International Association for Business and Society

Fall 1999

NEWSLETTER

* **Now with commentary from Special Topic Editors!-See Page 3 for details**

INSIDE THIS ISSUE:

President's Message

Jerry Calton
University of Hawaii-Hilo
IABS President

It took IABS to make me President. Who would have thought when I volunteered to help arrange an IABS-1998 meeting in Hawaii that I would end up writing this message? That is what I like about IABS. It was born out of the desire of our IABS "Moms" and "Dads" to break free of the institutional and normative constraints of the Academy, so that we could define our own creative space.

For me, the high point of Donna Wood's brilliantly organized IABS-1999 meeting in Paris was the unanticipated disruption of her well-laid plan to get us to the banquet site on time. An unannounced gay and lesbian pride parade surrounded our hotel with music, dancing, bubbles and feather boas. Abandoning the thwarted buses, we mingled with the crowd, made our way in small groups to the underground Metro, and reassembled at the banquet site, a little late and laughing. Now that's my kind of adaptive learning organization! I can't wait to see what form of unanticipated craziness breaks out at our March 2000 annual meeting in Vermont. The juxtaposition of mountains, snow, maple syrup, and ice cream is a potentially volatile mix. I have every confidence that our new Program Chair, Kathy Getz, can handle whatever comes along, with our help.

My role as IABS President is to encourage others to take charge. Our organization has been and continues to be blessed with an exceptionally able group

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IABS-2000 in Vermont

Kathy Getz
American University
IABS-2000 Program Chair

As you are reading this, the program proposals for IABS-2000 are being reviewed by 106 of your friends and colleagues around the world. Perhaps the submissions you are to review are in that "TO DO" pile on the corner of your desk. (You may finish reading the newsletter before reviewing.) My sincere thanks to all of you who are helping me and IABS through the peer review process. I'm confident that we shall continue the tradition of stimulating and fun conferences that has been so firmly established over the past decade.

The 2000 program will have many of the features that have proven successful in the past, including innovative and creative sessions, opportunities for social interaction for old and new members, tasty treats, several pre-conference activities, and special activities for doctoral students.

There are also a few new ideas such as an optional buffet dinner on Friday evening (featuring New England favorites), some organized activities for the Saturday afternoon free time, a possible post-conference session, special discounted airfares with TWO airlines (US Airways and United) AND a nice surprise or two.

I do have a few reminders and suggestions for you. First, return your thorough reviews promptly. Second, pay attention to the IABS listservers. Information will be posted about many conference activities, including pre-conference events and skiing opportunities. To join the listservers,

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President's message……. cont. from page 1

of leaders dedicated to making a difference for IABS. Jeanne Logsdon and Jim Weber, immediate past Presidents, and their predecessors, have set the tone and prepared the way. Donna Wood, and her sturdy band of assistants, most notably Laquita Blockson, pulled off a miracle of a meeting in Paris. Our new Treasurer, Sarah Stanwick, made numbers dance to choreograph the complex financial movement of our third international meeting. Our new Membership Director, Kathryn Brewer, has designed and won Board approval of a "rolling" membership plan. It will allow members to receive a full complement of our quarterly journal, *Business & Society*, even if they join just before the annual meeting. Since members recently received their renewal notice from Kathryn, all can appreciate the professional presence engendered by our new HP printer and stationery, crowned by the new IABS logo developed last year by the Visibility Committee, chaired by Deb Cohen.

Our Electronics Czar, Phil Cochran, has the new commercial IABS web-site, <iabs.net>, up and running. The new site, authorized on Jim Weber's watch, offers numerous advantages, not least being the ease of recalling the address! With my encouragement, Kelly Strong, as new Chair of the Visibility Committee and editor of the Newsletter, has recruited "special issue editors" who will establish and maintain pages on our web-site. This innovation will give our members ready access to the latest thinking and developments in areas of interest to our field, while dramatically increasing the visibility of our concerns to the virtual world. Mark Cordano, editor of our Abstracts Project, will employ our web-site to draw attention to scholarship relevant to our field.

The IABS Board meeting in Chicago broadened yet another avenue for innovation and leadership. Grant support for a "mini-conference" organized by IABS members has been increased from $600 to $2,000 per meeting. Up to three mini-conferences per year will be funded. The call for proposals and guidelines for IABS mini-conference grant applications are printed elsewhere in this newsletter. The IABS Executive Committee is eager to approve worthy applications. If you have suggestions for changes in these guidelines, please contact me, Jim Weber, or Donna Wood before our next Board meeting in Vermont.

In closing, I am reminded of the remarkable scene in Paris as we returned to our hotel (by bus this time) from our river tour on the Seine. Since we didn't have time at the banquet to announce awards before heading for the river, we held the ceremony outside in our hotel courtyard at midnight. To avoid disturbing the sleeping guests, Diane Swanson, Chair of the Best Article Competition Committee, thanked her fellow committee members for their hard work and led a silent round of applause for winners of the best member-authored article published in 1997, Ron Mitchell, Brad Agle, and Donna Wood. Let's hear a hearty round of applause for Ron, Brad, Donna, and everyone else who has stepped up to make IABS the community to join and Vermont the place to go as we enter the 21st century!

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contact Phil Cochran at plc@psu.edu. Third, when you receive your December mailing with the results of the submission review process, pay attention to all the materials enclosed. The envelope will include information on conference registration, including meal selections, hotel and air reservations, pre-conference activities, proceedings requirements, and so on.

I've been planning the conference for some time now, and I've been so excited about the possibilities and opportunities afforded us by the lovely Inn at Essex in Vermont. Over the past few days, I've begun to read your submissions, and I've become even more excited about the conference program. I'm sure we'll all enjoy ourselves at IABS-2000 in Vermont next March. See you there!

Call for Nominations

The 1999-2000 Nominating Committee (consisting of Jerry Calton, Jim Weber, Donna Wood, Sara Morris and Laquita Blockson) is seeking input from members on nominees for two representatives at large to serve on the IABS Board of Directors. Self- nominations are welcome.

The term of service for the two representatives-at-large is three years, commencing at the next annual conference in March 2000 and continuing until the annual meeting in 2003. The Board has been and will continue to be a working Board and not an honorary one. Therefore, the Nominating Committee asks that you give special consideration to those who have been active in IABS, can attend Board meetings regularly, and those who would provide diversity to IABS governance, including the international dimension of diversity. The term of service for the Assistant Program Chair is 2001-2002. The by-laws call for the Assistant Program Chair to begin preliminary efforts to secure a conference location and accommodations for the year following the current year. *Since the 2002 meeting is designated as an international meeting, typically held in the summer, self-nominations for this position are requested. Candidates for Assistant Program Chair should include a statement indicating their choice of international meeting site and a preliminary estimate of the cost per person for transportation and accommodation.*

Current members of the Board include:

Jim Weber, Past President
Jerry Calton, President
Donna Wood, Vice-President
Kathy Getz, 2000 Program Chair
Craig Dunn, Assistant Program Chair for 2000 and 2001 Chair
Sarah Stanwick, Treasurer
Kathryn Brewer, Membership Director
Steve Wartick, Chair of the Publications Committee

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New Feature in the IABS Newsletter: Special Topics Editors

During the 1999-2000 academic year, each issue of the IABS Newsletter will include feature articles on topics of interest in Business and Society. These articles will be written by IABS members as a means of sharing information and promoting visibility on the topics we research, teach, and study in the field of Business and Society. Beginning with this issue, we feature articles from **Susan Key** on Teaching Innovations, **Robbin Derry** on Business Ethics, **Jennifer Grifin** on Corporate Public Affairs, **Gordon Rands** on the Environment, and **Juha Nasi** on international issues. Thanks to the Special Editors for their contribution. Look for their continuing contributions in the next IABS Newsletter.

Innovations in Teaching: Suggestions from the Field

By Susan Key
Special Editor for Teaching Innovations
University of Alabama- Birmingham

The Background

While I routinely fiddle with course content and my current readings packet, the other area where I spend most of my time innovating is in the area of “performance expectations.” This is due to the fact that without exception, the teaching role that I like least is “cop.” Specifically, I refer to the portion of our jobs where we must rate and evaluate students. The reason that I have come to think of it as a policing function is that many popularly used rating and evaluation schemes, e.g. quizzes & tests, do not necessarily promote learning. Instead they are used to differentiate between individual student compliance with syllabi instructions—reading assignments, lecture attendance etc.

Why do I find this so troubling? Well, in the ***ideal*** world, students would attend class to learn and be excited about out of class reading assignments. Thus, there would be no need to police these functions. Of course, with some exceptions we do not live in the ideal world. I will say that I was lucky enough to experience one of these exceptions—teaching in the Executive MBA program at the University of Pittsburgh. These students were sufficiently intrinsically motivated that external punishment or rewards were meaningless. This made every class, a delightful and challenging forum for exchange. However, despite teaching at many fine universities, this experience has been more the exception than the rule.

