International Association for Business and Society

IABS Newsletter
Winter 2000

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Getting Ready for IABS-2000

by

Kathy Getz, IABS 2000 Program Chair

The excitement and anticipation are building as preparations continue for our 2000 Conference in Essex Junction, Vermont. Plan to arrive on Wednesday, March 15 so that you can take advantage of one or more of the pre-conference activities. And plan to stay through Sunday, so that you don't miss out on any of the outstanding sessions scheduled for Sunday morning.

Preconference plans are underway, with some IABS entrepreneurs working hard to provide stimulating, fun and worthwhile activities for you. **Kim Davenport** is working with Vermont Businesses for Social Responsibility to arrange a field trip to one or more VBSR companies. **Cecile Betit** is working with Burlington United Way to arrange a service project. **Doug Schuler** is planning an exciting on-site session on the WTO and the environment entitled "Letter to the WTO." An outcome of the session will be a letter to the WTO reflecting participants' views on WTO policies. There may be two other pre-conference activities, but I won't describe them, in case they don't work out. BUT, stay tuned to the listserver for information.

The conference will formally get underway Thursday evening, with an opening reception. There may be some surprise activities at the reception - no promises on that, but several people have floated some interesting ideas. I do promise some tasty treats. After all, the Inn is the home of the New England Culinary Institute.

We will have a full program beginning Friday morning - with four or five sessions to choose from during each time slot except one. Each time slot will include varied topics, so that there really should be something for everyone. I don't promise that it will be easy to select which sessions to attend. On Friday afternoon, we will have two simultaneous showcase sessions. **Sandra Waddock** has organized a reading of the play "Capitalist Pigs" to be followed by a semi-structured discussion. **Rich Wokutch** has organized a panel discussion (debate?) with representatives of Nike and Nike critics. Both sessions promise to be outstanding. Your difficulty will be choosing between them. We will conclude our formal program on Friday with our annual business meeting. Following the business meeting, you'll be on your own for dinner. The Inn has promised to arrange a New England Seafood Buffet for those who decide not to venture out. Students should set aside this time for the popular "dinner with the Past Presidents."

The program will continue with two sessions on Saturday morning - once again, with many choices for all of you. Saturday afternoon, you will have some free time. **Mark Cordano** is working with folks at the Inn to arrange a ski outing at Smuggler's Notch. He will provide information via the listserver. For non-skiers, other opportunities abound. If there is sufficient interest, students or instructors of the New England Culinary Institute can give cooking demonstrations - from knife handling to pastry making. The Inn has a skating pond, which you can use at your convenience. Burlington has a delightful downtown area for those of you who like to shop. Popular tourist destinations include Ben & Jerry's, Cabot Dairy, Shelburne Museum, Vermont Teddy Bear factory and more. Saturday evening we will gather for a banquet of traditional New England foods. Please dress casually, because we will follow the banquet with a bonfire outside, complete with hot chocolate and toddies. We may even have some surprises in store, if the weather cooperates.

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Sunday morning we will have a full complement of sessions - with many choices for you. Our program will conclude Sunday at 12:15.

I hope this overview of the conference increases your anticipation. If you have questions or concerns, send an email to kathy.getz@iabs.net. You'll get an immediate response from **Tara Radin**, who's been working very hard behind the scenes to make sure that everything goes smoothly. Meanwhile, here's a checklist (probably incomplete) for you:

_____ watch listserver for information
_____ make room reservations
_____ register for conference
_____ make flight arrangements
_____ watch listserver for information
_____ prepare presentation
_____ watch listserver for information
_____ find boots, gloves, hat
_____ watch listserver for information
_____ get set for fun

President's Message

Jerry Calton
University of Hawaii-Hilo
IABS President

As IABS moves into its second decade, we have a lot to be proud of and even more to anticipate for the years ahead. Each of our annual meetings has built on the success of previous meetings, while generating a special excitement and identity of its own. Our most recent meeting in Paris is memorable, not only for its spectacular location, but also for the opportunity it afforded for us to interact with new international members.

Our organization and field of inquiry continue to grow in professional stature and visibility. Practically every time I check top management and ethics journals, I see one or more of our members in print. On the near horizon is our upcoming eleventh annual meeting in Vermont, superbly organized by Kathy Getz and ably abetted by Tara Radin. This year I think I'll warm up with some cozy camaraderie in a pre-conference service activity coordinated by native Vermonter, Cecile Betit. Once again, there are so

President…..cont. opposite column

President… cont. from opposite column

many interesting sessions on the program that my biggest problem is figuring out how to see as many as possible before the proceedings come out. (By the way, didn't Donna Wood and Duane Windsor do a great job on the Paris Proceedings?)

Community building is such fun. I wonder where Craig Dunn will be taking us for our 2001 meeting? We could watch the movie, but I didn't like the ending. Why don't we show up at the business meeting in Vermont and ask Craig? While we're there, Steve Wartick will announce his eventual successor as Business & Society editor. I know who it is, but I can't tell. I can say that the Editor Selection Committee was unanimous and enthusiastic in its choice. The high standards and strong developmental record set by Steve and his predecessors, Donna Wood, and Tom Jones, will be carried on, and then some, by our mystery editor.

What I find especially remarkable about IABS is the way talented, dedicated people keep stepping forward to assume leadership roles. Hopefully, you will have exercised your opportunity to vote for the next round of IABS leaders before the Vermont meeting. Think about getting more directly involved in IABS governance yourself. One of the real pleasures of getting involved in governance activities is the opportunity to tap into the collective wisdom and institutional memory of our current and former leaders. Whenever a potentially sticky situation comes up, I can always count on Jim Weber or Jeanne Logsdon, or IABS Board members to help me sort things out. As Immediate Past President, Jim has made a signal contribution to IABS governance by compiling a President's Administrative Handbook as a repository of all manner of useful background and procedural information. I will pass this prize, along with the honorary bronze gavel, to Donna Wood, when she assumes the Presidential mantle at the conclusion of our business meeting in Vermont.

During my brief term of office, I can report that no permanent damage has been done. Our new Treasurer, Sarah Stanwick, tells me that our accounts are in such good shape that the IABS Board is going to have to come up with some creative ways to spend money to keep the tax man from our not-for-profit door. Blame favorable exchange rates for the Paris meeting for this embarrassment of riches. The Board meeting in Vermont will take up the happy task of

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figuring out the best way to benefit members in disposing of the surplus. If you have ideas in this regard, please pass them on to me or to other Board members. As I look around, I see bustle and innovation at every turn. Phil Cochran, our Technology Czar, has the new commercial website, <iabs.net>, up and humming. My only complaint is that the photographs of our Paris and previous meetings show us having too much fun. Phil will be holding a workshop in Vermont, soliciting member ideas on how to best exploit the potential of our website. Be there if you have ideas. Kelly Strong, Chair of the Visibility Committee and Newsletter editor, has dramatically broadened the scope of our Newsletter by soliciting contributions from special issues editors. Diane Swanson and her Best Article Award Committee have applied the highest standards of professionalism in evaluating nominated member publications. I look forward to Diane's announcement of the winning paper for 1998 at our upcoming business meeting. Hopefully, this time we can applaud the winners and other nominees as loudly as we wish! I could go on, but I need to save some accolades and some calls for further action until my Presidential Report at the business meeting in Vermont. See you there. It's been an honor and a pleasure to serve as your President.

