



# Prefaces

The Newsletter of the Public and Nonprofit  
Division of the Academy of Management

PNP Special AOM  
Program Edition  
Summer 2011

## Annual Meeting of the Academy of Management in San Antonio, TX PNP Highlights

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Please join us for the following exciting and informative events:

- 1. PNP Executive Committee Meeting - Sunday, Aug 14, 2-4pm, Marriott Rivercenter, Salon L
- 2. PNP Business Meeting - Sunday, Aug 14, 4-6:30pm, Marriott Rivercenter, Salon D
- 3. PNP Social – Sunday, Aug 14, 6:30-8pm, Marriott Rivercenter, Salon A

## PDW Highlights

Please join us in participating in one or more of the featured following professional development workshops:

- 1. **Doctoral Consortium Workshop:** If you are a doctoral student with aspirations to research and teach in public or nonprofit management, consider applying to the Doctoral Student Professional Development Consortium of the Public and Nonprofit (PNP) Division of the Academy of Management (AoM). The consortium will be held Saturday, Aug 13 from 8:30 am to 4:00 pm. See Page 4 for more details. Pre-registration is required.
- 2. **Haven for Hope:** Includes a tour and a volunteer activity on Saturday, Aug 13. See page 3 of this newsletter for more details. Pre-registration was required.
- 3. **Intersectoral Collaboration for Redefining Downtown San Antonio: A Conversation Among Leaders.** Monday, Aug 15 9:45AM - 11:15AM, Marriott Riverwalk, Salon C
- 4. **Implications of US Health Reform for Organizational and Management.** Monday, Aug 15 3:00PM - 4:30PM, Marriott Rivercenter, Salon K
- 5. **Unpacking Capacity: Five Dimensions and Their Synergies.** Tuesday, Aug 16 3:00PM - 4:30PM, Marriott Riverwalk, Salon F

***Please explore the other exciting opportunities that are unique to our division in the pages that follow!!***

## PDW Program: Friday, August 12, 2011 – Saturday, August 13, 2011

Time	Session Title	Location
Friday, Aug 12 8:00AM - 11:30AM	<p><b>Cross-Sector Partnerships for Social Innovation: Processes, Perspectives and Positioning</b></p> <p>Building on these previous PDWs, this year we focus on shaping and disciplining the scholarly conversation about cross-sector partnerships. During the previous PDWs, a number of themes have emerged that relate directly to this year's theme: West meets East: Enlightening, Balancing, and Transcending. This PDW proposal organizes these themes into a deeper discussion about the processes, perspectives and positioning of social innovation; we focus on cross-sector partnerships because they are living laboratories for social innovation within and across sectors. Our focus is three-fold: we address processes that can engender (more) balanced development of people and products, often through reengineering of markets as well as non-market strategies. We also consider how additional theoretical perspectives can enrich our conceptualization of social innovation, welcoming additional contributions from critical management and positive organizational scholars. Last, we aim for an enlightened platform for scholarly work in cross-sector partnerships by harnessing this discussion to collectively brainstorm about the positioning of this emerging field.</p> <p>The deadline to register online is August 10, 2011</p>	Marriott Riverwalk in Salon C
Friday, Aug 12 12:30PM - 2:30PM	<p><b>Captains of Lives - Transformation of Singapore Prison Service</b></p> <p>This PDW is about a unique a real-life example of organizational change in the context where most people would least expect inspirational leadership: Singapore prison service underwent a remarkable transformation journey to become not only an example for successful new prison management but also successful in terms the positive impact on the society of the country. In this workshop we will showcase the real-life story and explore ways how to use it in teaching in executive education. The workshop will be run in collaboration with a practitioner, (the ex-director of Singapore Prison Service), and 2 academics who use the story in teaching and research. The workshop relates directly to the conference theme "West meets East" as it demonstrates a case of modern management in an Asian public service.</p>	Marriott Riverwalk in Salon D
Saturday, Aug 13 8:00AM - 10:00AM	<p><b>A Quality Improvement Model that Works for the Public and NonProfit Sectors</b></p> <p>This workshop proposes to teach Academy of Management participants about a QI model called NIATx that is designed specifically for public and nonprofit organizations. The model was first employed in addiction treatment and has been extended to other human service settings such as aging, veteran services, HIV/AIDS, criminal justice, adolescents, mental health, Native American populations, and disabilities. For this professional development workshop, expert faculty from the University of Wisconsin-Madison will provide training on the NIATx QI model. The training will give each participant a set of tools and practices they can use to improve services at public and nonprofit organizations.</p>	Marriott Rivercenter in Salon D