This disturbing conundrum, and my quest for intrinsic motivators for students, led me to my most recent experiment with student evaluation systems. Since students appear to complain equally about projects, papers, team and individual presentations, objective and essay exams, and class participation, I concluded that there is no single evaluation system that will meet the preferences of each individual student. Students also seem to have differing abilities in how well they perform under these different evaluation systems. It would seem to be unfair I concluded, to force a student to be evaluated under a system, say multiple-choice testing, at which she or he is least adept.

The Innovation

Of course many professors recognize this and often give students a choice as to whether they prepare a paper or do a presentation. However, I decided to take this one step further, and allow each student to design their own personal evaluation system. Attached to my syllabus I had two copies of a personal contract which listed various evaluative choices that a student could select: projects, papers, team and individual presentations, objective and essay exams, class leadership (leading a discussion), and class participation. In the first week of class, I asked the students to assign the weighting of their choice to the evaluation method of their choice, sign one copy, and return it to me. Also, there was one requirement that students work on a consulting project with a not-for-profit organization, which I weighted at 25%. (I will talk about this project in a future article.)

I explained that one purpose of this approach was a learning experience in risk evaluation. Risk evaluation is an important element of the course that I teach--the social, ethical and legal environment of business. The remaining 75% was completely at their discretion. I discussed different risk approaches and most of them were wise enough to distribute their percentages sensibly rather than gambling it all on one project or exam. I did not discuss the research I knew on goal setting. It indicates that employees will set tougher goals than a supervisor would if they are allowed to set the goals themselves. Also, employees experience greater job satisfaction and higher rates of goal achievement in these situations than in other conditions. I hoped that students would set higher goals and experience greater satisfaction in the class due to the perceived autonomy of the evaluation method. Additionally, I hoped I would be able to toughen up my grading standards because the students themselves had set the conditions.

An initial stumbling block to this innovation was the necessity to have a single syllabus, and my own requirement that this would not add a greater evaluative burden on me. To ensure this I selected this innovation with a class in which I had already prepared

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both multiple choice and essay exams that were not in student circulation. I also had hand- outs on projects, presentations and class leadership options, which I had used in previous terms. Overall, I guessed that this would lower my grading burden as many students would select presentations, class leadership, and class participation. To ensure a uniform syllabus, I set aside exam times that also doubled as periods in which teams could work on their projects, and I could meet with them about either group or individual projects. I provided two days for presentations—this proved to be enough—though this could have been altered if more or fewer were needed as these were at the end of the term.

The Results

The experiment turned out well but somewhat differently than I had expected. To my surprise many students opted for take-home essay exams—which was somewhat more burdensome for me but which I always feel are a greater learning experience than objective exams. Grades did decrease slightly because students placed higher expectations on themselves, and a few students chose very risky strategies such as gambling on one exam or project. Several students chose class leadership, and these sessions were excellent. Students took ownership of their part of the session, and presented different viewpoints than I would have, which I think enriched the class.

I was also delighted that a few students selected class participation for the entire discretionary portion of their grade (75%). This would have been my choice, as I tend to be a reader and a talker. As I guessed, these students provided the backbone for in-class discussions. They had both read the material and thought about it prior to class. This lead to some very interesting discussions, and also provided me with some "go-to" people that I knew would be well-informed for every class session.

Before I began my innovation, I had asked my husband, Sam—a psychologist and a part-time academic--what he thought. He gave me a bemused smile and said, "I am always fascinated by your experiments." And indeed, it was an experiment whose validity could be challenged on many grounds—not the least of which is uniformity of evaluation. However, overall, my class seemed to enjoy it, although my class ratings—i.e. the employee variable--did not go up as I had hoped. However, they are generally at a high level, and this stayed the same. Perhaps next time, I will have to let them write the syllabus, the contract, and the exams!

[Please send your comments to Susan at susankey@uab.edu]

Learning Anew

by
Robbin Derry
Special Editor for Business Ethics
Appalachian State University

"The best thing for being sad," replied Merlin . . . "is to learn something. That is the only thing that never fails. You may grow old and trembling in your anatomies, you may lie awake at night listening to the disorder of your veins, . . . you may see the world around you devastated by evil lunatics, or know your honor trampled in the sewers of baser minds. There is only one thing for it then - to learn. Learn why the world wags and what wags it. That is the only thing which the mind can never exhaust, never alienate, never be tortured by, never fear or distrust, and never dream of regretting. Learning is the thing for you."

T. H. White, *The Once and Future King*

Merlin's remedy reminds me of how much I've been learning recently, and how wonderful that learning feels. I moved this summer to a newly created faculty position: an interdisciplinary professor of ethics. This position offers me the opportunity to create new classes each semester, teach and collaborate with scholars in other departments across campus, and in addition, to be an ethics gadfly to the administration. After seven years of teaching business ethics to graduate and undergraduate business students, I'm now facing the prospect of teaching research ethics to students in social work and gerontology, ethics in the arts industry to music and theater students, and consulting with the vice chancellor for business affairs on ethical issues that arise in the operations of the physical plant, the food service, the campus police force, and whatever else comes along. Needless to say, I am challenged to think about issues and resources I never considered when I was focusing narrowly on the version of corporate America that is at the center of most cases and courses in business ethics. Yet, I believe that all of these new-for-me areas of study are well within the domain of business ethics.

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Watching the field of business ethics grow over the past 17 years, I would assess it as alive and well, but a bit stuck. Thriving even, but within too narrow a spectrum to really fulfill its potential. Attending conferences, reading the journals, sharing research with colleagues, it is apparent that we have spent a whole lot of time working over a relatively small number of areas: corporate social responsibility, moral agency, social contracts, stakeholder theory, moral development, cultural relativism, game theory, the competing roles of normative and descriptive research and a few others. We have not spent much time collectively on the ethics of entrepreneurial business, on marginalized members of society, on environmental issues, on poverty, on public service agencies, on arts organizations, on the media, on the relationship of work and family, on the ethics of our own research methods, and our process of privileging some issues and approaches over others. Certainly we each have included occasional cases on diversity, on the Valdez oil spill, or small business in our business ethics courses. But we haven't really dug in and covered these areas with commitment in research, as if they mattered to our field. We tend to leave them to others, or leave them undone. We can't, after all, do everything.

But we can and must keep learning. Parker J. Palmer's newest book, *The Courage To Teach* (where I encountered the above quotation from T. H. White), suggests on the book jacket flap: "Teachers choose their vocation for reasons of the heart, because they care deeply about their students and about their subject. But the demands of teaching cause too many educators to lose heart. Is it possible to take heart in teaching once more so that we can continue to do what good teachers always do - give heart to our students?" (Palmer, 1998) In answer to that question Palmer takes readers on "an inner journey toward reconnecting with their vocation and their students", a journey, I might add, worth pursuing. Palmer is an inspiring writer.

But try rereading that quote substituting "researchers" and "research" for teachers and teaching, and I think you'll have a good description of why many of us have chosen the specific field of business ethics. Most of us truly love the field, we feel passionate about the issues, and we want to contribute scholarship that has potential for effecting change in society. But perhaps the demands of publishing and promotion, much like the demands of quarterly income and earnings reports, have taught us not to take risks, not to explore uncharted territories, not to go off in research directions other than those already demonstrated as publishable. Perhaps there has been an unstated message that the gatekeepers of our journals and conferences have relatively narrow interests.

I think IABS as a professional organization does a good job of mitigating against that message and tendency. The IABS conference explicitly encourages workshops and symposia on new research and teaching topics. If there are gatekeepers on peer reviewed journals, they are us. We all have the opportunity to support the exploration of new territories in our roles as reviewers, as well as authors. But when we get to the familiar question: Would this research/article/ presentation be of significant interest to the field, perhaps we need to think more broadly. We need to consider moving beyond accepting the research that relates to what has already been done, and be willing to authorize leaps out in new directions. I can imagine that some people find comfort in the familiarity of talking about the same six topics over and over again. At least they know they'll have a ready response. As teachers we are trained by habit to steer conversations towards topics we can take charge on and be authoritative. Most academics have learned to develop field specialties and go deep. That is what we are rewarded for.

Business ethicists have already been challenged to span the two disciplines of philosophy and some area of business. And we have demonstrated a collective willingness to stop there. Do we really have to keep going and embrace more fields? I say yes, we do. Bill Frederick and Norm Bowie are good role models in our field for ongoing path breaking. Each of them has demonstrated not only a willingness, but also a real eagerness and excitement in finding new ground and building new bridges. They have forged ahead, and we owe it to them, as well as ourselves, to follow their lead. Not necessarily to follow in their direction, but to forge similarly.

At this point in the semester with midterms looming, students and professors alike get a bit draggy. Sometimes it feels like we have little new inspiration to share. I encourage you to take Merlin's advice. Learn something new, and it may just spill over to rethinking your role and contribution in our field.

1) T. H. White, *The Once and Future King,* (New York, Ace Books, 1987), p. 183.

2) P. J. Palmer, *The Courage to Teach,* (San Francisco, Jossey-Bass, 1998).

