

Destin for Sandestin in '97

Jim Weber, Program Chair

As we continue to bask in the satisfaction of attending, or regret in missing, the 1996 IABS annual conference -- kudos to Jeanne for a great job!!!! -- start thinking about the 1997 annual meeting. On page 3 of this newsletter is the Call for Participation in the program. The Call describes the various types of sessions to be offered at the 1997 meeting, as well as many important deadlines. Many IABS successes are retained and some new ideas are suggested. Most of my ideas come from IABS members' feedback, through the yellow forms distributed at the 1996 meeting and informally through discussions. A number of suggestions were repeated by many members:

Keep at the conference:

- *food breaks and other opportunities for people to meet and talk informally;
- *innovative sessions which cover a broad range of topics and ideas;
- *interactive session formats where the audience and the author can talk.

Avoid at the conference:

- *too many papers or ideas presented in a single session (the lack of additional "avoid" comments is a further indication of the successful programs developed by past IABS Program Chairs -- the members are happy!)

Introduce at the conference:

- *opportunities for businesspeople

on the program (This is really up to you, the members. If you propose it, it will occur!);
 *a fish option at the Friday luncheon (OK!).

My observation of past IABS annual conferences is: It isn't broke, so there is nothing to fix! Rather, we need to continue to provide opportunities for our members to interact through formats which are generally unavailable at other professional meetings we attend. To this end, I have developed the Call for Participation. The next step is yours! New, innovative, interesting, exciting topics and formats are welcome . . . encouraged! You provide the proposals, I'll provide the organization, and together we'll have another satisfying IABS conference.

IABS '96 Conference in Santa Fe

Jeanne Logsdon, Program Chair

Santa Fe, New Mexico was the site for the 7th annual IABS conference on March 21-24, 1996. I cannot take credit for the good weather, but one early arrival observed that the sunny skies were an auspicious sign for a good conference to come.

The program content emerged from the quality and diversity of submissions. I received 172 paper abstracts, of which 121 were accepted and presented. Seven symposia proposals were submitted, and six appeared on the program. New this year was the category called "novel and creative formal proposals," of which 15 were submitted and nine accepted. The double-blind review process utilized the reviewing services of 112 members, who each reviewed an average of five submissions.

The number of people appearing in the printed program was 245, with representation from 11 countries (Australia, Austria, Canada, Finland, France, Italy, Norway, Switzerland, Taiwan, the United Kingdom, and the USA). One hundred ninety-five (195) paid registrants, including 34 doctoral students, attended the conference, a new IABS record.

As for the structure of the program, tradeoffs and constraints abound. As a first-time

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And More!

Teaching in China: Excerpts from a Personal Journal

Jeff Lenn

I arrived in Beijing with my family on a hot, humid evening in August to begin a semester as Fulbright Professor of Management at Peoples University of China. The Fulbright program conceived by Senator J. William Fulbright in 1946 focused on exposing a generation of American scholars to the new realities of international politics after World War II. In the process, these faculty members were expected to introduce the world to the contributions of America to literature, politics and history. Over its 50-year history, the program has expanded to include American scholars and students as well as foreign faculty visitors to major U.S. universities.

China has been an important axis for the Fulbright program with one of its first scholars to Beijing where he captured the dynamics of takeover of the capital city by Mao and his revolutionary colleagues in a personal journal. The program has become a political football: it was cancelled in 1949, reintroduced in 1979; cancelled again in 1989 after Tianamen Square; then reactivated in 1993. New friction between China and the U.S. last summer led to an uneasiness about the program, but 25 of us arrived to a warm welcome by our host universities. The irony of the new arrivals is that five of us teach business, now

accepted as part of the American contribution to knowledge. In fact, management professors are at a premium as the market is wedded to socialism.

In 1990, Peoples University was one of the first Chinese universities authorized to offer the MBA. Now part of an elite group of 26 major universities in graduate business education, the administration and faculty have worked hard to recruit an excellent group of students into a comprehensive program to meet the accelerating demand for qualified managers. As their first American professor, I was expected to offer a strategic management course built on American content and teaching methodology with some time allocated for translation into the Chinese situation. The 1995 edition of *Strategic Management: An Integrated Approach* (Hill & Jones) supplemented with cases about Chinese state-owned enterprises (SOE) and articles about Chinese management leadership style and organization structure formed the basis of our reading. My 25 students were bright, inquisitive and patient with their first exposure to a class taught in English without the benefit of a translator. Two professors joined the weekly 3-hour class to learn about strategic management and case instruction in preparation for expanding their teaching capabilities. I arranged for visits to six corporations to meet with key executives to supplement our class discussions. A daily journal helped me capture key events in our 6-month stay, as

well as highlights of each class and personal reflections. As I reread the journal, six classes stand out as particularly interesting for understanding the new insights I gained about strategic management as a field for research and a course of study.

September 3. My teaching assistant arrived with his bicycle to help transport the textbooks through a driving rain to the first class. Our small classroom is grim with small tables, tiny stools and two curtains hanging precariously in an attempt to cover dirty windows. The overcrowded students struggled through a personal introduction exercise designed to help me learn names and gauge language capability. Patience and a good sense of humor will be essential to get through the entire semester.

As an overview of the course, I introduced three hypothetical people contemplating startup enterprises in China: a Chinese bicycle tire repairman, a young Chinese professional returning from the U.S. with a master's degree interested in opening a restaurant with American cuisine, and a Japanese executive exploring the building of an automobile manufacturing firm with a local partner. Only half the class offered suggestions about the key strategic issues which each must address to be successful. Relevant government regulations, potential

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Call for Participation IABS Conference

March 6 - 9, 1997
Destin, Florida, USA

The International Association for Business and Society (IABS) invites you to participate in the 8th annual conference by submitting proposals for the following session types:

Discussion Session: intended to provide a forum for informal presentation (5 minute) of a research idea or project which stimulates discussion from the audience (maximum 1-page, single-spaced abstract describing the idea, topic, project, plus cover page).

Workshop Session: intended to provide a forum for a working meeting to address a research or teaching challenge (maximum 3-page, single-spaced abstract describing the research or teaching challenge, plus cover page).

Innovative-Format Session: intended to provide a forum for a novel, original, creative use of conference space, uniquely accommodated by the flexible IABS format (provide full description of topic, format, and leaders of session, plus cover page).

