The Past Chair's Perspective
by Bill Werther, past MC Division Chair

Having completed my year as chair of the Managerial Consultation Division, several reflections and recognitions seem appropriate. Reflections first.

The Division continues to mature, in the best sense of the work. The Division’s leadership, its “benchstrength” has grown over the past few years, attracted by the improved professionalism of the annual program, a more thorough paper and symposium review process, and the revitalization of the Communiqué. Continued development of the Division, however, depends on increased involvement by its membership beyond the growing attendance at the presentations of the annual meetings.

"How do I get involved in the Division?" is, perhaps, the most frequently asked question I encountered as chair of the Division. The question is both understandable and odd. Odd because involvement depends on member initiative. Teresa Covin (Kennesaw State) is the 1996 Program Chair. She needs papers, proposals, and diligent reviewers to serve on the program committee. Flemming Poufelt (Copenhagen Business School) seeks ideas and help with the pre-conference program; and for those already involved with the Division, the nominations committee (Chaired by David Jamieson) wants nominees for representatives-at-large and future program chairs.

Two critical areas for the Division include membership and paper submissions. Membership is the lifeblood, the reason for our existence. As of July, we had 921 members—551 academics, 216 students 138 executives, and 16 emeriti. Your help is needed to identify friends and colleagues who should become members. If each member identified just one new member, our budget allocation from the Academy would double, enabling an expansion of the Communiqué, the creation of a Web Site on the Internet, and other innovations. And in this membership expansion, the Division (as well as The Academy) must grow its international base, reflecting the growing globalization of business.

You can personally contribute to the Division’s progress in another way by submitting a paper or symposium proposal to Teresa Covin. Though the standards are high—with only one-third of the proposals allowed to be accepted under Academy rules—you benefit from a solid review and the Division gains credits toward a larger number of sessions for members at the annual meetings.

Finally, some well-deserved recognitions: First and foremost, the Division owes a deep note of appreciation to Terry Armstrong for his excellent program leadership and Teresa Covin for her diligence with program evaluations and the pre/post-conference. Marilyn Harris further linked the Division with the full-time, professional consulting community by arranging for a large-scale survey of both members and practitioners. And, Ian Miners produced four issues of the Communiqué, improving its content and layout. To Jeff Kerr and Walt Wheatley, my personal appreciation goes to them for formally leading last year’s membership effort. And, to David Jamieson, my best wishes for his success as he leads the Division to the next level of contribution to our members.

Lastly, to our founding chair who was honored at the Second Annual MC Division Dinner, none of this would have been possible had it not been for Bob Wright’s (Pepperdine University) efforts to create and nurture the Division.

Call for Nominations

Every year Executive Committee Representatives are elected to serve two-year terms. We also elect a new Program Chair each year. This year there are two openings for representatives at large. The Nominating Committee asks your help to identify talented and committed individuals for our MC Division leadership. Self nominations are acceptable and encouraged. Please submit your nominations for candidates to:

David W. Jamieson
MC Division Chair
2265 Westwood Blvd., Suite 310
Los Angeles, CA 90064
FAX: (310) 397-0029

On nominations, please include a 100-150 word biosketch. Please submit your nominations as soon as possible.

A View From The Chair
by David W. Jamieson, 1995-'96 Chair

I’m pleased and honored to become chair of this division. My predecessors are a distinguished group and have really built a good foundation for us to become a great division and solid contributor to the Academy.

At our recent Executive Committee meetings we outlined some preliminary plans and responsibilities for the next year.
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- Our leadership succession is always a priority for us. This year we will be seeking nominations for Program Chair-Elect and two Representatives. We would also like to continue internationalizing by getting some candidates from other parts of the world (Asia, Europe, Latin America, etc.). Please help. Let us know of your interest or your nominations.

Membership growth is our lifeblood. It provides our budget, increases our program submissions, and broadens our base for bringing consultation into the management mainstream. This year we will again actively pursue new members from around the globe, both within and outside of the academy, and both practitioners and full-time academics. We can, hopefully, bring our existence, mission, and value to some other professional organizations with consulting interest and to the professors who desire to, or do consult. There are still too many people out there consulting who don't understand that "consulting is more than giving advice." Help the division by getting a colleague to join.

- We have had great programs these last few years. Now we all have to support Teresa Covin with next year's program. We need to keep increasing our submissions. That is the only way we can get more time allocation in the academy program. We need papers and symposia proposals. We want practitioner perspectives, research and theory. Quantitative and qualitative methods are acceptable as well as your cases, experiences, and insights. We're also developing an award for the best student paper, so encourage students to submit to our division.

- We will be looking into ways to do more bridging with the industry, practitioners, and other academy divisions. The Bridging Symposium this year spawned a number of task groups looking for joint projects. Also, we're exploring with ACME a special event to bring together academics, practitioners, and clients. We're also considering a variety of ways our division can help to advance the field in theory, research and practice. Your ideas are welcome.

- This year, we will also be investigating going "on-line" and into "the net," so our division can have a place for members to communicate and to expand our outreach.

- Research and discussions are continuing with Sage publications on creating a new journal on consultation to help bring academic and practitioner perspectives together. More on this as it unfolds.

- The communiqué will have a new editor following this issue. Bill Vroman, a long time division member, consultant and educator, has agreed to become our MC Division Secretary & Newsletter Editor. Our sincere thanks and appreciation go to Ian Miners for his outstanding work over the past two

We always welcome your ideas and involvement. The division has gained a great deal of credibility in recent years. Now I hope we can truly contribute to the Academy as we find more ways to advance the art and science of consulting.