Grant Guidelines For IABS Mini-Conferences

WHAT? An IABS mini-conference is a meeting for the discussion of some special topic. The theme of a mini- conference should be related to a relatively focused issue of business and society research or teaching. For example, a mini- conference on business ethics would be too broad. However, a mini-conference on the development of normative stakeholder theory would be sufficiently focused. The meeting is not a conference, but a discussion and should last no more than one to one and a half days.

WHY? (1) It is sometimes useful to meet with a small number of colleagues with expertise in a particular area in order to discuss a focused topic. (2) Regional meetings in diverse parts of the world may serve as a basis for reaching scholars who might not ordinarily come into contact with IABS.

Mini-conferences….cont. opposite column

Miniconferences… cont. from opposite column

WHO? IABS conferences should attract from ten to thirty participants. Participants must be members of IABS. Non- members interested in participating should be invited to join IABS. Participation is not be invitation only, but is limited to those members with a specific interest in the topic of the mini-conference.

WHEN? The mini-conferences may be organized at any time of the year that does not conflict with the annual meeting. As a general rule, the mini-conference should not be held within a month before or after the annual meeting.

WHERE? A mini-conference may be held any place.

HOW? IABS will subsidize each mini-conference to a maximum of $2,000 for approved proposals. Proposals from the co-sponsoring individual or institution should cover:

The purpose of the mini-conference.
Location
Timing
Core of IABS members committed to meeting.
Minimum number of participants needed for the event to go forward.
Nature of support that the co-sponsor, participants, or others may contribute.
Proposed budget

EVALUATION: The IABS Executive Committee will evaluate mini- conference proposals. It will fund the first three proposals that fulfill the objectives of the mini-conference program. Proposals will be reviewed on the basis of the academic year starting in September of each year.

ACCOUNTABILITY: The co-sponsor should submit a brief report of the mini-conference and an evaluation of the mini-conference by the participants.

Submit proposals to:

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
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Nominations for Best Article award

sponsored by the
California Management Review

The IABS Best Article award will be presented at the IABS conference in Vermont in March. The following articles have been nominated for consideration:

Bendheim, C. L., Waddock, S. A. & Graves, S.B. 1998. Determining best practice in corporate-stakeholder relations using data envelopment analysis: An industry-level study. *Business & Society,* 37 (3): 306-338.

Carlson, P.J. & Burke, F. 1998. Lessons learned from ethics in the classroom: Exploring student growth in flexibility, complexity and comprehension. *Journal of Business Ethics*, 17: 1179-1187.

Hartman, L.P. & Bucci, G. 1998. The economic and ethical implications of new technology on privacy in the workplace. *Business and Society Review,* 102/103: 1-24.

Liedtka, J. 1998. Constructing an ethics for business practice: Competing effectively and doing good. *Business & Society*, 37 (3): 254-280.

Mahon, J.F. & McGowan, R.A. 1998. Modeling industry political dynamics. *Business & Society*, 37 (4): 390-413.

Meznar, M.B., Nigh, D. and Kwok, C. C. Y. (1998) Announcements of Withdrawal from South Africa Revisited: Making Sense of Contradictory Event Study Findings, *Academy of Management Journal*, 41 (6): 715-730.

Pearson, C. M. and J. A. Clair (1998). Reframing Crisis Management, *Academy of Management Review*, 23 (1): 59-76.

Stanwick, P.A. & Stanwick, S.D. 1998. The relationship between corporate social performance and organization size, financial performance, and environmental performance: An empirical examination. *Journal of Business Ethics*, 17: 195-204.

Nominations cont. in opposite column

Nominations…cont. from opposite column

Strong, K. & Weber, J. 1998. The myth of the trusting culture: A global, empirical assessment. *Business & Society*, 37 (2): 157-183.

Szwajkowski, E. & Figlewicz, R.E. 1998. Corporate crime: The case for a database of cases on anticompetitive corporate behavior, *Research in Corporate Social Performance and Policy*, JAI Press, 15: 167-185.

Vidaver-Cohen, D. 1998. Moral climate in business firms: A conceptual framework for analysis and change. *Journal of Business Ethics*, 17 : 1211-1226.

Vidaver-Cohen, D. 1998. Motivational Appeal in Normative Theories of Enterprise. *Business Ethics Quarterly*, 8 (3) : 385-407. (A special issue devoted to Psychology and Business Ethics, Ronald F. Duska and John W. Dienhart, eds.)

Waddock, S. A. 1998. Educating holistic professionals in a world of wicked problems. *Applied Developmental Science*, 2 (1): 40-47.

Weber, J. & Gillespie, J. 1998. Difference in ethical beliefs, intentions, and behaviors: The role of beliefs, intentions, and behaviors in ethics research revisited. *Business & Society*, 37 (4): 447-467.

Wicks, A. & Freeman, R.E. 1998. Organization studies and the new pragmatism: Positivism, anti-positivism, and the search for ethics. *Organization Science*, 9 (2): 123-140

The 1998 Best Article Selection Committee consists of Diane Swanson (Chair),Virginia Gerde, Thomas Jones and Timothy Rowley.

Business And Society Syllabuses

Business and Society syllabuses are available on the internet. You can access the syllabuses via the IABS web page at http://www.iabs.net by clicking on the syllabus link (link number 10 on the main menu)

The syllabus web site is maintained by Daniel Greening at the University of Missouri. Email Dan at GreeningD@Missouri.edu if you have a syllabus to add.

SPECIAL TOPICS

Innovations in Teaching: Applications of Service Learning

by
Susan Key
University of Alabama at Birmingham

Background

My use of community service learning projects to teach business and society principles in the classroom is an amalgam of the work of others—so it is an innovation only in my unique application of the practices of others. I was a latecomer to the idea of service learning. So to begin, I want to share the credit of my teaching "innovations" from whence they came. I first learned about the concept of using community service projects to teach principles of business and society when I was a doctoral student at the University of Pittsburgh. In the early 1990's, Donna Wood was implementing a program with the MBA students there, and Denis Collins had just left Pittsburgh to begin his work at the University of Wisconsin where he made community service a fundamental aspect of his MBA classes. His frequent postings to the IABS list-server described his program and its benefits.

