

DRAFT – August 19, 2003

Minutes of the Annual Business Meeting

5:30 –8:30 p.m. Monday, Aug. 4, 2003

Seattle, Washington

1. Meeting convened at 5:30 p.m. Anne Tsui welcomed the 150+ attendees and reviewed the agenda for the meeting
 1. IACMR update by Anne Tsui
 2. The 2004 Inaugural Conference to be discussed by Xiao- Ping Chen and Max Boisot
 3. Management and Organization Review to be discussed by Michael Morris
 4. James March lecture with introduction by Marshall Meyer
 5. Blackwell reception by Verity Warner
 6. Chinese dinner

2. A brief update on IACMR activities by Anne Tsui
 1. We now have about 550 members
 2. PRC members are in the process of organizing a PRC Chapter.
 3. We are also searching for Chinese translations of measures to be put on the website. Members can download them with a password.

3. 2004 Inaugural Conference
 1. Xiao-Ping Chen reported that we received 135 submissions and accepted 88 papers. 41 are regular papers and 47 are poster papers. There are also 5 invited panels, 2 symposia, and 3 executive speakers.
 2. These papers involved 230 authors from 18 countries and regions.
 3. Xiao-Ping thanked the 74 reviewers, the 14 Program Committee members, and the Best Paper Award Committee chaired by Oded Shenkar and Mary Anne Von Glinow for their hard work on reviewing the papers.
 4. Xiao-Ping also thanked her two assistants Eva Yao and Ivy Yang for their great help during the review process.
 5. Max Boisot described the theme of the second call for papers for the 2004 Program. The focus is on methodological challenges in conducting research in China.
 6. Members are invited to submit new papers to the Conference on both the main theme as well as the theme of the second call.

4. Management and Organization Review
 1. Michael Morris announced that MOR is now accepting submissions.
 2. MOR first issue will be published in March 2005 but the sample first issue will be ready in June 2004 at the Inaugural Conference.
 3. The papers in the first issue will include “Parochialism in the evolution of knowledge: The case of organizational studies” by Prof. James March, a paper on decision making style between American and Chinese managers, a case study of a state owned enterprise, and a study of authentic leadership, all by distinguished scholars.
 4. There is still opportunity to have papers published in the inaugural volume if they are submitted soon.
 5. MOR emphasizes developmental review.
 6. Papers accepted for publication will be available on the IACMR and Blackwell websites before they appear in the paper journal. This way the paper can be read and cited at least several months before publication.

5. Marshall Meyer introduced Prof. James March to speak on the topic “Parochialism in the evolution of organizational studies”. A few key points of Prof. March’s lecture are:
 1. The field aspires to conduct multi-disciplinary, multi-lingual, and multi-national studies. This aspiration has not been easy to achieve.
 2. Instead, the organization studies field is characterized by a high degree of geographical and linguistic fragmentation. Cross citations are constrained within a country and citations to different language studies are rare.
 3. However, there is an advantage to this fragmentation or isolation. It prevents the homogenizing tendency.
 4. The low reproducibility and unreliability of the transfer of ideas leads to imagination and creativity.
 5. To prevent homogenization, one should ask “Does he do what he does well?” rather than “does he do what he should do?”
 6. Research communities will necessarily become parochial due to geographic distance and cultural pride.
 7. In the case of China, when one translates a romance-based language to a character-based language, the possibilities are wonderful in terms of imaginative confusion and misunderstanding.
 8. Fragmentation between Chinese and Western organizational scholarship is inevitable given the vast differences in history, culture, language, etc.
 9. Fragmentation serves us well. Therefore, I am optimistic about

fragmentation and about Chinese management scholarship in general.

10. Given the inevitable fragmentation, the challenge is maintaining communication and interchange between the two sides.
 11. IACMR and MOR have two challenges. They have the challenge of creating a scholarly community within their parochial boundaries on the one hand and facilitating the communication of this community with the rest of the world on the other hand.
 12. How to keep contact open and communication flowing in light of the fragmentation tendency?
 13. There are two social propositions that hinder communication: people prefer to talk to others similar to them, and things that are easy to communicate are not relevant.
 14. Therefore, people have difficulty communicating with others from whom one can learn. How to break this tendency?
 15. Prof. March suggests wine, flirtation and play. It is the irrelevant things that bring people together. Pillows and wine facilitate cooperation.
 16. During the next 50 years we will see the decline of the American empire.
 17. The IACMR has great opportunity to create a scholarly community to define a set of tough standards and enforce it.
 18. This will be good for our field, and for the world consequently.
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6. Prof. March responded to several questions from the audience. Anne thanked Prof. March and commented that he is very Chinese despite the fact that he has not been to China. Chinese culture also emphasizes play before work. Usually people have to have three dinners before discussing business.

 7. Verity Warner of Blackwell expressed enthusiasm and support for MOR and invited everyone to the reception.

The formal meeting adjourned at 7:15 p.m. The Blackwell reception followed. After the reception, approximately 50 scholars went to the Sea Garden Seafood Restaurant in Chinatown and enjoyed a delicious Chinese dinner.