Symposium Session: intended to provide a forum for a collection of interrelated presentations around a well-defined theme or topic (maximum 1-page, single-spaced overview emphasizing the unifying theme, and maximum 3-page, single-spaced abstract per presentation, plus cover page).

Paper Session: intended to provide a forum for formal summary presentation (15 minutes) of a completed research or teaching paper, evoking questions or comments from the audience (maximum 3-page, single-spaced abstract describing the paper, plus cover page)

Depending upon the number and type of proposals submitted, priority on the program will be given to Discussion, Workshop, Innovative-format, and Symposium Sessions. The Program Chair may need to shift proposals from one session type to another in concurrence with the authors.

Include on the cover page of all proposals: authors' names; full addresses; telephone, fax, and e-mail information for all authors; and, session type (from the options described above). To accommodate the blind review process, do not include authors' names or affiliations in any Discussion, Workshop or Paper Sessions abstract proposal. Provide only the following: title, your response to the statement: What I hope to accomplish in the session is . . . (20 to 30 word response), and the text of your abstract.

Proposals must be received by October 10, 1996. Please allow for mail delays. E-mailed and faxed submissions will not be accepted. Contributions must be original (they have not been presented at a previous conference or published). We encourage all

work presented at the conference to be developed into a full paper and submitted for publication in the conference proceedings. At least one author for each paper must register for the conference by January 23, 1997, and be present at the conference. All individuals on the program and in attendance at the conference must be registered (see page 4 for information).

Eligible topics should deal with aspects of the business and society relationship: corporate social responsibility and performance, business-government relations, business ethics, stakeholder issues, public affairs management, corporate governance, ecological issues and management, and the sociopolitical environment. Submissions relating to the Floridean location are encouraged (e.g., ecological challenges, immigration, economic development of the Caribbean, tourism). Contributions may address theory development, empirical study, or teaching.

Five copies of your proposals should be mailed to:

Jim Weber, Program Chair
Rockwell Hall
School of Business
600 Forbes Avenue
Duquesne Univ.
Pittsburgh, PA 15282-0104
T: 412-396-5475
F: 412-396-4764
weberj@duq2.cc.duq.edu

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The Trap of Boutique Social Investing

Jon Entine

Does ethical screening really promote positive social change?

The answer, as to most complex questions, is "it depends." The sobering reality is that SRI may at times promote corporate behavior that is neither progressive nor ethical.

The contradiction lies not with the intentions of social researchers who evaluate "green" investments or products but in their conception of what is ethical. Ethics is an ephemeral concept based on broad principles of integrity and fairness—principles easily agreed to in the abstract but difficult in practice. That contrasts with the concept of "social responsibility" which while equally vague has become associated with a set of static beliefs drawing on early '70s notions of liberal propriety and correctness.

These truisms of social responsibility are the slightly twisted, ideological backbone of many "progressive" funds and green buying guides. For instance, military production and animal testing are negative screens while firms that use "natural" products or campaign for certain "liberal" social goals are rated positively. On closer scrutiny, these categories can promote a not-so-thoughtful social agenda of questionable ethics.

Some SRI funds promote narrow and contradictory social agendas,

and only peripherally address ethical concerns. This difference is clear when we discuss abortion/fetal rights. Many progressive Catholics are ardent pro-life supporters. Their opposition to abortion is a deeply held, personal, moral belief which cannot be dismissed as unethical, no matter how out-of-step it may seem to pro-choice adherents. An investor may support a company which promotes abortion rights, but that company is not more ethical for taking that position. Why is this distinction between ethics and personal/social values clear when discussing abortion yet so lost in the debate over military spending, animal rights or other hot button issues?

For instance, should a company which manufactures weapons automatically be screened out of "socially responsible" investment portfolios? As someone who had relatives killed during the Holocaust, and was grateful for the military prowess of the US during the conflict with Iraq, a screen on military production in the name of ethics is offensive; it may even undermine the proactive goal of curtailing unnecessary defense expenditures. The tougher question is: which companies are involved in the kind of military research or production that offers a better hope for peace?

Let's examine the controversy over another popular ethical

The location of the 1997 IABS conference, the Sandestin Beach Hilton in Destin, Florida, was selected to accommodate the multiple interests of IABS members: ideal meeting rooms and grounds for informal gatherings, an atmosphere for social interaction, and numerous attractions during program breaks—the Emerald Coast beaches; three on-site championship golf courses; 14 clay, grass and hard surface tennis courts; indoor and outdoor swimming pools; water sports and health club; and supervised children's recreation programs.

The resort offers junior suites accommodations, complete with a wet bar, refrigerator, refreshment center, bunk beds for children and other amenities. Each room has a private balcony with a spectacular view of the Gulf. The rooms are available at a rate of \$129 per night (single or double), or \$195 per night for a one-bedroom or corner suite. All room rates are subject to a 7% state tax, 2% occupancy tax, and a \$5 per day per room resort fee. Room reservation cards will be mailed to those on the program or can be requested from Jim Weber.

A short drive into the town of Destin (courtesy shuttle provided by the resort) provides opportunities for dining, evening entertainment, outlet mall shopping, sightseeing, fishing and boating.

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IABS '97 Information

SIM Faculty Development Workshop

The Social Issues in Management Division of the Academy of Management will be hosting a Faculty Development Workshop as part of the pre-conference activities at this year's annual meetings in Cincinnati, Ohio. The Faculty Development Workshop will be held from Friday evening, August 9, until Sunday morning, August 11. The program for the workshop is below.

Participation in the workshop is by invitation only, so please let us know if you would like to attend. For information:

Judith K. Thompson
T: 505-856-9413
jthomps@unm.edu
or
Craig Fleisher
cflishe@mach1.wlu.ca

Program Notes

*Friday evening:

Informal welcoming and getting-to-know-us for workshop participants and presenters

*Saturday:

Balancing acts: Balancing work and family; balancing the demands of teaching, research, and service

Sandra Waddock
Duane Windsor
Donna J. Wood

Career management: Managing your priorities and avoiding distractions; managing the promotion and tenure process

Archie Carroll

Jeanne Logsdon

Publishing: A panel of experts

Linda Klebe Treviño

Jeff Lenn

Tom Jones

Teaching issues: Teaching business ethics; legitimacy issues in SIM

Denis Collins

Ed Freeman

James Weber

*Sunday:

Research issues: holistic approach to research

Richard Bagozzi

SIM Research Committee Activities

The SIM Research Committee has planned an interesting program for the Academy of Management's Pre-conference Activities. Program activities will occur on Saturday evening, August 10 and Sunday morning, August 11.