Development of the Non-Profit Consulting Project

To my delight, when I finished my doctoral studies at Pittsburgh, my husband and I both received job offers in Birmingham (the home of the Civil Rights Institute, and a hot-bed of social issues)--I, as an assistant professor at the University of Alabama at Birmingham's School of Business; he, as the Chief of the Homeless Veterans Program with the VA. His position gave me access to exactly the kind of non-profit organizations that I envisioned my students working with—homeless shelters for men, women, and children. Blessed with this opportunity, my early use of service learning was very similar to what I had read about Denis's practices, and involved individual hands-on work at the shelters, and other non-profit community organizations of the student's choosing.

At the 1997 IABS meeting in Destin, I co-chaired a panel with Brian Shaffer on improving service learning. Craig Dunn described the group projects his students worked on which combined service learning with creating unique student-designed projects. It inspired me to consider a much broader definition of service learning that could both teach students about social issues, and allow them to apply their business skills. The UAB School of Business Non-Profit Consulting Project was born.

As part of a required course, the Social, Ethical and Legal Environment of Business, MBA students work in a team of 4 to 6 students as consultants for a local non-profit organization. The organizations range in type from arts organizations (such as the Birmingham Botanical Gardens, the Magic City Children's Opera) to homeless shelters (e.g. Bread & Roses, The Firehouse Shelter) to animal organizations (e.g. Hand-in-Paw, the Sanctuary Project) to other community groups (Alabama Alcohol Drug Abuse Association, Make-A-Wish Foundation, Center for Urban Missions, etc.).

The non-profit organizations are contacted prior to the beginning of each session to identify projects that would be suitable for students to work on. The projects are identified in advance when possible so that students may chose those which either align with their skills or are in areas where they would like skill enhancement. Sometimes the students do a needs assessment in their initial meeting with the non-profit to determine the most needed project.

One of the most impressive projects involved the employment readiness program (Project Breakout) run by Bread & Roses, a shelter for women and children. The first involved the creation of a computer room at the shelter in which to teach homeless women computer skills. The student consulting team contacted several corporations which led to the donation of twelve computers and several printers. They also received donations of free services from local contractors and electricians in order to outfit the room appropriately. Finally, they wrote and received a grant of $5000 from a local foundation for computer software, and maintenance of the facility. Other examples of projects include developing marketing materials or a marketing plan, developing or adding to a website, doing a financial analysis or audit, planning a fundraising event, writing and filming an educational video (with the assistance of Time-Warner), and other projects that draw on the skills that business students have obtained through their curriculum or on-the-job.

Effectiveness & Benefits

These consulting projects have had a permanent and lasting effect on both the non-profits and the students. Liaisons with the business school and the business community have increased, and the business school's reputation has been enhanced. You can imagine the surprise (and disbelief!) when I offer a non-profit organization a free consulting team for twelve weeks. This program has certainly changed the impression of business students and the business school in my community—and not surprisingly, has gotten a lot of press.

The most lasting type of learning experiences are those that require students to apply acquired skills. Probably the biggest complaint that students have is that business education is not "real" world enough. Thus, the consulting projects which the graduate students work on are those which require a vast array of business needs, thereby allowing students to apply skills that they have learned in their MBA studies, and to gain practice working as consultants. Students also have the opportunity to view first hand how organizations operate, and be involved in decision making which affects their operations. This is particularly important for those students who have limited business and managerial experience.

The Non-Profit Consulting Project provides opportunities for students to apply classroom learning and practice their management skills, enrich their resumes, broaden their vision of business's role in the community, increase their understanding of social issues, and make contacts within local businesses. Graduate students with limited work experience especially benefit from programs which may demonstrate their skills to future employers. The development of this type of program involves both philosophical and practical issues. While a project like this can be time-consuming to develop and manage, the tangible benefits to the students and the non-profits, and the intangible benefits to me and my students continue to make it worthwhile. [Please send your comments or question to me at susankey@uab.edu]

Teaching Business and Public Policy

by

Jennifer J. Griffin
The George Washington University

As we begin a new millenium and a new semester, my thoughts for this editorial focus on integrating theoretical frameworks and experiential techniques in the classroom. The subject matter is interactions between organizations and their external, socio-political stakeholders—the realm of corporate public affairs executives. Many universities now offer graduate courses on business and its environment, public policy, and ethics, or various combinations of these topics (see Dan Greening's website for syllabi). One common title for this course is "Business and Public Policy"—a core, required MBA course offered at GW. While Business and Public Policy is broader than corporate public affairs (PA), I have discovered that having students act as if they are PA executives personalizes the material and actively engages the students.

For an overall stakeholder framework Mitchell, Agle and Wood (1997) is an excellent starting point. Students evaluate and prioritize various stakeholders acting simultaneously. To place students' stakeholder analyses squarely within the socio-political environment of the organization, I compliment the M-A-W framework with Mahon and McGowan's framework (1996, 1998). Mahon and McGowan (M&M) suggest that stakeholders' attributes in conjunction with the event (or issue) of interest, substitute issues, and the arena where decisions are made is critical. This macro-perspective elucidates how an industry/firm's actions, and potential reactions from other constituents, affects business strategy, political strategy, and stakeholder relations in static and dynamic ways. Tying both frameworks together, students formulate stakeholder strategies acting as if they are PA executives responsible for managing the multiple, oft-conflicting, external relations of firms, not-for-profits, NGOs, or governmental agencies. These theoretical frameworks serve as the underpinnings for my business and public policy course.

In class, we apply these overarching frameworks to numerous case studies. Traditional case studies from Harvard Business School and Western Ontario Business School supplemented by on-line interactive cases (e.g., Shell in Nigeria by Anne Lawrence at http://www.i-case.com), textbook mini-cases from Baron (2000) and Lesser (2000), and videos (e.g., 'Parable of the Sadhu') are successful with the students. Being in Washington, D.C. my case studies also include guest speakers from Dow Corning about breast implant issues, a Pfizer executive regarding Viagra, an AT&T executive regarding telecommunications, and Senate aids regarding campaign finance reform, among other topics.

Supplementing case studies are one-day, experiential seminars capturing specific nuances of PA professional's lives. For example, I'll have a media day, a technology and public policy day, and/or a Congressional relations day. Media day involves hands-on experiential exercises drawn from Bezold, Wokutch and Gerde (1997) and Weber (1999). Technology and public policy day incorporates vignettes from the Foundation for Public Affairs' (1999) brochure entitled 'Creating a digital democracy: The impact of the Internet on public policy-making'. Congressional relations day uses a computer simulation, Congressional Insights by the National Association of Manufacturers (NAM), to create scenarios faced by congressional members on Capital Hill. Students must apply their knowledge of the US public policy process in a hands-on exercise to build successful coalitions and win re-election.

Combining multiple pedagogical techniques (e.g., case studies, videos, computer simulations, guest speakers, and experiential exercises) with overarching frameworks (M-A-W and M&M) creates a unique perspective to analyze the non-market, socio-political environments of organizations in a systematic fashion through the eyes of a PA decision maker.