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PA versus PR…Semantics? Or, something else?

by
Jennifer J. Griffin
Special Editor for Corporate Public Affairs
The George Washington University

Negative connotations generally associated with Public Relations (PR) are often implicitly, or explicitly, also associated with Public Affairs. Just what is PA? And how does it differ, if at all, from PR? The answer depends upon from whose perspective you analyze the question. PA professionals would say that PA is the umbrella for actions and tactics such as PR. PR professionals, of course, would say the opposite! So, let's go beyond the semantics of what it's called (and by the way PA is also called government relations, external affairs, governmental affairs, etc.) and analyze PA and PR executives' responsibilities. I believe their roles are differentiated by their actions and salient stakeholders as well as how they add value.

PA is primarily responsible for federal/state/local governmental relations, grassroots activity, and community relations. It may, or may not, also be responsible for media relations, employee newsletters, annual report publications and CEO speeches--activities typically associated with public relations.

PA, as a boundary spanning function, has been aptly described as a "window in/window out" of the corporation (Adams, 1976; Post, Murray, Dickie, & Mahon, 1983). It is a "window in" through which the community, governmental leaders and other important stakeholders can view the firm. And a "window out" in which the firm can work with these salient stakeholders. Recent research suggests that the "window" may, in fact, be a "screen" that selectively <u>filters</u> the information transfer and knowledge transformation of the firm (Schuler & Rehbein, 1997; Rehbein & Schuler, 1999). Alternatively, the "window" may be rose-coloured or a two-way mirror—reminiscent of public relations with a lack of transparency.

PA with its dual, internal and external, responsibilities creates challenges for its executives—differentiating it from PR. Opportunities to cull disparate information sources, communicate with the CEO and senior management, develop and implement workable action items to manage multiple stakeholders simultaneously are daily PA challenges.

One example of the importance of PA is Coca-Cola's recent bungling of the Coke ban in France and Belgium this summer. Important information from salient stakeholders (e.g., governmental officials, EU agencies, the public, etc.) was mis-handled. An opportunity to proactively remove their product from the shelves was lost. After time delays, Coke did recall its product but damaged its reputation and lost approximately $103M in the process (<u>New York Times</u>, 1999). Coke's example highlights the differences between PR and PA. Public Relations' primary stakeholder is the media. In this case, the incident was not widely reported in the press until 42 schoolchildren were hospitalized—nearly a month after the first illness was reported. From a PR perspective, this is a small and localized incident. Coke, slow in responding to what it perceived to be a localized incident, issued its first apology 8 days after the schoolchildren were hospitalized. Only after the Belgium Health Ministry established a call center for health complaints (a center that Coke might have sponsored itself), the Belgium government ordered all Coke products off the market and stopped production at two Belgium bottling plants, did the Coca-Cola Chairman arrive in Belgium. If PA had been involved from the beginning, some of this might have been averted. PA with its salient stakeholders being the government and communities, and its direct ties to CEOs, might have alerted top management, developed a plan and worked with governmental agencies to respond timely. As it turned out, information about the illnesses was not relayed to the appropriate people, with the appropriate importance and implications for the business in a timely manner. Information was lost or delayed rather than being leveraged into a knowledge-based asset. Culling disparate information sources, being the "eyes and ears" of the firm regarding governmental and community stakeholders, having direct ties to top decision makers, and creating processes and feedback loops to develop relationships with critical socio-political stakeholders truly differentiates PA from PR. In my mind, it is more than semantics that differentiates PA from PR--it is actions, orientation, and how they leverage information to create knowledge that adds value to the firm.

So, what does this mean for IABSians and IABSian researchers? First, PA as a boundary spanning function, is an example of a knowledge function. Second, PA is a rich area for testing and developing stakeholder research since PA executives must manage

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multiple stakeholder relationships simultaneously. Third, PA intersects strategy literatures since PA is the function primarily responsible for creating and implementing a firm's political strategy. Fourth, PA focuses on the socio-political environment of a firm--encompassing much of the work of IABSians (e.g., ethics, issues management, political strategy, business-government relations, international aspects, etc.). We, who do research in Public Affairs, welcome your ideas and writings to expand and strengthen our research.

Adams, J. S. 1976. The structure and dynamics of behavior in organizational boundary roles. In Dunnette, M. D. (Ed.) Handbook of Industrial and Organizational Psychology, pp. 1175-1199.

New York Times, 1999. "Recall to Cost Coke Bottler $103Milllion", Tuesday, July 13, p. C7.

Post, J. E., Murray, E. A., Jr., Dickie, R. B., & Mahon, J. F. 1983. Managing public affairs: The public affairs function. California Management Review, 26 (1): 135-150.

Rehbein, K. and Schuler, D. A. 1999. Testing the firm as a filter of corporate political action. Business & Society, 38(2): 144-166.

Schuler, D. A. & Rehbein, 1997. The filtering role of the firm in corporate political involvement. Business & Society, 36(2): 116-139.

Environmental Reporting

by
Gordon Rands
Special Editor for the Environment
Western Illinois University

IABS members are generally quite familiar with the concept and purpose of the social audit. The concept of a company collecting data on its social performance and using that information to improve that performance was first proposed in the 1940s and 50s, and was given renewed attention and development by many business and society scholars in the 1970s (see Carroll & Beiler, 1975 for a review). Many companies began experimenting with social auditing and issuing social reports during this time, but by the late 1980s, only a few companies still issued annual social reports

Soon after the Exxon Valdez oil spill, the Coalition for Environmentally Responsible Economies (CERES) issued its "Valdez Principles" (now the CERES Principles). These called upon corporations to dramatically improve their environmental performance by following ten principles, including the issuance of an annual environmental report. Organizations that endorse the CERES Principles, including over 45 large and small corporations, agree to file a standardized annual report with CERES, and are encouraged to report these results to the public as well (http://www.ceres.org/reporting/index.html).

With the issuance of the Valdez Principles, the publicity engendered by the 20th Anniversary of Earth Day, and the growing demand for "transparency" in Europe, companies around the world began to publish and distribute environmental reports in the early 1990s. A newly released study by the Investor Responsibility Research Center surveyed half of the Fortune 500 and found that more than half of these companies issued environmental reports in 1999. Studies of environmental reporting practices were conducted in 1993, 1996 and 1997 by the British consulting firm SustainAbility (http://www.sustainability.co.uk/), in conjunction with the United Nations Environmental Programme and other organizations. The 1993 Report, *Coming Clean*, examined reporting trends based on reports from 70 companies in Europe, Japan and North America. The second report, *The 1996 Benchmark Survey*, provided an update, focusing on 10 key trends in environmental reporting. It also introduced a new scheme for rating reports, which it applied to some of the 1996 reports. The *1997 Benchmark Survey* examined and rated reports from 100 companies from 18 countries, covering 16 industry sectors, and introduced the concept of addressing the "triple bottom line" (environment, economics and equity, or social justice) in more fully developed "sustainability" reports. A new study is projected to come out late in 1999 or early in 2000.

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SustainAbility also provides independent verification of environmental reports, and its principal, John Elkington, writes regular articles on environmental reporting and other topics for *Tomorrow*, a magazine covering business and the environment published in Sweden. These articles are always followed by a brief summary of five or more recent company environmental reports (CERs), with useful contact information including web addresses. The growth of environmental reporting on the web has been rapid, and has made them much more readily accessible. *Tomorrow*'s web site (http://www.tomorrow-web.com/index3.html) features CER Hotlink! which provides direct links to dozens of CERs, including ones by Dow, DuPont, Electrolux, Monsanto, Novo Nordisk, Phillips and Shell. This makes it easy to introduce your students to environmental reporting simply by having them visit the *Tomorrow* home page.

One of the questions facing environmental reporting is the need for greater standardization of approaches and topics. This is particularly challenging given the additional desire of reporting proponents, who would like to see reporting be engaged in worldwide, including outside the Triad. In late 1997 CERES initiated a Global Reporting Initiative, which attempts to develop guidelines for preparing company environmental reports that can be applied in any nation (http://www.globalreporting.org/index.htm).

In short, environmental reporting is a vigorous and growing corporate practice, in which the visions of the early proponents of the social audit are becoming a reality.

Reference

Carroll, A.B. and G.W. Beiler, 1997, Landmarks in the evolution of the social audit, Academy of Management Journal, 18 (3): 589-599.

Due to a technical glitch, ***Juha Nasi's*** *excellent special topics report on international issues arrived after the newsletter layout was complete. Therefore, it appears at the end of the Newsletter on Page 19. Please go to page 19 for a continuation of the Special Topics feature.*

-the editor

Would you like to get a small group of IABS Scholars together to discuss a special topic? Read On to Find Out How:

CALL FOR PROPOSALS: IABS MINI-CONFERENCE GRANTS

At its August 1999 meeting in Chicago, the IABS Board voted to increase the grant for mini-conference proposals from $600 to $2,000 per meeting. Up to three such meetings will be supported for each fiscal year beginning September 1.