*Saturday:

6:00-7:00 P.M.: Keynote Address: Moving to CSR4: What to pack for the trip

William C. Frederick

University of Pittsburgh

A reception with cash bar and light refreshments will follow.

*Sunday, August 11, 1996

8:00-10:00 A.M.: Research workshop: Measurement and causality in international comparative social research: A holistic approach (sponsored by SIM and IM)

Richard P. Bagozzi

University of Michigan

10:15-11:45 A.M.: Research Roundtables: Eleven roundtable sessions on a variety of business and society topics will be held.

Santa Fe Proceedings

A limited number of copies of the IABS Proceedings will be available for those who were unable to attend the Seventh Annual Meeting in Santa Fe. If you are interested in purchasing a copy, please contact:

Kathy Rehbein

T: 414-288 -1446

6151rehbeink@vms.csd.mu.edu

IABS Member News

Paul Miesing (SUNY-Albany) is on sabbatical this year supported in part by a grant from the GE Fund. He is developing a course, Social, Political, and Ethical Dimensions of Business, to be delivered using Lotus Notes and the Internet. The course will simulate on-the-job training.

Reviewers Needed...

Contact Jim Weber if you can review abstracts and proposals submitted for IABS '97:

weberj@duq2.cc.duq.edu

Pre-Convention Workshop

The Management Education and Development (MED) Division will be conducting a workshop: The Town Hall Model and Other Keen Stuff. The workshop, held on Saturday, August 10, 3:15-5:15 P.M., will be part of the Academy of Management's Pre-Conference Program.

This session, a working display of some newer innovative interactive delivery systems for classroom usage, will be using contemporary issues that have ethical implications to display the techniques. Topics will involve such themes as the tradeoff between cost saving and possible loss of life when considering the adoption of stockless inventory systems for hospital pharmacies; the level of user risk and potential benefits which justify release of over-the-counter medications; and the moral arguments for and against allowing pharmaceutical manufacturers to market "off-label" uses of prescription drugs.

Redefining the Corporation: An International Colloquy

Sunday, August 11, 3-4:30 P.M.
Fountain Room, Westin Hotel
Cincinnati, OH

All interested persons are invited to attend this out-of-program session which will describe the on-going activities connected with

this project, distribute materials generated to date, and provide an opportunity for attendees to indicate their interest in future participation.

The project, which is funded by the Sloan Foundation, links scholars from many parts of the world who have a serious interest in the nature of the corporation as a social and political, as well as economic, institution. The primary focus is on the stakeholder model, but other perspectives are welcome.

This open session will be led by Thomas Donaldson and Lee E. Preston. Light refreshments will be available.

A similar session, led by Max Clarkson and Tom Donaldson will be offered in conjunction with the Society for Business Ethics meeting in Quebec (Aug. 9-11). The exact time and location will be announced as soon as they are established.

For further information on the project, contact:

Sloan Stakeholder Colloquy
c/o Michael Deck
105 St. George Street
Toronto, Ontario M5S 3E6
T: 416-978-4930
F: 416-978-4629
stake@fimgmt.mgmt.
utoronto.ca

Board Meeting Minutes

(edited)

Monday, 7 August 1995
Renaissance Hotel
Vancouver, Canada

The meeting was called to order at 12:30 P.M. by IABS President Steve Wartick. Attendees were Dawn Elm, Kathy Getz, Jeff Lenn, Jeanne Logsdon, Jean Pasquero, Linda Treviño, Sandra Waddock, and Jim Weber. The minutes of the previous Board meeting were approved.

1. President's Report. (a) Steve Wartick reported that Denis Collins had resigned from the board. The Board recommended that Kirk Davidson be appointed to complete the 1995-1998 term as Representative-at-Large. (b) Three new committees have been established. (i) There are some provisions in the Bylaws which seem to be inappropriate or misleading. A Bylaws Committee, chaired by Sandra Waddock, will review the bylaws, and submit recommendations for revisions as needed. (ii) The Bylaws require an Awards Committee; Dawn Elm was appointed as chair. David Vogel has offered to have the *California Management Review* fund an annual award for the best paper in the field published in any of the major, accepted journals. The committee will review this offer and consider whether other

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IABS Santa Fe

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organizer of an academic program, I began to think more deeply about the role of IABS as a *learning community*. One of Jean Pasquero's themes for the 1993 conference in San Diego was to "come with one idea and take away another." This spirit of learning and contributing to the learning of others was the primary driving motivation for the program structure.

Most of the papers were presented in 23 interactive roundtables with just brief formal presentations so that extended dialogue among presenters and audience could take place. Some space on the program, but less than in some previous conferences, was given to traditional paper presentations. These showcase papers were selected from among the highest-rated of the abstracts. Symposia topics included ethical issues in research, women in business and society, an assessment of the American corporation, "greenwashing," the institutionalization of stakeholder voice, and business and spirituality. I added symposia on teaching business ethics, downsizing and the changing employee contract, and philanthropy. Forty-one (41) participants volunteered to serve as chairs for these sessions.

Encouraging more novel-and-creative-format proposals and distributing them over more time slots throughout the program were ideas that came out of discussions

last year in Vienna. Particularly innovative were sessions demonstrating the availability of new data sources and new computer techniques for analyzing data. Also, the experiment of devoting a 4-hour block of time to one area of research, corporate political activity, will serve as a model for intensive work on other topics in future conferences. The experiential teaching exercise on Sun Tzu and the workshop to involve participants in the Communities in the Global Economies Dialogue Initiative provided experiences that rarely occur at academic conferences. In addition, the enthusiastic support for the Habitat for Humanity work group suggests a new precedent for social outreach during the conference, another recommendation from past IABS conferences and from the IABS list-server.

These innovations complemented the continuing innovative themes from past conferences in workshops about balancing our personal and professional lives, developing teaching cases, resolving research methodology issues, and the coming-back-strong topic of the "future of the field."