Baron, D. P. 2000. Business and its Environment, third edition. Prentice-Hall: Upper Saddle River, NJ.

Bezold, M., Wokutch, R. & Gerde, V. W. 1997. If it's Monday, this must be a crisis! In Post, J.E. and Waddock, S.A. (editors) Research in Corporate Social Performance and Policy, supplementary volume 2, pp. 63-78.

Foundation for Public Affairs. 1999. Creating a Digital Democracy: The Impact of the Internet on Public Policy Making. Washington, DC: Foundation for Public Affairs. (http://www.pac.org)

Lesser, L. M. 2000. Business, Public Policy and Society. Harcourt College Publishers: Orlando, FL.

Mahon, J. F. & McGowan, R. A. 1996. Industry as a Player in the Political and Social Arena: Defining the Competitive Environment. Greenwich, CR: Quorum.

Mahon, J. F. & McGowan, R. A. 1998. Modeling Industry Political Dynamics. Business & Society, 37(4):390-413.

Mitchell, R. K., Agle, B. R. & Wood, D. J. 1997. Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. Academy of Management Review, 22(4): 853-886.

National Association of Manufacturers. 1996. Congressional Insights. NAM: Washington, DC.

Weber, J. 1999. Media Training of Employees, unpublished manuscript. In part excerpted from Post, J. E., Frederick, W. C. Lawrence, A. T. and Weber, J. Business and Society: Corporate Strategy, Public Policy, Ethics, 8th edition (New York: McGraw-Hill, Inc.) 1996: 522-523.

Shareholder-Value Management Brought to its Knees - (or how the unbelievable had to be believed)

by

Juha Näsi

University of Jyväskylä, Finland

More and more often the debate on the relationship between the company and surrounding society seems to take the form of a confrontation between two seemingly mutually antagonistic approaches: the shareholder-value approach and the stakeholder approach. Neither of them are exclusively American property, as both are also very well known in Europe, where they can even be found in Finland, the remote homeland of the present writer.

Shareholder-value thinking emphasizes ownership. It is the function of the company to produce plentiful profits and then to distribute the largest possible dividends to the owners. Sights are set on a short time interval and there is a reluctance to invest, or at least a desire to keep investment at a minimal level.

The stakeholder approach is a school of thought which takes a comprehensive view of the company, which is seen as functioning in the midst of and through its stakeholders (the owners, management, employees, suppliers, customers, financiers, unions, media and so on). The task of management is to process the inputs that the stakeholders have made in the company and the demands they have placed on it. It is furthermore the task of management to lead the company so that a long-term balance exists in the interaction of the company and its stakeholders.

As a theoretical construct the stakeholder approach has long posed a challenge to the shareholder- value approach. Nowadays, when important events take place in the sphere of practice, stakeholder pressure more and more often takes the centre of the stage, pushing aside shareholder-value thinking. The following chain of events is a very typical example of how this can happen. At the beginning of last year Pohjola (a name from Finnish mythology translatable in English as ”the North Land”) was still a powerful Finnish insurance company over a hundred years old. Its operations ranged widely over the insurance field, but the real importance of the company lay in the enormous mass of assets it had accumulated over the years. It had large holdings in many of the largest and most successful Finnish companies and its management sat on the boards of many of them. Put simply, Pohjola had real power in the Finnish business world.

In 1998 the company had made public its intention to reduce its workforce by a substantial amount, but the real bomb was dropped in March 1999. The company published simultaneously both good and bad news. The good news was that Pohjola had decided to pay record dividends totaling $200 million to its owners, the justification for this being the company’s excellent results and its very impressive financial solidity. The bad news was that the company had begun negotiations with its staff concerning the dismissal of 232 employees, which was nearly 10% of the entire workforce. The justification given for this was the steadily increasing use of telephone services and computers; no economic justifications were mentioned in the news.

”Insurance has no special ideology; this is just business.” ”The owners and shareholder value are the company’s first concern. Second come our customers and customer-centredness and third comes the development of the company’s internal processes.” Such were the justifications given by Pohjola’s chief executive and its communications director for the measures that had been announced.

An avalanche followed. The personnel did their best to resist the redundancies. Trade unions gladly took up the issue and announced that they would begin to withdraw their insurances from Pohjola in a week’s time. Individual customers began to move their insurances to other companies. Two important competitors publicly clapped their hairy hands and declared that such measures were no part of their personnel strategies. The chef that presided over this seething stew was the media: day after day it took the side of the wealthy company’s employees and wrote that Pohjola’s management provided a prime example of capitalist swinishness.

After a little over a week the management of Pohjola gave way: it announced that it would try to find new work within the company for all the employees it had planned to dismiss. The resolution of this one particular crisis, however, did not ensure a return to tranquillity. Persisting with aggressive investment and speculation policies, Pohjola made one mistake after another. At this present moment Pohjola lies on the butcher’s slab; banks and other insurance concerns are chopping the company up and its story is coming to a close. The chief executive, who failed to appreciate the concept of stakeholder balance, had to resign.

As this saga demonstrates, public awareness, education, value debates and ever more effective communications will in the future ensure that when there appears a conflict of values of sufficient public interest and of sufficiently large proportions, the avalanche unleashed by the media will more and more often force the extreme exponents of shareholder-value management to their knees.

Loving As Work

by
Robbin Derry
Appalachian State University

I recently discovered a new volume of articles discussing the work of one of my favorite philosophers, Virginia Held, and it started up a new train of thought for me (Haber and Halfon, 1998). Actually, it’s an old train, but it’s been sitting quietly in the station for a while, gathering dust. Held is the philosopher who suggests that we should lay to rest “rational economic man” as a useful paradigm for framing ethical decisions and action, and instead draw on the immediate reality of our own lives to find a fundamental model for examining our ethical responsibilities. She proposes that rather than looking at each of us as if we were wholly autonomous and disconnected, we would do well to see ourselves as bonded to each other in non-voluntary, and irrevocable ways, because in fact we are. She goes so far as to suggest that we could replace that rational economic guy with a mother-child paradigm (Held, 1993). I’ve suggested elsewhere that a parent-child paradigm would be even more useful and not just more politically correct (Derry, 1999).

Over several years I’ve thought about and written enthusiastically about this idea of looking to mothering and parenting as inspiration for the rest of our lives and work. Given my general inclination to lower the boundaries between the personal and professional aspects of my life, this is an intuitively comfortable model for me. And given all the intense mothering I’ve been doing over the last six years, it is always appealing to try to make that professionally relevant and meaningful. But when I come right down to it, I struggle to think about how my mothering skills contribute to my research, teaching and service, other than my having developed a firmness about the meaning of the word "no."