The mini-conference format is intended to encourage small, relatively brief meetings of between 10 and 30 members, organized around a particular theme. Such meetings can be held at any time or place, including an international site, so long as they do not fall within a month before or after our annual meeting. Participation is not by invitation only, but may be limited to those members with a specific interest in the topic of the mini-conference. Organizers are encouraged to use the IABS grant as leverage in seeking matching funds from other sources. The IABS Executive Committee will screen and approve grant proposals.

For a full copy of application guidelines for IABS mini-conference grants, please contact:

Jerry Calton
IABS President
Associate Professor of Management
School of Business
University of Hawaii-Hilo
200 W. Kawili Street
Hilo, HI 96720
Phone: (808) 974-7593 Fax: (808) 974-7685 E-mail: jcalton@pahuleka.uhh.hawaii.edu

New Editor for *Business & Society* Call for Application Materials

Steve Wartick's term of office as Editor of *Business & Society* will be ending in October of 2000. IABS President, Jerry Calton, has put together a search committee consisting of Steve Wartick (as Chair), Donna Wood (Immediate Past Editor), Jim Weber (Immediate Past President), and himself. This committee will review applicants' materials, select an appropriate candidate, and recommend that candidate to the Executive Committee of IABS (the final decision making group). The search committee's work should be complete so that the Executive Committee can vote on the recommendation at the IABS meeting to be held in Vermont during March 2000.

IF YOU ARE INTERESTED IN BEING THE NEXT EDITOR OF *BUSINESS & SOCIETY* send the following materials to Steve Wartick:

(1) a letter to the search committee explaining your interest in being editor, the perspective you would bring to the position, any particular qualifications you believe you have that would make your editorship a success, etc.,
(2) a current vita, and
(3) a statement from the appropriate representative of your school / college detailing support (e.g. release time from teaching, copying and mailing supplements, extra secretarial /student assistance, etc.) that will be provided if you are selected as editor.

Send these materials **by December 15, 1999** to:

Steve Wartick
University of Northern Iowa
College of Business Administration
Cedar Falls, IA 50614-0125

IABS Best Article Award

The International Association of Business and Society (IABS) is pleased to announce the winner of the 1997 Best Article Award, a distinctive recognition sponsored by the California Management Review. The award-winning article is "Toward A Theory Of Stakeholder Identification and Salience: Defining The Principle of Who and What Really Counts", by **Ron Mitchell** (University of Victoria), **Brad Agle** (University of Pittsburgh), and **Donna Wood** (University of Pittsburgh). The article was published in the *Academy of Management Review* in October of 1997.

The award was presented to Drs. Mitchell, Agle, and Wood at the IABS conference in Paris this past June.

Congratulations to Ron, Brad, and Donna!

Nominations… cont. from page 2

Representatives at large with their terms of office are:
Craig Dunn (1997-2000)*
Bryan Husted (1997-2000)
Craig Fleisher (1998-2001)
Patsy Lewellyn (1998-2001)
Nancy Kurland (1999-2002)
Kathy Rehbein (1999-2002)
*Mary Mallott was appointed to fill Craig Dunn's term for 1999-2000 after he was elected Assistant Program Chair

Please nominate up to two candidates to replace Craig Dunn and Bryan Husted as representative- at-large.

Please forward self-nominations for Assistant Program Chair for 2001-2002.

Nominations should be sent by December 15, 1999 to:
Jerry Calton, IABS President
School of Business
University of Hawaii-Hilo
200 W. Kawili Street
Hilo, HI 96720
Phone: (808) 974-7593
Fax: (808) 974-9685
E-mail: jcalton@pahuleka.uhh.hawaii.edu

IABS Archive Project

Having secured adequate office space, Kathy Getz is ready to receive your contributions to the IABS Archives Project. Members are asked to go through their offices and find anything that relates to IABS which might make a contribution to the archives. Send everything to Kathy and don't worry about duplicates. If you are in doubt about the value of something, SEND IT.

Thanks in advance to all the members for their help.

Send your contributions to the IABS Archives to:
Kathy Getz, Chair
Management Department
Kogod School of Business
KSB Building
American University
Washington, DC 20016-8044
202-885-1998 202-885-1992 (fax) kgetz@american.edu

IABS Officers

Jerry Calton, President
Donna Wood, Vice President
Kathy Getz. Program Chair 2000
Craig Dunn Program Chair 2001
Sarah Stanwick, Treasurer

Job Announcements

SCHOOL OF BUSINESS ADMINISTRATION, GONZAGA UNIVERSITY

Aram Chair, Visiting Professor of Business Ethics

The School of Business of Gonzaga University, Spokane, Washington is recruiting for a visiting professor to fill the Aram Chair of Business Ethics. The position is open to associate or full professors with a Ph.D. or other terminal degree, and a significant contribution to scholarship in the field of Business Ethics. The appointment is for one semester. Applications are being accepted for 2000-2001 school year. Salary, benefits and support for the Chair are competitive.

The holder of the Aram Chair of Business Ethics will be expected to teach graduate and/or undergraduate courses in the School of Business and participate in related curriculum development and design. He or she will also work with other faculty to enhance the treatment of ethics and corporate social responsibility in their courses. In addition the chair is the keynote speaker at a public lecture.

Gonzaga University is a Jesuit Catholic institution with a strong liberal arts tradition. It has an enrollment of 4,200 students. The School of Business Administration has 25 full-time faculty and 500 undergraduate majors and 150 graduate students. The business baccalaureate and masters programs are accredited by AACSB.

Spokane, Washington, is a metropolitan area with a population of 350,000. The local business community actively supports the educational and research activities of the faculty. The city offers one of the finest four-season living environments in the Pacific Northwest, with three ski resorts and more than 60 lakes within a 50-mile radius.

Gonzaga University is an equal opportunity employer.

Please send inquiries to
John Kohls
Aram Chair Committee
School of Business Administration
Gonzaga University
Spokane, WA 99258
509-323-3422 509-323-5811 FAX
kohls@jepson.gonzaga.edu

MANAGEMENT POLICY DEPARTMENT
BOSTON UNIVERSITY SCHOOL OF MANAGEMENT

The School of Management at Boston University is seeking candidates for a full-time, tenure track position in strategy and general management, starting in Fall, 2000. Applications will be considered for the assistant professor level. Applicants

Jobs …..continued at opposite column

Jobs….continued from opposite column

should have training in some mainstream area of strategic management, an earned Ph.D and a strong commitment to teaching and research. Applicants should be comfortable teaching undergraduates, MBA, EMBA, and doctoral courses in strategy and general management. The initial teaching focus will be at the undergraduate level. The successful candidate, if the doctorate is unfinished at the time of the appointment, will be appointed an instructor until completion of the degree. Boston University is an equal opportunity educational institution and employer.

The School of Management is located in a state-of-the-art technological facility, with all offices, library, and needed support in one location. Each classroom is equipped with a computer lectern, theater quality sound and projection, and connections to our own servers and to the web at every seat in the room. The Department's faculty undertake research and teaching in business and society, entrepreneurship, general management, health care management, international management, law, and strategic management. The faculty has held leadership positions and is currently active in such representative professional organizations as the Academy of Management (Business Policy and Strategy; Social Issues), the International Association for Business and Society, the Academy of International Business, the Strategic Management Society, and the North American Case Research Association.

Applications (including a curriculum vitae, two or more letters of reference, and copies of recent research papers or dissertation proposal) should be received by no later than November 1, 1999. Please send all materials (by email or directly) to:

Professor John F. Mahon
Chair, Management Policy Department
School of Management
Boston University
595 Commonwealth Ave
Boston, MA 02215
email: jmahon@bu.edu

ARIZONA STATE UNIVERSITY
ENDOWED CHAIR IN ETHICS

ASU announces a 5 million dollar gift from David and Joan Lincoln to support the development of a university wide Lincoln Center for Applied Ethics. We invite nominations and applications for the Center Director who will be appointed to the Lincoln Endowed Chair in Ethics, located in an appropriate academic unit within the College of Liberal Arts and Sciences, Fine Arts, Business, Public Programs, or Education. The Director will provide the leadership to develop the Center into one of national and international distinction in fulfillment of its mission: (1) to develop and coordinate a strong focus on theoretical and applied ethics across intellectual disciplines and professional programs within the university, (2) to support innovative teaching and creative research in ethics, (3) to foster collaboration

Jobs….cont. on page 11

Jobs….continued from page 10

between the university and its varied publics in order to address major ethical challenges facing contemporary society.

The person selected for this position must be an established and tenurable scholar at the rank of Professor; have a Ph.D. (or equivalent doctoral degree), and a distinguished, nationally recognized record of publication within the broad area of ethics; and show demonstrated ability to provide administrative and academic leadership for the development of the Lincoln Center for Applied Ethics. In addition to a strong background in ethical theory, the individual must have a demonstrated ability to apply this background, in teaching and in writing, to ethical problems and dilemmas in contemporary life (e.g. medicine, science and technology; business, the arts, government, or education). The university desires to appoint a "public intellectual", an individual able to communicate across disciplinary boundaries within the university and between the university and its various publics. Previous experience in successful program development and fund raising is desirable.