In terms of building relationships, the ever popular and usually unpredictable pre-conference field trip, this time to northern New Mexico Indian Pueblos, will provide shared memories for years to come. Apologies to everyone who couldn't fit on the bus. The opening reception provided opportunities for meeting old

friends and new colleagues, although the acoustics and sound system weren't up to the job. The "New Scholar Network," was well structured to introduce doctoral students to each other, to professors from other universities, and to IABS as an organization.

The "open space" concept was intended to provide a room exclusively for spontaneous meetings, as well as for displays, handout materials, and conference feedback. My observation was that the room served a number of space needs but was not as conducive to informal meetings as I had expected. Perhaps the room was overburdened with too many functions, or the number of different meeting spots throughout the hotel provided sufficient space so that a designated meeting space was not needed. Some experiments work better than others, but that's one of the ways that learning communities learn.

In closing, I am tempted to repeat by name the extensive list of thank-you's that was printed in the conference program, and I could add a few more. But newsletter space limits preclude the full list, and I don't want to miss anyone. My final assessment of the conference, from initial planning through execution, is that IABS is full of generous

**contributing members.
My thanks to each and every one of you**

Social Investing

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screen, animal testing. Which companies act more ethically, or socially responsible?

*Gillette and Procter & Gamble, which have extensive research laboratories, perform expensive, FDA-required safety tests, have pioneered the development of alternatives to animal testing, and in the case of Gillette, publishes for public scrutiny the rationale for every one of its tests; or

*The Body Shop, Aveda, Tom's of Maine, and other New Age companies which loudly tout their "cruelty-free products," and keep the controversy boiling, yet extensively use animal-tested ingredients (developed by their competitors) and have spent almost nothing to fund alternative research, while earning a pricey green premium for their lofty, moral rhetoric?

Between 1980 and 1986, before most New Age companies realized just how profitable demagoguing the animal testing issue could be, mainstream companies had cut animal testing by 95% and were spending tens of millions of dollars on alternative testing. Scientists at Aveda's competitors do not go to bed at night dreaming of pouring caustic chemicals into the eyes of fluffy white bunny rabbits. Critical investors and consumers should react to facile sloganeering, even by "well meaning" companies, in the same way as if Exxon or Microsoft or

Pepsi put "against animal testing" on their labels.

The Fund for the Replacement of Animals in Medical Experiments, Investor Responsibility Research Center and other independent groups have concluded that in vitro tests or computer models cannot approximate a living immune system; limited animal testing, almost all of which is on mice or rats, remains necessary to protect human health. That companies may believe they are taking ethical stands doesn't obviate their responsibility for muddying complex debates—and profiting handsomely from the confusion.

The booming SRI business has some soul searching ahead of it. Is it about outward-focused social vision, as represented by many vocal New Age leaders? Or is it about ethics: putting out a quality product at reasonable prices; treating employees, vendors, franchisees and investors fairly; acting responsibly toward the local environment and community; and most of all embracing transparency in operations and accountability to critics, internal and external?

Ethics, like democracy, is a lot easier in theory than in practice. Socially responsible business, by promoting boutique New Age social issues, and using simplistic screens, encourages cynicism by a skeptical public that does not share the contradictory social agenda of the "liberal" minority. SRI has a unique opportunity to

break out of this ideological box and raise the ethical parapet. That's the challenge.

IABS '97

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The Sandestin Beach Hilton is accessible by commercial airlines. The nearest airport is in Fort Walton Beach—30 minutes by shuttle van, serviced by Northwest, Delta, American Eagle and USAir Express. Panama City Airport is 50 minutes from the Sandestin, serviced by Delta, Northwest and USAir Express. Pensacola Airport is 80 minutes from the Sandestin, serviced by Delta, USAir, Continental, American Eagle and Northwest. Each airport offers major car rental facilities and a shuttle service between Fort Walton Airport and the Sandestin is available.

Conference fees: Fees are the same as last year! Early registration (due 1-23-97) fees are: \$200 for IABS members; \$260 for non-members; \$150 for student members; \$190 for student non-members. The registration includes breakfasts, Friday lunch, Saturday banquet, receptions, breaks, one copy of the Proceedings, meeting rooms and equipment rentals, IABS conference overhead and other conference-related costs.

Teaching in China

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market, range of product line and pricing structure, power of competitors, adequacy of suppliers, sources of capital, interest of joint venture partners, numbers and skill level of labor, workers' expectations about wages, benefits and housing, and how to demonstrate a contribution to China's development were listed as critical. The government emerged as the key to success or failure of a new venture.

Reflection. My first class reinforced the importance of context for understanding and teaching strategic management. The primacy of government in our discussion was an immediate wake up call about the significant differences between management in the U.S. and China. Their focus on employee expectations including good housing reinforced the underlying values of socialism which shape executive decision-making. And the necessity to measure a new venture by its contribution to the "new China" made me aware that corporate social responsibility is neither fuzzy nor secondary for strategic managers. Apparently Chinese executives do not divorce the political and social from economic arenas as neatly as Americans, but use the former as a foundation on which to build the latter.

Teaching requires a new emphasis on dialogue built on mutual understanding I need to focus on individuals to ensure full partici-

pation and Chinese must be accepted as an alternate language in the classroom. My TA will have to tackle the university to get a larger classroom and secure their firm commitment to use one of only two overhead projectors.

September 21. Moving to another classroom required a shift from a Wednesday to Thursday time slot. Our new basement abode suffers from peeling paint, decrepit chairs and tables and a worn out chalkboard, but it is much larger and well lit. We focused this morning on the macroenvironment of business with attention to stakeholders and social responsibility as they are incorporated into the mission statement and strategic planning process of the enterprise. My traditional stakeholder map triggered a lot of interest in class with a number of questions about the nature of stakeholders, their power and how to manage them. Two questions intrigued me: Why is government such a small circle on the map? Why are employees, owners and customers the same size on the map? Our discussion about the number of Chinese governmental agencies that are stakeholders of any enterprise led to an unsuccessful attempt by all of us to redraw the map.

The section on social responsibility introduced by a presentation on social ethics engaged the class in a way that I had not expected. One student argued that explicit contributions to the development of China is mandated of every enterprise. Another suggested that

the introduction of foreign corporations in the past decade has reopened the debate about how responsibility can be manifested. An insightful question about whether the capitalist emphasis on self-interest can be accommodated by a socialist system along with anecdotes about corruption among enterprise executives and government officials pushed our discussion into unexpected territory. The Starbucks Coffee case I had chosen to illustrate a rapidly changing company in need of a new mission rang a little hollow in light of our discussion.