For the upcoming IABS meeting, I have a session on the program on "Parenting, Teaching, and the Workplace: How we balance and integrate our lives." I proposed it as a way of getting a conversation going. I know others are thinking about these issues, but we rarely talk about them in public. We don't talk about them as if they are worthy of serious discussion and focused reflection. My hope is that we will share ideas on whether and how our family roles are relevant to our work lives. There is some interesting scholarly discussion of Held's ideas, examining the concept of care from new angles, the risks of adopting such an imbalanced and conflict laden relationship as a model for ethical responsibilities, and other insightful challenges. These offer valuable and constructive criticism. But I want to leave them aside for the purpose of this article.

Instead I want to think about how to apply a basic and obvious component of mothering and parenting, love. This week bears the anniversary of my daughter's birth, as well as the anniversary of my mother's death. I'm thinking about both of these women in my life, and how they and I are bound by love, powerful, deep, sometimes conflictual, but impossible to sever.

Let's pause here: I know we don't do this in business or philosophy classes, or in business ethics research. We don't talk about love. We don't talk about how we feel about our parents and our children. We don't talk about whether we love our colleagues or students enough. I'm not imagining that I'm rambling down a familiar and comfortable path. I'm well aware that I have taken a sharp left turn off the traveled and acceptable route. Or perhaps it was a u-turn, returning to grab hold of an idea that is always easier to pass by. Wherever I've gone, I know I'm not supposed to be here. But I've arrived here on purpose. I want to try talking out loud about love.

From our parents we learn our first lessons about loving. We learn that we will survive because our parents are drawn to love us and care for us. We learn along the way that there are costs and risks to loving and being loved. We learn that there are obligations that come with loving and being loved. As we grow and mature, we learn how to love better, and how to express our love in ways that are meaningful for other people. We learn that there are social rules and expectations about who we love, and how open we can be about who and how we love. Some of us spend our lives figuring out who and how to love. Others of us struggle with how to love ourselves adequately or effectively. Those processes and searches do not happen only in the privacy of our personal lives, but are intertwined with who we are in the world and how we relate to students and colleagues. How well we are able to love affects our ability to embrace our research and express creative insights. It affects our willingness to give of ourselves to students and to engage with our colleagues in constructive ways.

From parenting we learn the sharp lessons of loving and letting go. We are caught off guard by the force of protective loving, as well as by the anger emerging from love. Occasionally loving feels imperative and impossible at the same time. In loving our children, most of us come quickly to feel that loving is not optional. That is an essential belief for the survival of our race. We must be committed to loving, or we wouldn't be able to adequately fulfill the challenging tasks of parenting.

Are any of these lessons relevant to our work environments? As a parent and a child, I often ask myself how I could love better. Am I loving in ways that people I care about feel and recognize? Am I loving in ways that are constructive for the individual and for the family? Is it relevant to ask how well our love is being communicated in the workplace? Is it useful to reflect on the potential contributions of our love anywhere other than in our personal lives?

I believe these *are* relevant questions for our work as well as our private lives. It would be an interesting experiment for each of us to think about three ways we could love better at work, and spend a day or week or month trying to be conscious of practicing those ways. We would need to be attentive to incorporating these changed patterns into communications with department members, or students, or perhaps in choosing research topics and methods. Or we could keep everything about a course similar to another semester, except that we would try harder to really love the students sitting in front of us, staring off into space, falling asleep, coming into our office to argue about grades. It would just be interesting to see how our lives might or might not change if we conducted such an experiment. My hypothesis is that our lives, as well as those around us, would change. I don't know how.

Love is so powerful. It is such a huge and critical component of our lives. How can we not take it into account at work? Why is that so hard to talk about? Can we talk? And more importantly, can we love more at work? I'd like to know what you think.

Derry, R. (1999). The Mother-Child Paradigm and Its Relevance to the Workplace. *Business and Society*, 38, 217-225.

Haber, J. and Halfon, M. (1998). *Norms and Values* (New York: Rowman and Littlefield).

Held, V. (1993). *Feminist Morality* (Chicago: University of Chicago Press)

Member News

Diane Swanson earned the College of Business Outstanding Contribution to Research Cash Award at Kansas State University. She was also named the Graduate Students' Professor of the Semester. In addition to her efforts in the class room, she had an article accepted for publication in *Systems Research and Behavioral Science* entitled "Codetermination: A Business and Government Partnership In Procedural Safety for Ecological Sustainability."

Diane Swanson of Kansas State University and **Jennifer Griffin** of The George Washington University are coordinating this year's SIM doctoral consortium in Toronto. The consortium is an all-day professional workshop on Saturday August 5, 2000. As in years past, the SIM doctoral consortium will focus on developing networking opportunities and dissertation, career and publishing strategies as well as finding a balance between career and personal aspirations. Moreover, consortium participants themselves will determine part of the workshop agenda through dialogue with SIM faculty. To apply, doctoral students need a sponsoring faculty member. For further information, doctoral students or sponsoring faculty should contact Diane Swanson (swanson@ksu.edu) or Jennifer Griffin (jgriffin@gwu.edu).

Linda Sama was named the Skov International Business Ethics Scholar at the University of Texas at El Paso (UTEP). This designation allows Linda to develop a new undergraduate course in Business Ethics as well as pursue research interests in the field.

John Boatright encourages his IABS colleagues to check out and bookmark the newly-redesigned website for the Society for Business Ethics at www.luc.edu/depts/business/sbe/index.html. If you had previously bookmarked this site, it will be necessary to bookmark it again because of a slight change in the URL.

Nathalie Boder would like to announce the development of a joint doctorate program between of the Swiss Federal Institute of Technology (EPFL) and the International Institute for Management Development (IMD). Doctorate scholarships are available in the following possible areas of research:

- Software development
- Learning-based softwares
- Management of technology
- Entrepreneurship

Documents required: 2-4 page summaries of the project in English, with letter of application, CV and list of publications and achievements, examination results, application form. Letters of agreement from an IMD professor and an EPFL professor, confirming their commitment to collaborate with and support the Ph.D. student during the thesis work, are necessary.

Application forms can be requested in writing from:
Prof. John C. Badoux, President, EPFL,
CE-Ecublens,
CH-1015 Lausanne.

Marjorie Kelly's forthcoming new book, *The Divine Right of Capital*, will be the focus of a panel discussion at the upcoming IABS conference. The book challenges the mandate to maximize shareholder returns as an aristocratic mandate, out of step with both democratic and free-market ideals. The first four chapters have recently been published in a special booklet by Berrett-Koehler Publishers of San Francisco, entitled "Is Maximizing Returns to Shareholders a Legitimate Mandate?" It's available at a special 10% discount to IABS members, through the Business Ethics website: www.business-ethics.com. Or phone 800/601-9010. In either case, mention IABS and save 10%. If the booklet is used in bulk for class discussions, larger discounts are available. The book will be published in a series of four booklets throughout 2000, and will come out as a full book in 2001. For information contact Marjorie Kelly at MarjorieHK@aol.com

Larry Lesser (Maryland University) has published a new book entitled *Business,Public Policy, and Society*, 1st Edition, 2000, available from Harcourt College Publishers. Key features include timely theories and concepts related to ethics, social responsibility, and public policy; a strong global and technology focus; and controversial issues in business and society presented in a pro/con format. Faculty can assign the controversial issues as student projects and arrange class debates on such contemporary topics as: human cloning, sweatshops, taxing e-commerce, the influence of popular music on society, Internet gambling, tobacco, affirmative action, privatization of Social Security, as well as the use of trade sanctions to promote human rights. For an exam copy, visit the book's web site at http://www.harcourtcollege.com/books/0-03-025909-6/

or call: 1-800-237-2665.