**PDW Program: Friday, August 12, 2011 – Saturday, August 13, 2011 Continued**

<p><b>Saturday, Aug 13 8:00AM - 2:00PM</b></p>	<p align="center"><b>Executive Interaction, Tour, and Volunteering at Haven for Hope</b></p> <p>Haven for Hope is a new, standard-setting homeless transition center located near downtown San Antonio. Opened in 2010, Haven for Hope represents a partnership among local business leaders, city leaders, state and county governments, and approximately 78 social work organizations, and it addresses the root causes of homelessness. The facility serves approximately 1,600 men, women, and children at its 37 acre, \$100 million campus. The Local Arrangements Committee worked with Haven for Hope's staff to schedule an executive interaction, campus tour, and volunteer opportunities for attendees of the Academy of Management 2011 Annual Meeting. It is believed that AOM members will develop a deeper understanding of the challenges faced by non-profit managers in starting and running such highly complex organizations through these activities. Participants depart from the Convention Center at 8:00 am on Saturday, August 13, 2011 (transportation provided). A tour of the Haven for Hope campus occurs from 8:30 am until 9:30 am. Following the tour, participants will hear from Meghan Oswald, VP of Development and Communications at Haven for Hope, who will speak about the challenges of starting and running such a complex organization. Then, participants will have the option to volunteer in the San Antonio Food Bank that is housed on the campus, work in the Prospects Courtyard Kitchen, or complete miscellaneous tasks around the campus. Depending on the volunteer activity chosen, participants will depart Haven for Hope at 10:10 am, 11:10 am, or 1:40 pm</p> <p>Pre-registration is required for this workshop. To register online, please visit <a href="https://secure.aomonline.org/PDWRReg">https://secure.aomonline.org/PDWRReg</a>. The deadline to register online is August 10, 2011.</p>	<p><b>Offsite in Haven for Hope</b></p>
<p><b>Saturday, Aug 13 8:00AM - 11:00AM</b></p>	<p align="center"><b>Managing Change in the Aftermath of Extreme Events</b></p> <p>Following the success of this Workshop theme in 2009 and 2010, we will this year explore in greater depth the practical, theoretical, methodological, and pedagogical challenges in managing change in extreme contexts. This year there is a clear shift to the generation of a relatively small number of empirically-based case studies. We will focus on the conditions and processes that respectively encourage and inhibit change in the aftermath of such events, leading to developments in theoretical understanding, and guidelines for organization and management practice. One overarching aim is to bridge scholarship from separate but related fields: normal accidents, high reliability organizations, risk and crisis management, sensemaking in crises, the role of public enquiries, and change management. A second aim is to maintain an international network, to progress the research agenda, and to develop a contingency framework for managing change in extreme contexts.</p> <p>This Workshop will be supported by a dedicated interactive website: <a href="http://www.managingextremechange.com">http://www.managingextremechange.com</a>. Additional registration is required for this workshop. To register online, please visit <a href="https://secure.aomonline.org/PDWRReg">https://secure.aomonline.org/PDWRReg</a>. The deadline to register online is August 10, 2011.</p>	<p><b>Grand Hyatt in Travis C</b></p>

**PDW Program: Friday, August 12, 2011 – Saturday, August 13, 2011 Continued**

<p>Saturday, Aug 13 8:30AM - 12:00PM</p>	<p align="center"><b>Social Entrepreneurship and Broader Theories: Shedding New Light on the “Bigger Picture”</b></p> <p>Social entrepreneurship is now a dynamic field of research. However, although many see social entrepreneurship as an important element in the “bigger picture” of societal organization, much of the research to date takes an actor-centered perspective, focusing, e.g., on the individual motivations of social entrepreneurs. This is certainly important, but we feel that it is promising to combine an actor-centered perspective with more system-oriented theories on society’s “bigger picture” and the role of social entrepreneurship in it. The key idea of this workshop is to link social entrepreneurship research with more established theories on the economic, social, and political organization of society. Pecha Kucha presentations, a format forcing the presenters to be concise and to the point, will serve to introduce alternative theoretical paradigms and potential linkages to social entrepreneurship. We will also provide room for plenary debate and allow the participants to engage in small-group discussions. We want to organize an inspiring and interactive workshop. All the organizers were involved in last year’s PDW on “Social Entrepreneurship: Future Directions in Education and Research” either as organizers or active participants. The PDW attracted many interested scholars from around the world and led to interesting discussion. We hope that this year’s workshop will similarly inspire social entrepreneurship researchers and academics from “neighboring” disciplines. Although the primary workshop sponsor is the ENT division, we strongly believe that the workshop will be beneficial to scholars from other fields.</p> <p>Pre-registration is required for this workshop. To register online, please visit <a href="https://secure.aomonline.org/PDWReg">https://secure.aomonline.org/PDWReg</a>. Please contact the workshop organizer(s) to obtain the approval code. The deadline to register online is August 10, 2011. Further information will be provided on request by Anica Zeyen, <a href="mailto:anica.zeyen@uni.leuphana.de">anica.zeyen@uni.leuphana.de</a>.</p>	<p>San Antonio Convention Center in Room 008 B</p>
<p>Saturday, Aug 13 8:30AM - 4:00PM</p>	<p align="center"><b>Public and Nonprofit Division 2011 Doctoral Student Professional Development Consortium</b></p> <p>The Public and Nonprofit Division Doctoral Student Professional Development Consortium is for doctoral students with aspirations to conduct research and teach in public or nonprofit management. The doctoral consortium is most beneficial for advanced doctoral students who have already made progress towards the dissertation or dissertation proposal. The Consortium will give participants the opportunity to a) get tips on finding an academic job, b) present their research or a proposal to get feedback from accomplished scholars, and c) network among peers, future colleagues, and potential employers. Participants must apply to participate in this PDW. Please contact Deneen Hatmaker or Amy Smith (<a href="mailto:deneen.hatmaker@uconn.edu">deneen.hatmaker@uconn.edu</a>/<a href="mailto:amy.smith@umb.edu">amy.smith@umb.edu</a>).</p>	<p>Marriott Riverwalk in Salon B</p>
<p>Saturday, Aug 13 10:15AM - 12:15PM</p>	<p align="center"><b>The Managerial Flow of Public Administration: Developments in the West and East</b></p> <p>The aim of the PDW is to present researches conducted around the managerial flow topic, both with a theoretical and a practitioner approach, in order to discuss its relevance and to test its consistency through an East-West cases discussion. The PDW will be functional to draft a paper to be presented to the 2012 AoM edition.</p>	<p>Marriott Riverwalk in Salon E</p>