Reflection. I recognize that I did not organize this class very well. Relying on the text too heavily, we skipped over the substantial issues of ideology and political economy to focus on management and did not lay an adequate foundation for strategic management. The stakeholder discussion gave me a new awareness that an inherent cultural bias in the academic debate about stakeholder theory has not been addressed fully. Even the common picture of stakeholders as circles surrounding a corporate hub does not adequately capture the complex relationships which characterize the Chinese enterprise. I have fallen into the trap of designing a course in strategy separated from one in business and society in the

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Teaching in China

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American tradition. It is obvious

that dialogue as the model for the management classroom is essential for uncovering key assumptions. I am intrigued now about my own mission in this classroom. Am I responsible for presenting the American perspective on strategic management to be translated into the Chinese context or for introducing theory that transcends national boundaries? A review of the Fulbright program objectives doesn't give much help on this issue.

September 28. Last week forced me to reevaluate my teaching strategy for this week's session on industry and competitive analysis. Most of the students have had some exposure to Michael Porter's theory so I planned to focus on his model in more depth and then show how to utilize it to position the enterprise for competitive advantage. We spend a lot of time working through all five forces in the model to fully understand Porter's argument. The students were particularly interested in competitive analysis because of the breakup of Chinese SOEs with their monopolistic advantage. Two questions were particularly interesting today: Where is government in this model? What happens when owners are also customers or suppliers? My answer to the first was that Porter had originally included government as a sixth force but decided that because it affected the other five in similar fashion it could be relegated to the macroenvironment. Also I mentioned that in his more recent work on global competition

government is accorded a more important role. The overlapping of the five forces was more difficult to explain but very interesting to analyze in a specific Chinese case mentioned by a student. We did an analysis of the Japanese beer industry to put the model to work. The division into five groups to focus on each force led to good analysis and reports, a product of being able to work in Chinese and to focus on a staple of university student life—*pijou* (beer).

We concluded with a discussion of strategic groups which was too abstract until we focused on Chinese retailing and Beijing taxicabs. As a daily shopper in stores near the university, my personal sorting into groups helped this morning. The students' experience yielded a number of enterprises by which to fill the various types of retailers. The tri-partite division of taxicabs was fascinating. We set our analysis into the larger local transportation industry and positioned taxis next to private mini-buses, large public buses, private cars and state-owned vehicles assigned to various enterprises. A newly enacted municipal regulation on taxis and the purchase of private automobiles helped to focus attention on the impact of government on migration among groups.

Reflection. The choke-hold of Porter on the field of management was most apparent yesterday. I brought three of Porter's books for a fresh read while here in China. A thorough review of

Competitive Strategy over the past two weeks was very exciting with a new appreciation of his basic position and the subtle nuances in his explanation. But I still searched for a full discussion of the rich, complex macroenvironment which surrounds and even permeates beyond the cocoon of the industry. While granting the need for thorough industry analysis, I am constantly amazed at the naiveté of strategic managers when they slam the door on the broader social and political arenas in which they operate. Students must develop skill in industry and competitive analysis for an emerging economy, but can never shunt aside the broader forces that are at work.

We initiated a program of visiting top executives to talk about strategic management in China. A radical departure from traditional Chinese education, these visits highlight the sophistication with which executives approach this market in devising strategy. The need to balance local and global concerns was very apparent in our visit to Nike which manufactures 30% of its shoes in China. Chief Representative Nancy Chen gave us an inside look at how she does
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Teaching in China

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industry and competitive analysis

in the global sports shoes industry and provided a contrast with the Japanese beer industry.

October 26. We focused this morning on building competitive advantage in the context of industries at various stages of their life cycle. Embryonic, fragmented, mature and declining industries offer different challenges to management in the process of strategic formulation. The class identified a number of forces at work in moving industries through their life cycle and often blurring their boundaries on the path to becoming new industries. Technology, shifting consumer preferences, firm entry and exit behavior and governmental regulation were identified as major causes for industry change. Recent entry of a number of foreign companies into China in the past decade helped to bring our discussion into focus.

Twin cases (The Rise of IBM and The Fall of IBM) extended the discussion about the global computer industry begun last week. John Walkup, an IBM executive, came with his family visiting from the U.S. The students stood and clapped to welcome them, entranced with John's 89-year-old father, who delighted them with his impressions of China. A handful of students had written up the two cases and reported on their recommendations for change. One described IBM as a tiger on a mountain that now must come down from its lair to tangle with a new group of contenders for power. This imagery set in the

Orient reinforced the vulnerability of an established industry leader in a rapidly changing industry. Walkup responded to the reports on IBM worldwide and then highlighted key elements of the IBM China strategy. My students were not hesitant to ask questions about how to counter the power of Compaq on one hand and Chinese computer manufacturers on the other. One asked about the impact of downsizing on the paternalistic culture of IBM, comparing it to the Chinese SOE for whom employee care is a major objective. Managing layoffs and terminations as a result of new stages in the life cycle are difficult.

Reflection. Life cycle theory has always intrigued as an attempt to personify the corporation using a biological model. Our discussion yesterday reinforced the inherent difficulties of using this model with an industry because of its loose boundaries, variety of parts and lack of integrated movement. Globalization accentuates the differences in industry growth among countries evoking the image of a heart growing rapidly while the feet and hands begin to shrink. IBM's strength in China while being battered in the U.S. is a case in point. Still the kernel of validity in an industry life cycle helps to clarify the reasons for change and the necessity to respond strategically.

John Walkup as our first executive speaker was a major success. The additional 12 students and two faculty members for

this class signaled that it was an "event" of some note in the MBA program. He brought the process of strategic management into clear perspective with his stories of his own experiences at the corporate and subsidiary levels. His emphasis on employees as assets to be cultivated conformed to the tenets of Chinese socialism. He was less convincing in his rationale for large layoffs, which seemed to be based on the assumption that employees are costs which can be eliminated. The labor-intensive nature of most Chinese enterprises has generated a heated national debate about what to do with unproductive workers. IBM provides an interesting model for addressing this issue. Most importantly, today we weren't reading about a nameless set of executives making layoff decisions, but listening to an articulate general manager.