Although a tenured position, appointment to the endowed chair and directorship is for a five year renewable term and will provide, in addition to a competitive salary, approximately $50,000 per year to support the individual's research and teaching activities. Applications must include a letter of interest which briefly indicates the candidate's vision for the development of the Center, a curriculum vitae, and the names and contact information for three references. The review of applications will begin on January 15, 2000, and continue until the position is filled. Send written nominations and formal applications to Linell Cady, Chair, Search Committee for the Lincoln Center for Applied Ethics, College of Liberal Arts and Sciences, Arizona State University, P.O. Box 871701, Tempe, AZ 85287-1701.

Arizona State University is an AA/EO Employer.

Canadian Business and Society Web Site

Robert Sexty (Memorial University of Newfoundland) has established a "Canadian Business and Society" web site. Internet resources are listed by 26 topics and links are provided to ethics and environmental institutes/centres The site also has a listing of Canadian business books by genre, Canadian business and society cases, and selected links to Canadian corporate web sites. Although entitled "Canadian," the resources identified are not restricted to Canadian ones. The URL is: www.ucs.mun.ca/~rsexty/cb+s.htm

Robert Sexty, can be reached by e-mail at:
<rsexty@morgan.ucs.mun.ca>

IABS Best Article Award
Call for Nominations

The International Association for Business and Society (IABS) announces its third annual Best Article Award. The award is sponsored by the California Management Review and carries a $250 cash prize and plaque to be presented at the 2000 annual IABS conference in Vermont. The article must be a high quality empirical or conceptual paper that advances thinking and/or research in the Business & Society field. The article must have been published in a refereed journal.

Other criteria include the following:

The article must have been published with a 1998 date on it.

The award is to be given to an IABS member. The IABS board defined this as someone who has paid membership dues at least once during the three years preceding the year in which he/she is being considered for the award. In the case of co-authored articles, one author must meet the membership requirement.

Self-nominated articles are permitted and encouraged.

Members of the awards committee are not eligible to win during the year they serve on the committee.

Nominations must be postmarked by October 29, 1999.
Earlier nominations are encouraged.

Members of the Best Article Selection Committee are: Diane Swanson (Chair), Brad Agle, Virginia Gerde, Tom Jones and Tim Rowley.

To nominate an article, send a copy of the article, along with its complete citation, to the chair of the Selection Committee:

Diane Swanson
Management Department
101 Calvin Hall
Kansas State University
Manhattan, KS 66506 phone: 785-532-4352
USA e-mail: swanson@ksu.edu

IJOA Book Reviews

The International Journal of Organizational Analysis (IJOA) is soliciting book reviews in the areas of business and society, business ethics, strategic management, organizational theory, organizational behavior, information management and human resource management. For details, contact Diane Swanson, IJOA Book Review Editor, Department of Management, 101 Calvin Hall, Kansas State University, Manhattan, Kansas 66506, USA

or contact Diane at: swanson@business.cba.ksu.edu

CALL FOR PAPERS: ASAC-IFSAM 2000 "TAKING STOCK", A UNIQUE MANAGEMENT CONFERENCE

COME TO MONTREAL IN JULY 2000 FOR A "UNIQUE" CONFERENCE MIXING JOIE DE VIVRE AND INTERNATIONAL SCHOLARSHIP

IFSAM and ASAC are pleased to invite management scholars from around the world to participate in their Joint International Conference in Montreal, Canada, July 8-11, 2000.

The International Federation of Scholarly Associations of Management (IFSAM) brings together associations and academies of management from over 30 countries in five continents. The Administrative Sciences Association of Canada (ASAC) will be the host of IFSAM's 5th World Congress in Montreal, following those held in Tokyo (1992), Dallas (1994, jointly with the Academy of Management), Paris (1996) and Alcalá de Henares (Madrid-Spain, 1998). Participants are expected from the U.S., Canada, Europe, Latin America & Asia.

THE THEME
The theme of the conference is "Taking Stock." The idea is to take the opportunity of the new millenium to step back and look at what management scholars and teachers have contributed to management -- in terms of knowledge, education and practice -- and to consider what we might do better in the future. We welcome submissions dealing with all areas of management scholarship. The conference will include thematic and off-theme refereed papers, along with two running series of coordinated panels and symposia on the overall theme's three dimensions. Distinguished speakers from the U.S., Canada, and several other countries have confirmed their participation. Pre-conference activities, including an international doctoral consortium, will also be held.

MONTREAL and all that jAzZ:

The conference site will be the Universite du Quebec a' Montreal, whose business school is one of the largest in the world with more than 12,000 students. The university is located on top of the main subway hub, right in the heart of Montreal, one of North America's most fascinating cities. Amongst many other attractions (see our Web site), the "City of Festivals" offers its renowned International Jazz Festival, which in 2000 will overlap the start of the conference (400 concerts, including 300 free outdoor shows from late afternoon on, 1.5 million music-lovers in a totally safe environment, a short walk away from the conference site). Blocks of rooms at reasonable prices have been booked in nearby hotels from July 6th and before, so that participants can come early, to enjoy the Festival, take part in pre-conference activities, and see the sights.

Montreal…..cont. at opposite column

Montreal continued from opposite column

HOW TO PARTICIPATE
Contributors may submit regular format articles (10 single-spaced pages maximum), symposia or poster papers. We particularly encourage the submission of proposals for competitive international symposia that bring together people from (at least two) different countries to address a topic of common interest, related to the conference theme.

SUBMITTING U.S. ENTRIES
The deadline is 15th January 2000. All U.S. entries must be sent to the U.S. National Program Chair, Dr Raj Chaganti (Temple University, SBM, 1810 N. 13th Street, 380 Speakman, Philadelphia, PA 19122, USA -- E-mail: chaganti@sbm.temple.edu).

WEB SITE
For more information, including detailed instructions for preparing submissions, visit our web site at < http://asac-ifsam2000.uqam.ca>

DIRECT CONTACTS
You can also contact the Program Coordinator: Ann Langley (langley.ann@uqam.ca), the Conference Chair Jean Pasquero (pasquero.jean@uqam.ca), or the Co-Chair Andre Petit (apetit@adm.usherb.ca).

Georgetown Conference on Corruption

The John F. Connelly Program in Business Ethics (The McDonough School of Business, Georgetown University) and The International Society for Business Economics and Ethics proudly announce a conference: *Corruption: Ethical Challenge to Globalization* with presentations by: A. W. Cragg (York University, Canada), "Bribery, Globalization and the Problem of Dirty Hands"; Richard Nielsen (Boston College): "Corruption Networks and Implications for Ethical Corruption Reform"; Patricia H. Werhane and R. Edward Freeman (University of Virginia): "Corruption, Globalization, and Moral Risk"; Paul Steidlmeir and Glenn A. Pitman (SUNY, Binghamton): "Strategic Approaches to Managing Corrupt Practices in the Global Economy"; Tom Donaldson (The University of Pennsylvania): "The Ethical Advantage of Nations".

The conference will be held on November 5, 1999 (Friday) Leavey Center, Salon E, Georgetown University, from 9 a.m. to 5 p.m. For registration materials and further information please contact Ms. Diane Hunt, The Connelly Program in Business Ethics, The McDonough School of Business, Georgetown University, Washington, D.C. 20057. Phone: 202-687-7626.
E-mail: huntd1@gunet.georgetown.edu

Academy News

The call for submissions for next year's Academy meeting is now posted on the Academy web site, at http://www.aom.pace.edu

The SIM fall newsletter is posted on the Academy of Management website at http://cac.psu.edu/~plc/sim/NLoct99.pdf, or via links from http://www.aom.pace.edu (the long route).

Calls for Papers

GLOBAL VIRTUE ETHICS REVIEW
"LEADERSHIP AND ETHICAL DECISION-MAKING"

The new electronic journal, Global Virtue Ethics Review seeks international and interdisciplinary submissions focusing on the many issues, ideals and ideas of leadership as linked to Ethics and Making of Decisions. Contributors might wish to examine topics such as Public – Private,' revolving door,' empowerment, gender, trust, et al. Other issues are leadership and the deterrence of fraud, waste and abuse, loyalty, socially responsible decisions, leadership's changing nature, risk taking, ethics and values in specific geographic areas, etc. For other topics, send a paragraph inquiry to the Special Issue Editor below. Check spaef.com for Global Virtue Ethics Review information.

