is accepted, the TLC Chair will let me know if my requests are approved.
 3. This TLC proposal is now complete (follows ALL Academy AND Teaching and Learning Conference specific instructions and requirements) and is now ready for review.

V. Meet the [AOM Program Planning Team](#)

NAME	AFFILIATION	ROLE	EMAIL
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Full contact information for the Division & Interest Group Program Chairs and PDW Chairs is available at aom.org on the “[Contact Us](#)” page.



VI. CALL FOR REVIEWERS

The Academy of Management and its [Divisions and Interest Groups](#) are recruiting reviewers for the [74th Annual Meeting of the Academy of Management](#). If you plan to submit your work for review, the Academy strongly urges you to sign up as a volunteer reviewer for the [divisions and interest groups](#) that you submit to and/or whose domain in which you are knowledgeable.

Benefits of Reviewing for the Annual Meeting

- Reviewers gain visibility for themselves and their institutions.
- Reviewing gives you an opportunity to be pro-active in the Academy's program planning process.
- It is a way to give back to your professional community.
- It is a way to learn about what constitutes excellent and interesting work.

We encourage you to volunteer to review for at least one division or interest group. To sign up, please visit the [Centralized Reviewer System](#). Simply select a sponsor and use the keywords to indicate your special areas of knowledge and interest. You can sign up to review for up to 2 divisions and/or interest groups. For each of the divisions that you sign up to review, each division may ask you to review up to 3 total submissions. The maximum number of review assignments that you could receive is 6.

As a reviewer, you will be required to complete your review assignments between **January 21, 2014 - February 20, 2014**, so please plan your time accordingly.

The Academy and its Divisions, Interest Groups and Committees thank you in advance for the service you are willing to offer as a reviewer.