November 23. It is Thanksgiving morning in the U.S. but simply another work day here in China, with the relationship of strategy and structure the agenda for class. After a careful examination of the importance of linking the two, we talked about the criteria for matching an appropriate structure to various strategies particularly
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the global ones. Our visits to five

enterprises thus far have given the class a new appreciation of the differences in strategies pursued by major corporations. Their organization charts have shown variety as well.

John Tai, Vice President and Chief Representative of Philips NV, was our featured speaker this morning. Taiwanese by birth, he managed human resources at Philips Taiwan for 20 years before assuming his new role here on the mainland. The Philips case posed the issue of how to regain control of a vast world-wide organization in which country managers have gained an enormous amount of power in relationship to headquarters. The students who wrote this case had some interesting recommendations which impressed Tai enough that he offered to discuss them with Chairman Jan Timmer when he meets with him next month. He then focused on Philips in China, switching to Chinese (one of my students assumed the role of my translator). He emphasized the importance of balancing national culture with corporate culture as it develops in a global context for effective strategic management. The important linkage of Overseas with Mainland Chinese provided an interesting segue into the importance of national culture in management. Strategy, structure and culture blended into a whole this morning.

Reflection. Globalization has shifted the discussion about strategy and structure in a dramatic fashion. Chandler set the

stage for understanding the connection between the two with scholars such as Prahalad and Doz moving the discussion to the level of the multinational corporation as it transcends national borders in search of new markets. The boundaries between the domestic and global have become so blurred that it is difficult to teach a case which does not incorporate both. Cultural sensitivity and expertise continue to push to the forefront of key factors for success in strategic management. John Tai used his experiences at Philips and his decision to talk in Chinese to reinforce this idea. My own sense of vulnerability and isolation in having to rely on a translator sensitized me to the loneliness of some of my students who are struggling with English.

December 21. This was the second class centered on strategic leadership. Last week we worked out a profile of the strategic leader and then positioned that leader in a variety of enterprises as we talked about his or her style. I provided an overview of current leadership theory including key ideas from Mintzberg, Bennis and Vaill before we tackled cases about American entrepreneurs struggling to manage high growth enterprises. Today, we continued the discussion with attention to strategic leadership in Chinese enterprises. Child's work provided a starting point for our discussion about the unique characteristics of Chinese leadership, followed by a rather heated debate about the similarities and differences between Chinese and American

business leadership. One side emphasized the universal character of strategic leadership while the other argued a contingency perspective with national culture, social ideology, political structure, stage of national economic development and enterprise culture as key variables.

Today's case about the Nanning Silk and Ramie Textile Mill came from the early 1980s just as economic reform was moving out of agriculture into industry. Two students expressed their frustration over the lack of information about the mill's managing director, who was buried beneath the case writer's interest in macroeconomic policy, governmental agency pressure, enterprise structure and changes in the market and industry. The search for leadership was inductive with only traces and hints of a human hand on key events. In our discussion, another student suggested that successful strategic management in China can be summed up in *guanxi* which requires inordinate skill in personal relationships. (*Guanxi* means the cultivation of relationships with others so that a mutual sense of obligation develops and

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then becomes the basis on which business is transacted. A sort of

quid pro quo emerges in these relationships to make it easier to close a deal, cut through red tape, and so on.) We concluded with an intensive discussion about the personal stamp that executives leave on the strategy of an enterprise.

Reflection. This class has reawakened the debate we had in our department at George Washington three years ago about the role of the manager in strategic management. Does the manager make a difference or is he or she simply a cog in the great wheel of the strategic process? Case writers often focus on a key executive confronting a strategic issue in the opening and closing scenes, but these are no more than bookends to the real heart of the case. There is little information about the executive, his or her executive team or the dynamics of their relationships on which to build an understanding of a solution to the case. The students were quick to pick up this oversight throughout the semester and wanted to reintroduce the "personal touch" to almost every case. Clearly, the Chinese lens of personal relationships demands recognition of a more comprehensive framework by which to analyze and enact strategic management.

Even though I chose strategic leadership to close the course, I was struck by the power of the personal in our discussions. With a new freedom to choose employers as the old system of governmental placement recedes,

there has emerged a new anxiety about where and how to get a position. Our field trips to foreign and domestic firms highlighted strategic leadership in a very personal way and even triggered the imagination of some about the possibilities of working in one of the companies. The emerging market for managerial talent has already swept my students into the throes of having to contemplate careers which serve their own interests and needs as well as those of Chinese society. They are on the threshold of becoming an elite corps of strategic managers with the responsibility for powerful new emerging enterprises.

A Postscript. The process of writing a daily journal connected me across nearly 50 years to a colleague who tried to capture the truly revolutionary changes taking place as Mao introduced Communism to China. His vivid description of the vast panorama of events used key Beijing landmarks as the backdrop for the violent and boisterous struggle which changed the country in a dramatic fashion. He witnessed the public struggle for the hearts and minds of the people as he counted the huge numbers of revolutionaries and reactionaries joined together in combat. His journal set a benchmark for future Fulbright scholars.

My record of daily events and personal reflections in 1995 pales in comparison to his. The events are centered on a handful of people; the major Beijing landmarks are casually mentioned;

there is no violence, with a profound quiet permeating the classroom (especially at times when I tried to engage the class in discussion!); and the dividing line between the advocates for the new and the old is blurred. But what I witnessed is the tip of a struggle as profound as the 1949 revolution with the hearts and minds of China at stake. The introduction of the market has unearthed sharp disagreements about economics, politics and ethics. The emergence of China as a global economic player has forced a reorganization of its enterprises as the dynamics of the market come into play. And my students find themselves grappling with the revolution in the confines of a class on strategic management taught by an American.

But much to my surprise, the journal reveals a professor who himself has become a student as he recognizes that strategic management as an academic field and as a subject for teaching is culturally bound. Through their questions and comments, my class unknowingly assumed the role of teachers, forcing me to break out of a cocoon to ask new questions and search for new answers. My Beijing experience has helped me realize that some of

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my theoretical assumptions are too parochial to be accorded a universal stance, and others need to be tested in different cultural

and social contexts. My class has made me more critical of the traditional strategic management course and its attendant textbooks. The need to reconnect strategic management with the broader macroenvironment and ethics is essential. Cases which give a full picture of the personal nature of the process of strategic management are critical. Through it all there must be a new commitment to teaching as a dialogue in which there is partnership with students in the process of searching for knowledge.