Conceptual, empirical, and normative papers are all encouraged. Articles should focus on the theme of Leadership and Ethical Decision-Making. To be considered for publication, manuscripts must be received by July 1, 2000. Send 3 hard copies plus 2 on separate discs to:

Frances Burke, Special Issue Editor
"Leadership and Ethical Decision-Making"
Suffolk University/Sawyer School of Management
8 Ashburton Place, Boston, MA. 02108
fburke@acad.suffolk.edu

JOURNAL OF MANAGEMENT SPECIAL ISSUE
MANAGING IN THE INFORMATION AGE

Special Issue Editor: Rhonda K. Reger (Smith School of Business, University of Maryland-College Park)

The information age is bringing a re-examination of virtually every aspect of management theory and practice, threatening accepted notions of organizations as entities, industry competition, inter-organizational relationships, corporate governance, and the role of top managers in knowledge-intensive organizations. It is hastening trends toward industry convergence, and creating new intermediation models in industries as diverse as book selling and financial services. Almost every industry is involved in a fundamental questioning of long-accepted business models.

This period also has challenged all aspects of the management of people. New models of organizational behavior emphasize the democratization of leadership, virtual teams, and real time electronic communication. They suggest the need for more flexible structures of decision making and communication rather than a continuing reliance on the management of social capital through hierarchical command and control. Human capital needs in rapidly changing firms are causing managers and

Calls… continued at opposite column

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researchers to re-examine and re-negotiate every aspect of the traditional employment contract including the meaning of organizational membership, methods of employee attraction, formal and informal programs of continuous learning, organizational reward practices, and the nature of career paths in an information economy.

The pervasiveness of the internet and the development of knowledge management "shareware" such as Lotus Notes is contributing to the globalization of markets and industries. How technology facilitates cross-border collaboration of individuals, teams, divisions, and companies to challenge accepted notions of global competition and cooperation is also of interest. Human-technology interfaces open a range of topics including the nature of organizational cognition, and the effects of instantaneous communication and information overload.

The topics for this special issue are purposefully broad. The *Journal of Management* welcomes empirical, conceptual and methodological manuscripts focusing on individual, team, organization or organization field levels of analysis. Work that cuts across multiple levels of analysis is especially welcome, as is work utilizing either theory testing or theory development. We urge you to join us in showcasing the best work that sheds light on the changing landscape of managing in the information age.

To be considered for publication, manuscripts must be received by May 1, 2000. Send manuscripts including a cover letter that specifically states that the paper is to be considered for the special issue, to

Dr. Micki Kacmar
Department of Management
College of Business
Florida State University
Tallahassee, FL 32306-1110

Details concerning the *Journal of Management*'s procedures and evaluation criteria are printed in all issues of the journal in a section entitled Information for Contributors and are available on the JOM website: <http://www.fsu.edu/~jom>

Request for ad hoc reviewers: if you are interested in reviewing for this special issue of JOM, please contact Rhonda Reger (rreger@rhsmith.umd.edu), describing your relevant expertise and reviewing experience.

EASTERN ACADEMY OF MANAGEMENT

The Eastern Academy of Management invites your participation in the Annual Meeting to be held May 10-13, 2000 in Danvers, MA, USA. The theme of the conference is "Profits and People: The Human Rights Challenge in Organizations." We encourage

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submissions that advance our understanding of the rights of individuals and groups to fully participate and grow in the life of the firm. International scholars are strongly urged to submit work focused on any of several tracks and reflective of empirical or conceptual research in global enterprises.

In addition, the EAM encourages papers, innovations, and exercises that advance excellence in teaching. Submission due date is 11/3/1999. For more information please see our Web site at http://mars.wnec.edu/eam or contact Steven Meisel, VP-Program at 215-951-1364 or meisel@lasalle.edu.

BUSINESS & ECONOMICS SOCIETY

The Business & Economics Society International Conference will be held in Los Angeles, California – USA (Hyatt Regency Hotel) on July 22-26, 2000. You may participate as panel organizer, presenter of one or two papers, chair, discussant or observer. The deadline for abstract submission and participation is March 30, 2000. All papers will pass a blind peer review process for publication consideration in the GLOBAL BUSINESS & ECONOMICS REVIEW - ANTHOLOGY 2000', a volume of selected papers from the Conference. For more information please contact Helen Kantarelis at

Business & Economics Society International
c/o Helen Kantarelis
64 Holden Street
Worcester, MA 01605-3109, USA;
Tel: (508) 595-0089;or e-mail <hkantar@assumption.edu>.

The WEB site is at
<http://www.assumption.edu/html/faculty/kantar/missb1.html>

MARQUETTE UNIVERSITY
PHILOSOPHY GRADUATE STUDENT ASSOCIATION

Spring 2000 conference: February 11-12, 2000.
"BUSINESS ETHICS: Corporate Responsibility"

Keynote Speakers are Richard T. De George (University of Kansas) and Patricia Werhane (Darden School, U-VA)

Submission Deadline is January 1, 2000

Registration is $15 for students and $25 for faculty/professional

The Marquette University Philosophy Department invites you to their conference on business ethics to be held February 11-12, 2000. Papers and panel proposals from GRADUATE STUDENTS, FACULTY, and PROFESSIONALS broadly related to the topic of business ethics are welcome. The conference hopes to provide a forum for faculty and students to present their research. Last year's conference program on

Calls …… continued at opposite column

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"teaching philosophy" included 11 faculty, 11 students, and 3 scholars, and over 100 attendees from over 30 institutions participated.

Dr. De George will give his keynote Friday night, followed by a reception. A panel of CEO's and lawyers will discuss liability issues Saturday morning. Dr. Werhane will give the keynote Saturday PM, followed by a reception. Friday and Saturday afternoon will be devoted to papers and presentations.

For more information, please visit <www.marquette.edu/mupgsa>

or e-mail: Andy Gustafson at <andy.gustafson@philosophers.net> or Tim Yoder at <timushka@msn.com>

phone: 414-288-5957 Fax: 414-288-3010
PGSA/ Phil. Dept./ Marquette University
PO box 1881, Milwaukee, WI 53201-1881

TEACHING BUSINESS ETHICS

Teaching Business Ethics is soliciting articles for a new section in the journal on Innovative Teaching Techniques. The section contains essay-style short articles that describe novel or non-traditional teaching approaches. These approaches may involve practical ideas that enhance teaching effectiveness, creative teaching techniques, exercises, activities, and simulations; novel uses of film, art or literature that explicate business ethics concepts or concerns; uses of non-business concepts to explain business ethics concerns or concepts. This section of *Teaching Business Ethics* will not publish cases.

In writing an article for this section, authors are advised that they must clearly articulate the particular scholarly literature that it addresses; citations are required. Additionally, authors should try to provide the reader with a means for assessing the approach (student feedback instrument or a hard measure of effectiveness). Instructions for submission to *Teaching Business Ethics* can be found at <http://www.wkap.nl/kaphtml.htm/IFA1382-6891>

Authors submitting articles for this new section should send the paper to the Netherlands office (to the attention of Robert Giacalone) and clearly note that it is intended for this section of the journal.

Robert A. Giacalone, Ph.D.
Surtman Distinguished Professor of Business Ethics
Belk College of Business Administration
University of North Carolina-Charlotte
Charlotte, NC 28223-0001
email: ragiacal@email.uncc.edu
(704) 547-2737 (704) 547-3123

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NATURAL ENVIRONMENT AND SUSTAINABILITY TRACK
THE INTERNATIONAL SOCIETY FOR QUALITY OF LIFE STUDIES (ISQOLS) CONFERENCE

20-23 JULY 2000 GIRONA, SPAIN

The ISQOLS conference covers a diverse range of issues relating to the quality of life issues. Those interested in finding out more about the conference should refer to the conference web site on http://business.wm.edu/isqols/ for additional details on the conference, conference coordinators and track Chairs.

The deadline for abstracts is 15 January 2000. Individuals interested in submitting to the Environmental and Sustainable Track should submit 3 copies of abstracts to the address below.

Michael Jay Polonsky
Chair Environmental and Sustainable Development Track
ISQOL Conference
Marketing and Enterprise Group
School of Management
University of Newcastle
Newcastle NSW 2308
AUSTRALIA
Phone 61-2-49215013 Fax 61-2--49216911
Email mgmjp@cc.newcastle.edu.au

SEVENTH ANNUAL INTERNATIONAL CONFERENCE ON ADVANCES IN MANAGEMENT

This conference will be held at the Marriott Hotel at Colorado Springs, Colorado on July 12-15, 2000. ICAM is in the process of publishing the *Current Topics in Management*, Vol. 5 (JAI Press). As usual, summaries of papers to be presented in the 2000 conference will be published in the Proceedings and some selected papers will be included in the *Current Topics in Management*, Vol. 6 (JAI Press) and the *International Journal of Organizational Analysis* (IJOA). The registered delegates of the ICAM will receive the Current Topics, IJOA, and Proceedings. A Call for Papers will be announced soon. You are invited to submit an original paper(s) and proposal for a symposium(s). Each submission should include: title page (separate) with names; affiliations; and phone, fax, and email numbers of author(s). Papers must be prepared strictly according to the 1994 Publication Manual of the American Psychological Association and should not exceed 35 pages. Symposium proposals must include a statement of objectives and a two-page summary of each presentation.