Job Announcements

UNIVERSITY OF MASSACHUSETTS - BOSTON
COLLEGE OF MANAGEMENT
DEPT OF MANAGEMENT AND MARKETING

Position Announcement

Junior, tenure track position available September 2000. Candidates would be expected to conduct research and develop elective courses in the areas of entrepreneurship, innovation and technology strategy, and/or community economic development. Appropriate candidates would hold a Ph.D./DBA in business strategy, business and society, or closely related disciplines and would be expected to teach core courses in these areas at the MBA and undergraduate levels. Opportunities for research and collaboration exist with a number of College and campus centers that support local small businesses, environmental start-ups, and community economic development. ABD applicants will also be considered. Application review will begin immediately and will continue until position is filled. Position contingent on final budgetary approval.

The University of Massachusetts, Boston, is an urban commuter campus accessible by mass transit, and known for its diverse and largely self-supporting student body. MBA courses are offered in the evenings and Saturdays; undergraduate courses are offered days and evenings.

Send cover letter, references, and CV to:
Dr. Peter McClure, Chair
Dept. of Management and Marketing
College of Management
University of Massachusetts - Boston
Boston, MA 02125-3393.

An affirmative action, equal opportunity, Title IX employer.

UNIVERSITY OF WISCONSIN-MADISON
SCHOOL OF BUSINESS
FACULTY POSITION IN BUSINESS ETHICS

Applications from qualified candidates are invited for a faculty position in Business Ethics. Qualifications: Ph.D. or appropriate terminal degree required; prior teaching experience; scholarly productivity. This position is at the Full Professor, Associate Professor or Assistant Professor level available beginning in Fall 2000. Responsibilities of this position include teaching graduate and undergraduate courses in the School of Business and participation in related curriculum development & design; work with other faculty in the School of Business on the integration of ethics across the curriculum; conduct scholarly research related to business ethics, social issues, & other aspects of business; & participate in institutional service activities & conduct outreach, including seminars & symposia on business ethics & social issues. This position plays a principal role in the annual Grainger Business Ethics Symposium. Candidates at the full professor level who have substantial recognition will be considered for the position as Grainger Chair of Business Ethics. Salary and benefits are very competitive. The application deadline is March 7, 2000, send résumés to Don Schwab, Ethics Search Committee Chair. Please indicate level of position you are applying for. The School of Business mailing address is: The School of Business, University of Wisconsin-Madison, 975 University Ave., Madison, WI 53706. The University of Wisconsin-Madison is an Equal Opportunity Affirmative Action Employer. Due to the Open Records Law, we must disclose, upon request, names of all final candidates and applicants who have not requested confidentiality

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A.J. PALUMBO SCHOOLS OF BUSINESS
DUQUESNE UNIVERSITY
ANNOUNCEMENT OF JOB POSITION

The Management Division of the John F Donahue Graduate and A.J. Palumbo Schools of Business at Duquesne University is seeking applicants for a tenure-track faculty position in Organization Studies/Strategy area. Applicants should have an earned PhD with a record of excellence in teaching and scholarship. Typical teaching load is six classes at the undergraduate and graduate levels with research productivity, with possible teaching assignments at the Center for Executive Education and the Off-Site MBA programs.

Candidates are encouraged to submit their vitae with evidence of excellence in teaching and scholarship and the names of three references IMMEDIATELY (prior announcement stated a date already past) to:

Dr Suhail Abboushi
Coordinator - Division of Management
School of Business Administration
Duquesne University
Pittsburgh, PA 152982-0107

ACT NOW, if interested. Resumes are already being evaluated.

Individuals with specialty areas of teaching/research, such as in Entrepreneurship, along with Management/Strategy are also encouraged.

DEPT OF MANAGEMENT & ORGANIZATION
THE MARY JEAN AND FRANK P. SMEAL COLLEGE OF BUSINESS ADMINISTRATION
THE PENNSYLVANIA STATE UNIVERSITY

Position - Applications and nominations are invited for The Mary Jean and Frank P. Smeal Chair in Management and Organization. The position offers an opportunity to contribute to the continued research development of a faculty with a strong foundation of scholarly achievements.

Qualifications - Candidates should possess an established record of high quality research in any of the following areas: strategy, human resources management, macro, meso, or micro organizational behavior, international management, social issues in management, or information technology implications for management. Candidates should also provide evidence of teaching excellence, an international reputation in the field, and the capacity to provide leadership that contributes to the development of the Department, College, and our multiple stakeholders.

The Department - The Department of Management and Organization is one of five academic departments in The Smeal College of Business Administration. The Department prides itself on its collegiality, research productivity, and teaching excellence. Current faculty includes John Bagby, Donald Bergh, Daniel Brass, Philip Cochran, Dennis Gioia, Barbara Gray, Karen Jansen, Martin Kilduff, Scott Snell, Charles Snow, Kevin Steensma, Jack Stevens, Gerry Susman, Linda Treviño (Chair), Charlie Trevor, and Wenpin Tsai. The Department plays an integral role in Undergraduate, MBA, and Ph.D. programs.

The College - The Smeal College of Business Administration is the largest academic unit within Penn State. The College offers degrees at the undergraduate (6400 students), MBA (250 students), and Ph.D. (100 students) level.

The University - The Pennsylvania State University was founded in 1855 as a land grant state institution. The main campus is located at University Park, which is in the borough of State College, PA, and enrolls 40,000 students.

The Town - State College is a rapidly growing community located close to the geographic center of the Commonwealth, with easy access to such cities as Pittsburgh, Philadelphia, Washington D.C., Baltimore, and New York City. The metropolitan area has a population of 120,000. The University is the area's largest employer and is actively involved in economic development and technology transfer efforts. State College's rural setting makes the area ideal for sports enthusiasts with tremendous indoor and outdoor recreation facilities including several lakes and parks, five golf courses, and a downhill ski resort. The town has an affinity for the arts with one of the largest arts festivals in the northeast, and its own symphony and regional theater company. For the third year in a row, the Bryce Jordan Center on campus is the number one grossing university venue in the world, featuring performances by a variety of national and international acts. Befitting its nickname, "Happy Valley," State College has been rated one the best and least stressful places to live in the United States.