My experiences as a Fulbright professor teaching strategic management in China reawakened within me the model of a true scholar as fundamentally a student engaged in a quest.

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awards should be established. (iii) The Bylaws require a Membership Committee; Linda Treviño was appointed as chair. The committee will assess what its function should be. (c) The Board recommended that the Bylaws be revised to include a provision that the editor of *Business and Society* be a voting member of the Board.

2. Vice President's Report. Steve Wartick distributed a written report for Doug Nigh. Two issues were discussed. (a) Ten people who registered for the Vienna conference and were scheduled to participate did not attend. The Board recommended that the Program Chairs establish a policy

whereby persons who have not registered (with payment) by the early-registration deadline will not appear on the conference program. (b) Two suggestions were made regarding the final conference session in Vienna, the Reflective Panel: (i) It could be geared more toward what was learned at the conference, and less toward what could/should have been done differently; (ii) It could be moved forward in the schedule so that there is at least one session, possibly a social gathering, after it.

3. Treasurer's Report. Steve Wartick distributed a written report for Patsy Lewellyn. (a) The 1995-96 budget was approved. (b) The Board decided that excess cash held by IABS should be divided so that \$5,000 is held in a checking account and the remainder in a secure interest-bearing instrument.

4. 1996 Program Chair Report. Jeanne Logsdon reported the following: (a) The first conference call was mailed in late July. The Society for the Advancement of Socio-Economics (SASE), the Society for Business Ethics (SBE) and other organizations will be asked to announce the conference to their membership. (b) Several ideas have been suggested regarding the structure and processes related to the conference, including the formal participation of other organizations in self-promoting sessions. The Board recommended that other organizations not be permitted to use program time to

promote themselves, though they made submit a symposium proposal for review. (c) The Board approved the Conference Budget.

5. 1997 Program Chair Report. Jim Weber reported that the 1997 conference will probably be held in Florida, with arrangements made through Hilton.

6. Audit Committee Report. Jeff Lenn reported the following: (a) The committee needs two additional members. (b) Some accounting professors known by Board members were asked to be the IABS auditor, but declined. The committee is now considering a St. Louis firm to conduct the audits. A key issue is the fee. (c) The 1995-96 Budget, approved during the meeting, does not include an audit fee in expenses. However, the cost can be paid from cash assets.

7. Publications Committee Report (Newsletter). (a) The Board discussed electronic publication of the newsletter, but determined that it is not feasible or necessary right now. (b) It was suggested that the Newsletter could be more valuable if its focus was on things

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that cannot be done through the IABS listserver.

8. Old Business. (a) Steve Wartick

reported that IABS is self-insured, due to the high cost of purchasing liability insurance. (b) Sandra Waddock submitted Recommendations on IABS Fellows. The discussion centered on a recommendation that Past-Presidents become temporary fellows for the three years immediately following their service to IABS. Several members of the Board thought that they should become permanent fellows. Others suggested that we distinguish between "elected" fellows and "presidential" fellows. No decisions were reached and the discussion should continue electronically on the IABSEX listserver.

9. New Business. (a) The Board recommended that we continue the tradition of having every third annual conference outside the U.S. However, the Board recommended to the Bylaws committee that there be no inclusion of this tradition or expectation in the Bylaws, due to the possibility that it may sometimes be difficult to find a Program Chair to plan a non-U.S. conference. (b) The Board recommended that the journal name not be changed. It will remain *Business and Society*.

The meeting was adjourned at 2:45 P.M.

These minutes are submitted by Kathy Getz, Acting Secretary to the IABS Board.

**Upcoming Conferences,
Calls for Papers,
and Other Announcements**

Conference

Theme: Ethics in the Professions and Practice

Sponsors: Assn. for Practical and Professional Ethics; Maureen and Mike Mansfield Ctr., Univ. of Montana

Place & Date: Missoula, MT, July 21-25, 1996

For information:

Association for Practical and Professional Ethics
410 North Park Avenue
Bloomington, IN 47405
appe@indiana.edu
<http://ezinfo.ucs.indiana.edu/~appe/home.html>

Annual Intl. Conference

Theme: Global Interdependencies and Leadership in the 21st Century

Sponsor: Intl. Assn. of Mgmt.

Place & Date: Toronto, Aug. 2-6, 1996

For information:

J.J. Mills
P.O. Box 64841
Virginia Beach, VA 23464-0841
T: 804-482-2273
F: 804-482-0325
aomgt@infi.net

Brunel Univ. (UK) Workshop

Theme: Ethics and Empowerment

Sponsor: Ctr. for Organisational and Professional Ethics

Place & Date: London, Sept. 12-13, 1996

For information:

John Quinn
Dept. of Management Studies
Brunel Univ., UK
T: 44 (0)1895 274000
F: 44 (0)1895 274000
j.j.quinn@brunel.ac.uk

Annual National Conference

Sponsors: Assn. on Employment Practices and Principles; American Mgmt. Foundation

Place & Date: San Diego, Oct. 3-5, 1996

For information:

Gary L. Whaley

Norfolk State Univ.
School of Business
Dept. of Management
Norfolk, VA 23504
T: 804-683-8009
g_whaley@vger.nsu.edu

Fourth Annual Interdisciplinary Students of Organizations Conference

Theme: Diverse Perspectives, Unique Challenges, & Future Directions

Sponsors: Univ. of Illinois at Chicago; Boston Col.

Place & Date: Chicago, Oct. 4-6 1996

For information:

Karen Whelan
617-552-0168
karhan@bcvms.bc.edu

or

Ken Weidner
312-753-0853
u34400@uicvm.uic.edu

Third Annual South Dakota Intl. Business Conference

Sponsor: Northern State Univ.