Send four copies of your paper or proposal with a cover letter directly to the Conference President. Papers must be received by January 15, 2000. All submissions will be reviewed by a double-blind review process. Papers should not have been presented or published elsewhere prior to the conference. Electronic submissions will not be accepted.

Calls …..continued at opposite column

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The meeting will be organized around nine tracks 1) Strategic Management & Organization Theory; 2) Business and Society, Ethics and Values; 3) International Management; 4) Organizational Behavior; 5) Human Resource Management; 6) Healthcare Administration; 7) Information & Technology Management; 8) Management in the Public Sector; and 9) Management Education & Development, and will feature competitive and invited paper sessions, symposia, and workshops designed to share ideas and research findings. Innovative sessions are encouraged as are research and theory targeted toward practitioners.

If you want to get involved in the conference as a Reviewer, Discussant, or Session Chair, please contact the Conference President: M. Afzalur Rahim, Center for Advanced Studies in Management, 1574 Mallory Court, Bowling Green, KY 42103, USA, Phone & Fax: 502-782-2601,
Email: icam2000@aol.com.

MANAGEMENT DEVELOPMENT FORUM (MDF)

MDF is published twice a year by the FORUM Management Education program at the State University of New York - Empire State College. This publication is distributed to human resource professionals, trainers, and consultants engaged in management development and education. MDF serves as a pool for new theory and practical knowledge that will support human resource professionals seeking to enhance management training, education, and development in their organizations. We are seeking only articles well grounded in accepted theory, and presenting a balance of research and practical implications.

Topics of interest include change and innovation, competency -based management development, human resource management, leadership effectiveness, organizational learning and development, total quality management and continuous improvement, self-management, and management education.
The objectives of this journal are to:
- stimulate innovative thinking,
- share new developments and ideas, and
- report on new techniques and intervention programs relevant to managers.

Editorial Criteria
All manuscripts are subject to a blind review. *Management Development Forum* selection criteria are based on the following:
- Style: Do the information and ideas flow clearly?
- Audience appeal: Does the article capture HR professionals' interest in promoting broad management development and effectiveness? Is it current, relevant, and useful?
- New thinking: Does the article stimulate innovative thinking and the development of new insights? Does it promote new ideas?
- Balance: Is the approach discussed in the article grounded in

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accepted theory? Does it have practical implications?

The Management Development Forum will send notification when its editorial board has made a decision. Manuscripts will not be returned. Authors will be contacted about suggested revisions prior to publication, although MDF reserves the right to make minor editorial changes. Manuscript submission implies agreement with this policy.

The *Management Development Forum* cannot pay for manuscripts, but two complimentary copies will be provided to published authors. For more information on writing style and submission guidelines, contact mdf@sln.esc.edu or call 800-847-300, ext. 235.

BALAS 2000 CALL FOR PAPERS

Business Association of Latin American Studies
Annual Conference: Caracas, Venezuela, April 5-8, 2000

Theme: Management of Integrated Markets: One America?

Moving towards one market is a turn of the century reality. How is progress towards this goal being addressed from a business, economic, and management perspective? Issues bearing on this process are at the core of the BALAS 2000 Conference, to be held in Caracas. The challenges of globalization and integration are more pressing than ever for Latin American countries. The emerging role of Latin America in the global marketplace contrasts with political and socioeconomic concerns as most of the continent moves toward market-based economies.

Since its foundation, BALAS has produced valuable contributions to upgrade the quality of research on Latin American business, social, economic, and political issues. Discussion sessions at BALAS 2000 will bring together valuable insights for mapping the sweeping changes that are now under way across the region. Listed below are the 10 functional tracks for submitting your papers (in English, Portuguese and Spanish):

Functional Tracks:

1. Business and management education
2. Cultural, social and ethical issues
3. Economics
4. Entrepreneurship, innovation and technology
5. Banking and finance
6. Human Resources and industrial relations management
7. Marketing
8. Logistics and operations
9. Integrated markets and trade blocs
10. Information management and control systems

Your submission may also be considered for inclusion in a Presidential panel.

Calls….continued at opposite column

Calls continued from opposite column

Six Presidential Panels are scheduled:

1. Novel organizational approaches
2. Innovation and success: Experience of Latin American-based companies outside the region
3. Barriers to integrated markets:
   Regulations, bureaucracy, restrictions
4. Cultural integration:
   A competitive advantage for Latin America?
5. Mergers, acquisitions and strategic alliances:
   What is happening?
6. Marketing strategies:
   Charting the course for integration.

Be sure to indicate both the functional track and primary focus area of submission (whether paper, abstract, case or discussion panel or student paper). Doctoral students are invited to attend the Doctoral Consortium preceding the Conference.

Deadline for paper and panel submissions: November 1st, 1999
We strongly encourage all submissions to be sent by email to the following address: <balas.2000@iesa.edu.ve>

All submissions must be in MS Word 6.0 for Windows or higher. Only complete papers will be reviewed, abstract submissions will be returned. The paper must contain a cover page with name, title, affiliation, full address, phone and fax number, and e-mail address for each author. Authors must indicate their preferred last name for indexing and correspondence. The track must be indicated in the cover page. There must be no indication of the identity of the authors in the body of the paper. The paper must have the title on the top of the first page, followed by an abstract, and then by the text. Both the title and the abstract must be in English. The remainder of the paper can be written in English, Portuguese or Spanish. Font must be Times New Roman, 10 pt., Paper size: letter; Margins: top, left and right:3/4 inches, bottom:1/2 inches, Justification: both margins; single spaced. There is a 10-page limit for submissions. The abstract must be written in bold type with no more than 100 words. The cover page, text, and all tables and figures must be in a single file submission. Do not send several file attachments for a single submission. Graduate students must identify themselves as students if they wish to participate in the student events and have the paper considered for the student award. All authors involved in a student submission must be students for the submission to be considered for the "Best Student Paper" Award. At the Conference, all papers must be presented in English.

General Information: <balas.2000@iesa.edu.ve>
BALAS Home Page: <www.balas.org>
BALAS 2000 Conference: <www.iesa.edu.ve/balas2000>

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Report Investigates Internet's Impact on Public Policy

The Internet is transforming public policy-making in America and around the world, according to a new study published by the Foundation for Public Affairs. The report, "Creating a Digital Democracy," utilizes interviews with 41 leading politicians, journalists, activists, government executives, political consultants and corporate public affairs professionals to explain the impact of the Internet on the political process.

The Foundation for Public Affairs is the research and clearinghouse affiliate of the Public Affairs Council - the leading professional association for corporate and association public affairs executives. The Council's 575 member organizations work together to enhance the value and professionalism of the public affairs practice and to provide thoughtful leadership as corporate citizens.

Copies of the 32-page report are available. Please call Douglas G. Pinkham, president, or Wes Pedersen, director of communication, at (202) 872-1790.

Mr. Pinkham can be reached via e-mail at: dpinkham@pac.org
Mr. Pedersen can be reached at wpedersen@pac.org

More information is available at the Public Affairs Council's Web site at <http://www.pac.org>.

36th Annual International Collegiate Business Policy Competition

Offer your students a real challenge by competing in the 36th Annual International Collegiate Business Policy Competition (based upon The Business Policy Game: An International Simulation). Whether you advise a team as a special class or on a noncredit basis, participating in the competition will bring recognition to you and your college as well as provide your students with a unique learning experience.

The competition begins with a remote phase starting in early February and culminates with an intensive phase in San Diego, April 13-15. This is an invitation to field a team and join the competition.

For more information see the web page at <http://www.eskimo.com/~fritzsch/icbpc.html>

Register online at <http://www.eskimo.com/~fritzsch/form.html>

IABS Proceedings Announcement From Duane Windsor

With the March meeting (March 16 – 19th at Essex Junction, Vermont) approaching quickly, I am providing guidelines for publication in the *Proceedings.* The paper must be presented at the conference and at least one author must be registered, in order for the paper to appear in these proceedings.

I would like to encourage you to submit your papers to me by mail in their final form prior to the meeting. Please note that I will accept papers until April 15th for any authors that want to make modifications after the conference. If I do not have the papers by that date, they will not be accepted for the proceedings. Hopefully, this timeline will make it possible for the participants who are conducting workshops to summarize the highlights of their workshop. If you do not want your paper included in the *Proceedings*, please let me know!!!

To maintain uniformity within the proceedings, I must provide very specific instructions regarding the format of your paper. This helps to make the volume look much more professional. Specifications for papers are as follows:

Final Form: Laser printed, typed and proofread when submitted; camera ready; they will be printed as received.
Paper: 8.5 by 11 inch white paper is strongly preferred. If you must use European-sized white paper, you should use only that space which corresponds to these U.S. margins. I will reduce on my photocopier.
Length: Maximum of 12 pages, single spaced, with two spaces between paragraphs. The 12 page maximum includes bibliographies, tables, figures, etc. Length is set for U.S. margin instructions.
Margin and Fonts. 1 inch margin on all sides, 12 points (Century Schoolbook, shown here in smaller points, strongly preferred). Importantly, I will be reducing your type so that two of your pages will appear as one page with two columns in the published version.
First page: Please follow this order.
a) Title - centered.
b) Authors' names, addresses, phone, email, fax, acknowledgements - centered.
c) Type a solid separator line from left to right margin.
d) Three or four sentence abstract. Indented flush to a 1.5 *or* 2 inch left margin
e) Begin the introduction section of the text two lines after the abstract.
f) Begin the new paragraphs, flush left.
g) Skip two lines between paragraphs.