## PDW Program: Friday, August 12, 2011 – Saturday, August 13, 2011 Continued

Saturday, Aug 13 12:30PM - 2:30PM	<p><b>International Comparative Analysis in Healthcare Management: West and East</b></p> <p>While in the field of health policy and economics international comparative studies are gaining interest of the academic communities, international comparative studies in healthcare management are still rare. This Scientific Group of AOM wants to contribute to close this gap by promoting more international exchanges among HCM scholars and more rigorous and systematic research on fundamentals of management of healthcare organizations according to a comparative perspective.</p> <p>Pre-registration is required for this workshop. To register online, please visit <a href="https://secure.aomonline.org/PDWReg">https://secure.aomonline.org/PDWReg</a>. The deadline to register online is August 10, 2011.</p>	Marriott Riverwalk in Salon E
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## Full Program: Sunday, August 14, 2011 – Tuesday, August 16, 2011

Time	Session Title	Location
Sunday, Aug 14 2:00PM - 4:00PM	PNP Executive Committee Meeting	Marriott Rivercenter, Salon L
Sunday, Aug 14 4:00PM - 6:30PM	PNP Business Meeting and Awards Ceremony	Marriott Rivercenter, Salon D
Sunday, Aug 14 6:30PM - 8:00PM	PNP Division Social	Marriott Rivercenter, Salon A
Monday, Aug 15 8:00AM - 9:30AM	Collaboration in Public-Private Partnerships: New Perspectives	Marriott Riverwalk in Salon C
Monday, Aug 15 8:00AM - 9:30AM	Employee Motivation, Wages and Incentives: Cross-sector Comparisons	Marriott Riverwalk in Salon F
Monday, Aug 15 9:45AM - 11:15AM	Goals, Commitments, and Value Creation	Hilton Palacio del Rio, Salon Del Rey N
Monday, Aug 15 9:45AM - 11:15AM	Firm Growth, Regulatory Oversight and Culture	Hilton Palacio del Rio, Salon Del Rey S
Monday, Aug 15 9:45AM - 11:15AM	Evolving Commitment Foci: How Do They Enlighten Organisational Effectiveness?	Grand Hyatt, Crockett A
Monday, Aug 15 9:45AM - 11:15AM	Intersectoral Collaboration for Redefining Downtown San Antonio: A Conversation Among Leaders	Marriott Riverwalk, Salon C
Monday, Aug 15 11:30AM - 1:00PM	Strategic Learning, Strategy Execution and Competition	Hilton Palacio del Rio, Salon Del Rey C
Monday, Aug 15 11:30AM - 1:00PM	Managing Non-Profit and Public Organizations in a Globalized World	Hyatt Regency Montreal, Alfred- Rouleau Hilton Palacio del Rio, Salon Del Rey N