Place & Date: Rapid City, SD, Oct. 11-12, 1996

For information:

Rohan Christie-David
Northern State Univ.
1200 South Jay Street
Aberdeen, SD 57401
T: 605-626-3002
F: 605-626-2431
christir@wolf.northern.edu

or

Douglas Ohmer
Northern State Univ.
1200 South Jay Street
Aberdeen, SD 57401
T: 605-626-2981
F: 605-626-2431
ohmerd@wolf.northern.edu

Conference

Sponsor: North American Case Research Association

Place & Date: Colorado Springs, CO, Oct. 24-26, 1996

For information:

Chi Anyansi-Archibong,

Program Chair
archiboc@athena.ncat.edu

or

Dick Eisenbeis, President
eisenbei@uscolo.edu

National Annual Conference

Sponsor: Institute of Behavioral and Applied Management

Place & Date: Portland, ME, Oct. 30-Nov. 1, 1996

For information:

<http://www.ibam.com/ibam>

Inform National Meeting

Theme: Applications of Complexity Theory to Organization Science

Sponsor: INFORMS College on Organization Science

Place & Date: Atlanta, Nov. 4, 1996

For information:

Philip Anderson
Amos Tuck School
Dartmouth College
Hanover NH 03755-9000
philip.anderson@
dartmouth.edu

ETHICOMP96

Theme: Ethical Issues of Information Technology

Sponsors: Facultad de Informatica, Univ. Pontificia de Salamanca en Madrid; Ctr. for Computing and Social Responsibility, De Montfort Univ., UK; Research Ctr. on Computing and Society, Southern Connecticut State Univ., USA

Place & Date: Madrid, Spain, Nov. 6-8, 1996

For information:

<http://www.cms.dmu.ac.uk/CCSR/ccsr/conf/ccsrorgconf.html>

or

Ctr. for Computing and Social Responsibility
School of Computing Sciences
De Montfort Univ.
The Gateway
Leicester LE1 9BH
UK
T: 44 116 257 7475
F: 44 116 254 1891

ccsr@dmu.ac.uk

Silver Anniversary Conference

Sponsor: Assn. for Research on Nonprofit Organizations and Voluntary Action

Place & Date: New York City, Nov. 7-9, 1996

For information:

David C. Hammack
Dept. of History
Case Western Reserve Univ.
10900 Euclid Ave.
Cleveland, OH 44106-7107
T: 216-368-2671
dch3@po.cwru.edu

3rd Annual Intl. Conference

Theme: Innovative Practices in Business Education

Place & Date: Orlando, FL, Dec. 4-7, 1996

For information:

R.G. Milter
310 Copeland Hall
College of Business
Ohio Univ.
Athens, OH 45701
T: 614-593-2072
F: 614-593-1388
milter@ouvaxa.cats.ohiou.edu

Intl. Conference on Information Systems

Theme: Networking and Electronic Communities

Place & Date: Cleveland, OH, Dec. 16-18, 1996

For information:

<http://weatherhead.cwru.edu/icis96>

or

Colleen Gepperth,
Weatherhead School of Mgmt.
Case Western Reserve Univ.
Cleveland, OH 44106-7235
cam4@po.cwru.edu

Joint Meeting

Sponsors: Society of Business Ethics and Eastern Division of the American Philosophical Assn.

Place & Date: Atlanta, Dec. 27-30, 1996

For information:

Ronald F. Duska
Executive Director
Society for Business Ethics
The American Col.
270 Bryn Mawr Avenue
Bryn Mawr, PA 19010

Eastern Academy of Mgmt. Bi-Annual Intl. Conference

Theme: Managing in a Global Economy VII: Europe Towards the 21st Century--Convergence and Divergence

Sponsor: Univ. College Dublin

Place & Date: Dublin, Ireland, June 15-19, 1997

For information:

Theodore Paridis
York Univ.
4700 Keele Street #203 ASB
North York, Ontario
Canada
T: 416-736-5082
F: 416-736-5687
tperidis@mail.fas.yorku.ca
<http://www.cba.bgsu.edu/econ/facstaff/dkent/EAM/dublneam.html>

The Journal of Information, Law and Technology: An Electronic Journal

The second issue of this journal came on line on 30 April 1996.

For information:

<http://lrc.law.warwick.ac.uk/ejournals/jilt/>
<http://jilt.law.strath.ac.uk/elj/jilt/>

or

Ruth Barlow
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Coventry, CV4 7AL
ruth@themis.law.warwick.ac.uk
<http://lrc.law.warwick.ac.uk/ejournals/ruth/>

or

Tony Maione
Warwick Univ.
lptonym@themis.law.warwick.ac.uk

lauoo@csv.warwick.ac.uk

*Public Administration and Management:
An Interactive Journal*

This new electric journal will publish two issues per year.

It is located at:

<http://www.hbg.psu.edu/Faculty/jxr11/>

(Be sure to use an upper-case "F" when typing the word "Faculty" in the address; all other characters must be lower case.)

For information:

Jack Rabin
Robert Munzenrider, Editors
School of Public Affairs
Penn State Harrisburg
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jxr11@psu.edu

CSR: News & Issues in Corporate Social Responsibility, a quarterly international tabloid newspaper with articles on philanthropy, volunteerism, community service, ethics, environmental issues, and educational initiatives. Articles and comments are welcome.

For information:

CSR
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Newton, MA 02168
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richard.barnes@channell.com

Intl. Journal of Organizational Analysis

This journal publishes refereed articles in business & society, ethics & values; strategic management; organization theory, organizational behavior; and human resource management, as well as case studies, simulations, teaching notes, and book reviews.

Send manuscripts to:

Afzal Rahim
1574 Mallory Court
Bowling Green, KY 42103
502-782-2601 (voice or fax)

Send book reviews to:

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T: 412-227-6889
F: 412-227-4083

From the Editor

Fellow IABS-members: This is your newsletter. You can contribute in many ways:

*Write an essay outlining your opinion on a controversial or important subject.

*Submit a report regarding an issue of importance to IABS members.

*Submit conference announcements and calls for papers for conferences or journals.

*Forward information about yourself (awards, promotion, tenure, change of jobs, etc.) for inclusion as Member News.

Please note that many IABS members do not subscribe to the listserver. The newsletter provides a good way for them to keep up-to-date on issues in IABS and in business and society.

Our next newsletter will be issued in Fall, 1996. Send your submissions to me by August 31, 1996 by email (preferred) or fax:

kgetz@american.edu
703-319-3452

: -) Kathy Getz

The IABS NEWSLETTER is a publication of the International Association for Business and Society. It is published eight times during a three-year cycle.

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