Headings: Main headings designating major sections, centered. Secondary headings, typed flush with left margin. Third-orders headings, indented with the normal paragraphs.

Proceedings….continued on page 18

Proceedings continued from page 17

References: *Academy of Management Journal* format, single spaced.
Miscellaneous: If you have any other questions, please follow the format in the *Academy of Management Proceedings.*

DO NOT STAPLE THE PAGES (otherwise, I have to take out all of the staples and cover up the small holes).

DO NOT TYPE PAGE NUMBERS ON EACH PAGE (otherwise I have to white out each page number).

PLEASE lightly print your name and page number IN PENCIL on the back of every page.

Symposia and other presentations: We strongly urge participants to type their comments and submit them for inclusion in the proceedings. Please, follow the same guidelines.

DEADLINE: Papers received after April 15th, the day that I start editing the proceedings will not be accepted. There must be a physical document submitted by mail. (Faxed or disk files will not normally be accepted for this purpose). The papers must be in their final form when I receive them.

If you have any questions, please contact me. I look forward to seeing your name in print.

With best regards,
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IN ADDITION TO THE CONVENTIONAL PAPER PROCEEDINGS, FOR THE IABS 2000 CONFERENCE WE WILL EXPERIMENT WITH AN ELECTRONIC PROCEEDINGS PUBLISHED ON THE IABS WEBSITE. FOR THIS PURPOSE, PLEASE PROVIDE AN ELECTRONIC COPY OF YOUR PAPER (IN FINAL FORM) BY EMAIL ATTACHMENT TO odw@rice.edu. (Attach the document to the message, do not embed the document within the message.) This document should be in Word or RTF format if at all possible.
(If you cannot manage either, label what you send clearly and we will see if we can read it.) If you can possibly convert the document into pdf format, send that version as well. The electronic version will be published second.

Publications by Members

Business and Society: Ethics and Stakeholder Management, 4th Edition, 2000, by **Archie Carroll** and **Ann Buchholtz** is now available from South-Western Publishing Co. New features include a new co-author, 14 new cases, revised and updated cases, search the web feature, Powerpoint slides, video, instructor's manual with electronic test bank, and web site.
The book continues the twin themes of business ethics and stakeholder management. For more information or an exam copy, visit: <http://carroll.swcollege.com>

Lori Verstegen Ryan and **Christine M. Riordan**. "The Development of a Measure of Desired Moral Approbation." Forthcoming in *Educational & Psychological Measurement.*

Lori Verstegen Ryan. "Shareholders and the Atom of Property: Fission or Fusion?" Forthcoming March 2000 in *Business and Society.*

Thanks to Jim and Donna for their service last year as President and Program Chair

Jim Weber,
Past President

Donna Wood, Program Chair *extraordinaire*

TOWARDS BRANCH ECONOMY STATES

by
Juha Näsi
Special Editor for International Issues
University of Jyväskylä, Finland

It is not difficult to collect a long list of ”once-upon-a-time” stories about what happens when a foreign corporation buys businesses in a small national state. All too often, such stories are frighteningly similar to one another. Here follows a pair of recent examples from Finland.

Tampella was a traditional Finnish multibusiness corporation, in fact one of the biggest in the country and it operated mainly in the field of mechanical engineering. At the beginning of the 1990s a severe depression combined with mismanagement brought about the company's collapse. All that was left of the once proud Tampella was the jewel in its crown, Tamrock, a producer of rock-drilling and mining equipment, in which field it was a world leader. During the 1990s, Sandvik, a major Swedish corporation, held a minority share of Tamrock, and at the end of 1997 it bought the entire stock of the company. Sandvik made only two public statements in the course of 1998 regarding Tamrock that were on a strategic level. In the first one, the company said that it was dissatisfied with the half-yearly result produced by Tamrock (which had been integrated into a new division), and in the second Sandvik announced that 235 out of 1500 people working in Tamrock's Finnish units would be made redundant.

The process of concentration had led to a situation where there were just two bus-building companies left in Finland by the end of 1997 and both of them were family-owned. Carrus Oy was by a large margin the market leader; in its three plants it manufactured all kinds of buses from public transport vehicles to luxury tourist coaches. At the beginning of 1998 the owner sold all the shares in the company to the bus and truck division of the Swedish vehicle manufacturer Volvo. In the first two statements having strategic significance which it gave, Volvo announced that one of Carrus's three manufacturing plants would be closed and that the production of that plant would be transferred to Poland, where operating costs are considerably lower.

Stories like these are commonplace in the former small national states of Europe like Denmark, Sweden and Finland. Globalization, the gates opened by the European Union, facilitates the mobility of people, goods, money and information and causes the dismantling of national legislation regarding restrictions on foreign ownership. These are the main explanatory factors. Big money, and this might mean bigger amounts of money than can be found in a small state, will inevitably find its way to wherever there are successful or otherwise attractive companies to be bought. There is more money in Sweden than in Finland. And in the United States there is vastly more money than in Sweden. This is not a trend that will disappear.

The local level is where the impact of the trend outlined above is most visible and dramatic; employees and their families, sub-contractors and sub-sub-contractors, other businesses in the area as well as the municipality and the state are affected. The regional level and the national level furnish more participants for this losers' stakeholder map. The crucial point, of course, is that the power stakeholder, i.e. the owner, cannot be placed on a stakeholder map of any of these three levels: the owner resides abroad.

There are two major reasons why it is easy for a new foreign owner to immediately close or down-size the latest acquisitions in the family of a multinational corporation. The first is that it is easy to devise public justifications along the following lines: *"… right now there is far too much overlapping activity and in the name of synergy we must…"; "… the current depression in such and such part of the world leaves us no choice but to streamline our structure …"; "… as a multinational firm, we have to take a global perspective and look for the most cost-effective plant locations …*" and so on and on. All the leaders of multinational corporations have a desk drawer full of such justifications; they have merely to pick out a suitable one as they leave for the press conference.

The second major reason is distance advantage. This obviously refers to physical distance. The owner does not have to rub shoulders with the people in the unit to be closed or down-sized, nor is he or she exposed to cross-examination by the local or national media. But distance advantage also refers at least equally much to historical-cultural distance. The distant owner is not obliged to recognize or care for the historical heritage of the newly acquired unit or for its role in the local or national community.

A term which has been coined to describe this process whereby the good firms in a small state are one by one sold into foreign ownership is the ”branch economy state”. It is a term with a sorry ring to it. In my view the theory of the branch economy state is a subject worthy of wide-ranging, high-level debate; concepts must be defined and empirical data gathered. It is not just the Nordic countries that are affected, but the whole world. Nor does this phenomenon bear only upon small or middle-sized industry, for really big actors can also be involved. And the bigger the actor, the bigger the row. I suspect that very few of my American readers can imagine how fiercely Swedes debated the issue when their industrial flagship, Volvo's motor car production, was sold to Ford.

The International Association for Business & Society:

IABS is a professional association of scholars interested in advancing research and teaching in the academic area of Business & Society. Members come from public and private colleges and universities of varying sizes and with both teaching and research orientations. About 20 percent of our 350 plus members reside outside the United States, with home countries ranging from Australia, Austria, Canada, Czech Republic, Finland, France, Germany, Israel, Italy, Korea, Netherlands, New Zealand, Norway, the Philippines, Republic of China, Sweden, Switzerland, the United Kingdom, and West Indies.

In partnership with Roosevelt University and Sage Publications, IABS has editorial responsibility for *Business & Society*, the only refereed journal devoted exclusively to Business & Society research. A subscription to the journal, published quarterly, is included as part of the annual IABS membership dues. Reduced dues are available for doctoral students. Joining IABS will also significantly lower the fee for the annual IABS conference.

For membership inquiries, contact Dr. Kathryn Brewer, 321 Silver Lake Road, St. Paul, MN 55112 USA. Phone: 1-651-636-8566, Fax: 1-651-636-6487, E-mail: kndbrewer@earthlink.net

IABS also has two e-mail listservers, IABS-L and IABS-N. The former is intended for relatively short, informal exchanges. The latter moderated list is for less frequent, formal announcements. To subscribe, go to www.aom.pace.edu and follow the listserver link. IABS-N and IABS-L are listed under the Social Issues in Management (IABS' sister organization within the Academy of Management) All IABS-N postings are copied to IABS-L but not vice versa. Please subscribe to only one of the lists. If you have questions or problems, contact the listmanagers, Phil Cochran at plc@psu.edu for IABS-L and Kelly Strong at kstrong@mtu.edu for IABS-N.

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