## Full Program: Sunday, August 14, 2011 – Tuesday, August 16, 2011 Continued

Monday, Aug 15 11:30AM - 1:00PM	Philanthropy	Hyatt Regency, Bowie C
Monday, Aug 15 11:30AM - 1:00PM	Public and Nonprofit Responses to Disasters and New Challenges: International Perspectives	Marriott Riverwalk, Salon A
Monday, Aug 15 11:30AM - 1:00PM	Leadership and Motivation in the Public Sector	Marriott Riverwalk, Salon F
Monday, Aug 15 1:15PM - 2:45PM	Learning through Experience, Evidence and Interpretation	Hilton Palacio del Rio, Corte Real C
Monday, Aug 15 1:15PM - 2:45PM	Public and Nonprofit Performance	Hyatt Regency, Bowie C
Monday, Aug 15 1:15PM - 2:45PM	Leadership and Change in Public and Nonprofit Organizations	Marriott Riverwalk, Salon A
Monday, Aug 15 1:15PM - 2:45PM	Entrepreneurship in Government and Nonprofit Sectors: International Perspectives	Marriott Riverwalk, Salon F
Monday, Aug 15 3:00PM - 4:30PM	Careers, Jobs, and Social Divisions	Hilton Palacio del Rio, Corte Real D/E
Monday, Aug 15 3:00PM - 4:30PM	CEOs, Managers, Entrepreneurs, and Work-life Balance	Hilton Palacio del Rio, Salon Del Rey N
<b>Monday, Aug 15 3:00PM - 4:30PM</b>	<b>Implications of US Health Reform for Organizational and Management Research</b>	<b>Marriott Rivercenter, Salon K</b>
Monday, Aug 15 3:00PM - 4:30PM	HRM in Public and Nonprofit Organizations	Marriott Riverwalk, Salon A
Monday, Aug 15 3:00PM - 4:30PM	Management Innovations and Cross-sector Transfer of Management Ideas	Marriott Riverwalk, Salon F
Monday, Aug 15 4:45PM - 6:15PM	Confidence, Competence, Consciousness and Trustworthiness	Hilton Palacio del Rio, Corte Real A/B
Monday, Aug 15 4:45PM - 6:15PM	Networks, Collaboration and Partnerships Within and Across Sectors	Marriott Riverwalk, Salon A
Monday, Aug 15 4:45PM - 6:15PM	Organizational Change in Public Sector Health Care Organizations and Universities	Marriott Riverwalk, Salon F
Tuesday, Aug 16 9:45AM - 11:15AM	Managing Health and Healthcare	Hilton Palacio del Rio, Corte Real A/B
Tuesday, Aug 16 9:45AM - 11:15AM	Job Embeddedness, Employment, and Managerial Performance	Hilton Palacio del Rio, Salon Del Rey C
Tuesday, Aug 16 9:45AM - 11:15AM	Effects of Leader Developmental Readiness on Leader Self-Development Outcomes	Marriott Rivercenter, Salon C
Tuesday, Aug 16 9:45AM - 11:15AM	Innovations in Public Management	Marriott Riverwalk, Salon F

**Full Program: Sunday, August 14, 2011 – Tuesday, August 16, 2011 Continued**

Tuesday, Aug 16 11:30AM - 1:00PM	Employee Motivation and Satisfaction in Government and Nonprofit Organizations: International Perspectives	Marriott Riverwalk, Salon A
Tuesday, Aug 16 11:30AM - 1:00PM	Giving and Social Marketing	Marriott Riverwalk, Salon F
Tuesday, Aug 16 1:15PM - 2:45PM	Contemporary Perspectives on People Management in the Voluntary Sector	Marriott Riverwalk, Salon F
<b>Tuesday, Aug 16 3:00PM - 4:30PM</b>	<b>Unpacking Capacity: Five Dimensions and Their Synergies</b>	<b>Marriott Riverwalk, Salon F</b>

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**We're on the Web!***See us at:*

<http://aom.pace.edu/pn/index.htm>

**PNP Focus**

*Research on public and nonprofit organizations such as government agencies, the military, social services, cultural and educational institutions, membership and professional associations, advocacy organizations, and religious and other charitable organizations generated, and continue to shape, a large share of modern management thought. The Public and Nonprofit Division of the Academy of*

*Management brings together scholars, managers, and students who continue this tradition by studying the public and nonprofit sectors, and the relationships among public, nonprofit, and private sector organizations. The Division's members study decision making, strategy, organizational behavior and human resource management, and political behavior; collaborations among public, nonprofit, and private organizations;*

*organizational networks involving public and nonprofit organizations; public policy; and the social and ethical dimensions of public and nonprofit activity. The members pay special attention to how distinctive qualities of the public and nonprofit sectors influence management and organizational processes.*

We would like to hear from you in the Fall and we look forward to seeing you in San Antonio!

We would like to hear from you prior to our Fall Newsletter that will be released shortly after the academy.

If your university is hiring, consider posting the position announcement in our newsletter.

If you know of a call for papers that may be of interest to our members, let us know.

If you have had a wonderful year and would like to share your accomplishments or those of others, let us know.

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