Deadline - Application review will begin March 15, 2000, and continue until position is filled.

Please send letter of application and curriculum vitae to:

Prof. Charles C. Snow, Chair
Smeal Chair Search Committee
403 Beam Business Administration Building
The Pennsylvania State University
University Park, PA 16802

Penn State University is an affirmative action/equal opportunity employer. Women and minorities are encouraged to apply.

DON'T MISS IABS 2000

March 15-19, 2000
Essex Junction, Vermont

Conferences and Calls

The International Society for Quality of Life Studies (ISQOLS) Conference, July 20-22 in Girona Spain, has extended the deadline for submissions until March 15, 2000. See the conference website for more information: http://business.wm.edu/isqols/

" What do the following have in common? "

Nancy Adler, Blake Ashforth, Michel Berry, Roland Calori, Stewart Clegg, Carlos Davila, Rebecca Henderson, Michael Hitt, Anne Huff, James McKeen, Henry Mintzberg, Koji Okubayashi, Daniel Robey, Haridimos Tsoukas, Alan Rugman, Bill Starbuck, Charles Weinberg, David Whetten, and more...

a) They're all world class scholars in management
b) They include four Presidents of the Academy of Management
c) They come from five continents
d) They all like Jazz

Answer: (a), (b), (c) and we hope (d)

BUT ANYWAY... they are all scheduled to present in special sessions at ASAC-IFSAM 2000 in Montreal, 8-11 July 2000

'Call for Contributions' on the topic of

'PERSPECTIVES ON CORPORATE CITIZENSHIP: CONTEXT, CONTENT AND PROCESSES'

Greenleaf Publishing invites contributions for a special issue of Greener Management International (GMI) on corporate citizenship and a new book: 'Perspectives on Corporate Citizenship: Context, Content and processes', to be Edited by J rg Andriof and Malcolm McIntosh.

Rationale

In today's society successful companies are those that recognise that they have responsibilities to a range of stakeholders that go beyond compliance with the law. If in the past the focus was on enhancing shareholder value, now it is on engaging stakeholders for long-term value creation. This does not mean that shareholders are not important, or that profitability is not vital to business success, but that in order to survive and be profitable a company must engage with a range of stakeholders whose views on the company's success may vary greatly. If in the past corporate social responsibility was simply seen as profitability plus compliance plus philanthropy, now responsible corporate citizenship means companies being more aware of and understanding the societies in which they operate. Companies are faced with the challenge of reporting on the company's social and environmental impact alongside the financial performance. This means senior executives and managers being able to deal with a wide range of issues including greater accountability, human rights abuses, sustainability strategies, corporate governance codes, workplace ethics, stakeholder consultation and management. The aim and scope of the special issue of GMI and the book is to help capture and distil these and other emerging corporate citizenship perspectives in terms of content, context, and processes, in one concise volume.

Coverage

Perspectives on corporate citizenship cover a spectrum of topics. Contributions are invited which address areas including, but not limited to:

* Defining Corporate Citizenship
* Stakeholder Partnerships
* Social Responsibility Decision Making
* Leadership for Corporate Citizenship
* New Social Partnerships
* Accountability Standards
* New Governance Mechanisms
* Indicators for Social, Ethical and Environmental Performance
* New Economics of Sustainable Development
* Business and Human Rights
* History of Corporate Social Responsibility and Corporate Citizenship
* Corporate Citizenship and Sustainable Development
* Social Risk Management
* Stakeholder Dialogue
* Ethics and Stakeholder Management
* Market and Non-Market Drivers for Corporate Citizenship
* Strategies for Corporate Citizenship
* Reputation, Image and Identity
* Social Issues in Management
* Globalization
* Social Responsibility and Financial Markets
* Benchmarks for Corporate Citizenship
* Culture and Corporate Citizenship Structure

Articles in the journal and the book will appear under four headings:
(1) The evolution, context and concept of corporate citizenship;
(2) governance and leadership;
(3) stakeholder engagement; and
(4) social and ethical accountability.

Projected Audience

The journal and the book aim to aid managers, students, researchers, government, NGO representatives and consultants in understanding the principles, various issues, and concepts of corporate citizenship. Further, the publications will provide the reader with interdisciplinary perspectives from various parts of the world on state-of-the-art and future practice in corporate social responsibility and social risk management. The special issue of GMI and the book is expected to incorporate a mixture of case studies, empirical, and applied theoretical work.

Contributions

Academics submitting material should clearly state how the theory and concepts developed in their work influence managerial practice. Given the practical nature of this book we encourage contributions from practitioners in businesses, NGOs and governments, as well as academics. Papers should be between 4000-6000 words in length. Case studies should be 2500-4000 words in length. The paper submissions should follow editorial guidelines, which can be obtained from Greenleaf Publishing.

Schedule

Abstracts of 300-400 words should be sent to the Editors prior to March 15, 2000. These should ideally be sent as e-mail attachments. Contributors whose abstracts are felt appropriate for the project will be invited to submit full papers by June 30, 2000. Any required revisions should be completed by October 1, 2000. It is intended that the special issue of GMI on Corporate Citizenship will be published in November, 2000 and the book in December, 2000.

* Abstract Submission Deadline to Editor: March 15, 2000
* Contributors Informed of Acceptance Decision: April 15, 2000
* Full Paper Submissions: June 30, 2000
* Revision Requests Sent to Contributors: August 15, 2000
* Final Papers Deadline: October 1, 2000.

For further information or to discuss ideas for contributions, please contact the Guest Editors:

J rg Andriof and Malcolm McIntosh
Corporate Citizenship Unit
Centre for Creativity, Strategy and Change
Warwick Business School
University of Warwick
Coventry, CV4 7AL
Great Britain
Tel: +44 24 7652 3918
Fax: +44 24 7652 4393 or 3719
E-mail: J.Andriof@Warwick.ac.uk and CCUMM@WBS.Warwick.ac.uk
Web: http://www.wbs.warwick.ac.uk/ccu

Contribution Guidelines can be obtained from:

Samantha Self
Greenleaf Publishing
Aizlewood Business Centre,
Aizlewood's Mill,
Sheffield S3 8GG
UK
Tel: +44 (0)114 282 3475
Fax: +44 (0)114 282 3476
e-mail: greenleaf@worldscope.co.uk
http://www.greenleaf-publishing.com

WRITERS' WORKSHOP

The 7th International Conference on Advances in Management (Marriott, Colorado Springs, CO, July 12-15, 2000) will hold its 2nd Writers' Workshop. The objective of this workshop is to help scholars to improve their manuscripts so that they can be published in the International Journal of Organizational Analysis (IJOA) or Current Topics in Management, Vol. 6 (JAI Press). (The papers from the 1st Writers' Workshop have been scheduled for publication in a Special Issue of the IJOA.) The workshop will be conducted by the following scholars:

1. Robert T. Golembiewski, U of Georgia
2. Craig C. Lundberg, Cornell (now in sabbatical at Stanford)
3. Kenneth D. Mackenzie (U of Kansas)
4. Afzal Rahim, Center for Adv Stud in Mgt

If you want to participate in the 2nd Writers' Workshop, please:

1. Send four copies of your full paper with a cover letter to one of the nine Tracks for review
2. Send three copies of your paper with a cover letter to the following:

Afzal Rahim ICAM Writers' Workshop

c/o Center for Adv Stud in Mgt
1574 Mallory Court
Bowling Green, KY 42103, USA
Phone & Fax: 270-782-2601
Email: icam2000@aol.com

Call For Papers

"Corporate Governance & Corporate Responsibility in Developing Economies"
April 17-18, 2000
York University, Toronto

The Business and Society Programme at York University is soliciting paper and panel proposals for the conference "Corporate Governance &Corporate Responsibilities in Developing Economies." Appropriate areas for proposals would include, but need not be limited to, the following:

· Effects of Economic Liberalization/Deregulation on Governance Practices
· Industry Initiatives regarding Governance Issues (e.g., codes, self-regulatory bodies, etc.)
· Normative Theoretical Approaches to Defining Corporate Responsibilities
· Specific Areas/Issues of Corporate Governance and Responsibility (e.g., shareholder rights, environmental protection, rural development, etc.)
· Case Studies (of firms, industries or countries)
· Business - Government Relationships

Proposals should be no more than 250 words and may be submitted by mail or electronically. Proposals should be sent by Jan. 7th, 2000 to:

Darryl Reed
Co-ordinator, Business and Society Programme
7th floor South Ross Bldg.
York University
4700 Keele Street,
Toronto, Ontario M3J 1P3.
e-mail: dreed @yorku.ca
tel: (416) 736-2100 ext. 77805
fax: (416) 736-5615

The International Applied Business Research Conference will be held in Puerto Vallarta, Mexico, March 13 - 17, 2000. Mexico is not an expensive place to visit and the weather is beautiful in March. Papers are being accepted for any area of business, economics, or teaching (including cases). The call for papers is on the Web at:
WWW.WAPRESS.COM
or you may receive a hard copy by sending a request to CLUTER@WAPRESS.COM. Please use this e-mail address for any questions or concerns you may have. Hope to see you there.

Sponsored by The Journal of Applied Business Research

The International Atlantic Economic Society will be hosting its 49th conference in Munich, March 14-21, 2000 at Ludwig Maximilians Universitat.

University and government economists from over 40 countries will gather to discuss a wide array of topics.

Professor Hans-Werner Sinn of Ludwig Maximilians Universitat will present the Distinguished Address on Thursday, March 16, at 9:15 am. Professor Allen H. Meltzer of Carnegie Mellon University will deliver his Presidential Address on Friday, March 17 at 11:30 am.

Additional information on the conference can be found on the IAES web page at:

http://www.iaes.org/conferences/future/munich_49/index.htm

Take this opportunity to engage in important economic discussions with international colleagues. If you have any questions, please contact the International Atlantic Economic Society by phone at (314) 454-0100, by fax at (314) 454-9109, or by e-mail at iaes@iaes.org.

NEW ONLINE JOURNAL

ACCOUNTING AND THE PUBLIC INTEREST

An Academic Journal published by the Public Interest Section of the American Accounting Association *Accounting and the Public Interest* is, the first exclusively online journal in the American Accounting Association's (AAA) current stable of academic journals, and the only one that has as its primary focus the public interest. The purpose of the journal is to provide a forum for academic research addressing the public interest. The first volume will appear in 2000. The journal, envisioned as innovative and eclectic, welcomes alternative theories and methodologies as well as the more traditional ones. The common element in this diversity is the requirement that a study and its findings be linked to the public interest by situating the findings within the economic, social, ethical, and political context, and ultimately providing guidance for responsible action. Responsible action can be promoted through research in all areas of accounting including, but not restricted to, financial accounting and auditing, accounting in organizations, social and environmental accounting, government and professional regulation, gender issues, professional and business ethics, information technology applications, accounting and business education, and governance of accounting organizations. Theoretical and empirical contributions, as well as literature reviews synthesizing the state of the art in specific areas, are considered appropriate. Replications and reinterpretations of previous work will also be considered. This editorial policy provides a publication outlet within the AAA for accounting research taking a socially responsive, and responsible, perspective. Our goal is to communicate a decision to the author within four to six weeks of receipt of a manuscript. We hope the new journal, and its constructive and responsive editorial procedures, will render research efforts relevant and rewarding for all concerned.

SUBMISSIONS ARE CURRENTLY BEING ACCEPTED AND ENCOURAGED.

For instructions to authors and submission procedures, visit the Public Interest Section's homepage at:
http://www.rutgers.edu/Accounting/raw/aaa/pi/journal/author.instructions.html,
or contact Jesse Dillard, Editor,
Anderson School of Management,
University of New Mexico,
Albuquerque, NM 87131.
Phone: 505-277-3207.
email: dillard@unm.edu.

The 2000 Business & Economics Society International Conference will be held in Los Angeles, California - USA (Hyatt Regency Hotel) July 22-26. You may participate as panel organizer, presenter of one or two papers, chair, moderator, 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 through regular mail:

Business & Economics Society International
c/o Helen Kantarelis
64 Holden Street
Worcester, MA 01605-3109, USA

Or at

Tel: (508) 595-0089
E-mail: hkantar@assumption.edu

The WEB SITE for B&ESI is:
http://www.assumption.edu/html/faculty/kantar/missb1.html

IABS Proceedings Guidelines

For those of you who have a paper accepted to the 11th Annual Conference of the International Association for Business and Society (IABS) meetings, March 16 – 19th at Essex Junction, Vermont, **Duane Windsor** (IABS Proceedings Editor) has provided you with the following guidelines for your publication in the *Proceeding:* <u>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.</u>

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*, <u>please let me know!!!</u>

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

<u>Final Form:</u> Laser printed, typed and proofread when submitted; camera ready; they will be printed as received.

<u>Paper:</u> 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.
c) Begin the introduction section of the text two lines after the abstract.
f) Begin the new paragraphs, flush left.
C) 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.

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.

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.

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

With best regards,

Duane Windsor
Proceedings Co-editor, IABS
Jones Graduate School of Management MS-533
Baker Hall 357
Rice University
P.O. Box 1892
Houston, TX 77251-1892 USA
Phone: 713-285-5372
Email: odw@rice.edu
Fax: 713-737-6296 or 713-285-5251

IABS Officers

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

The next issue of the IABS Newsletter is scheduled for publication in late April, 2000. Items for inclusion in the Spring IABS Newsletter should be sent to Kelly Strong, the Newsletter editor, at kstrong@mtu.edu
no later than April 17th