Winner of the William Jerome Arnold Meritorious Paper Award
by Terry R. Armstrong
This year's winning paper for the William Jerome Arnold Meritorious Paper Award was "The Use of Symbolism by Business Turnaround change Agents." The authors of this paper were Achilles Armenakis, William Fredenberger, Linda Cherones, Hubert Feild, William Giles and William Holley all from Auburn University.

Each year this award, sponsored by ACME, Association of Management Consulting Firms, is awarded for the best paper. The award consists of a plaque and $500. ACME gives $250 and the division provides a $250 match. Reviewers nominate papers which are then read by the board of the division and then two or more papers are submitted to ACME for their final review.

Winning the William Jerome Arnold Meritorious Paper Award is a high honor. It is with great pleasure that the division awards this paper to Achilles Armenakis and the research efforts of his colleagues at Auburn.

I also would like to give my personal thanks to Ed Hendricks and Mary Bridget Klinkenbergh at ACME for working with the division to sponsor this award. It has been my pleasure working with both of them. Ed will be leaving ACME in January to form his own consulting firm. We want to wish him well and hope he remains active both with ACME and the Managerial Consultation Division.

1995 Program a Big Success
By Terry R. Armstrong, 1995 Program Chair
The division's 1995 Program in Vancouver was a hit. We had so much on the program I was not able to attend all the sessions. However, I heard many positive comments from participants and attendees.

We started the first day with a session on "New Models for Management Consultants". Anthony Buono organized the three papers from broadly theoretical to highly practical. The session started with Craig Lundberg sharing his thoughts "Toward a General Model of Consultancy" in which he

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explored some of the philosophical underpinnings of consultancy. Allan Williams then outlined a new model of consultancy based on empirical research. His model is pertinent for training consultants. It proved an effective schema for understanding the various roles consultants play. This paper was followed by Norman Coates' proposed model for consulting across organizations which is increasing with frequency. It was a joy to see three independently written papers fit together so nicely. While listening to the presenters and discussant, Ken Murrell, Fleming Poulfelt, and I realized that as a division we need to encourage more theoretical work and model building.

The following session was a joint-sponsored symposium with ODC, "Engaging Higher Level Systems Change: Learnings from Action Research Beyond the Organizational Level." The session was packed with standing room only and was highly interactive. The session was chaired by Rupert Chisholm of Pennsylvania State University at Harrisburg who designed the symposium so that the presenters were able to quickly give their input before breaking into small groups for discussion. The presenters included: Diana Bilimoria and Timothy Wilmot of Case Western Reserve University, sharing their experiences working on a global project saving orphans; Henric Finsrud shared his work on regional economic development efforts in Scandinavia; Joanne Preston discussed a long term change strategy in South Africa, and Wen Wah Tan and Rupert talked about their efforts building a network for economics and social development in Pennsylvania. The presentations and results from the group discussions were brilliantly integrated by a masterful facilitator/teacher Ogus Baburoglu of Bilkent University. This was certainly a session to experience!

Following on the heels of the symposium was our Distinguished Speaker Joanne Ciulla of the University of Richmond speaking "On Ethics in Management Consulting." With typical philosophical acumen she turned ethics on its head attacking both the hallowed halls of academic management research as useless and management consulting as ethically bankrupt. She did it with a smile, a historical perspective and a prediction that we will see the return of powerful labor unions because of the amoral approach taken by management and management consultants. It was very uncomfortable to hear what she had to say, but I am afraid she might be right. Why did I ever ask a philosopher to be a speaker anyway? They make us think!

After listening to our philosopher the program turned to more practical matters. David Jamieson of Pepperdine organized and moderated "Lessons from the Field". This symposium consisted of Ken Driggs of the RAE Group, Larry Dyer from Magma Metals and John O'Green from Volkswagen Credit with consultant Dianna Old. This was a session were corporate president and consultants talked about their very real efforts at managing major change projects. What was obvious in these two cases is that top management and the consultant worked as a team. I would have needed a tape recorder to have captured the degree of complexity that the Magma Metal Team and the Volkswagen Credit Team provided. This is the first time at the Academy where I have seen top management and consultants openly discussing the way they work together and the kinds of issues they face.

Tuesday, the second day of the conference, began with the symposium "Building Bridges and Forging Linkages Between Academia and the Management Consulting World," chaired by Ed Hendricks of ACME. This creatively designed session didn't really have many academics involved. In fact it was all consultants!

Larry Anderson of Anderson Associates, Zig Hancyk of Future Ground Services, Wayne Hanna of Hanna & Associates, Marilyn Harris of Global Dimensions Unlimited, Priscilla Liscich, of Safe Streets Campaign, David Jamieson of Jamieson Consulting Group and James Kennedy of Consultants News. To be totally fair I must admit that David Jamieson teaches at Pepperdine and Marilyn Harris teaches at Central Michigan but they are both active consultants. The design focused on Reengineering, Change Management and Leadership as seen from the perspectives of consultants and academics. The discussion was lively and entertaining and focused on the realities of consulting in the modern world. The session ended with consultants and academics talking about how they might collaborate on various research projects which are both useful and practical.

In the afternoon we had two more Symposia. One chaired by AndreDelbect of Santa Clara University on "Consulting Challenges Associated with Performance Teams." In this symposium Warner Burke, Joseph W. Weiss, Susan A. Mohrman, and Andre shared their research and experience with teams. The similarities were remarkable even though their data basis were different and the types of teams varied greatly. I would not be surprised if this foursome teamed up to write the definitive book on teams. The other symposium was chaired by Max Wortman of Iowa State and Norris F. Krueger Jr. of Entrepreneurial Strategies. This group consisting of Gayle Baugh, Dianne H.B. Welsh and Thomas Monroy as well as the session co-chairs discussed their research with the participants. Though this was the most typical of the academy meetings it was far from typical. There was a great deal of audience participation and discussion of the research findings and future directions for research.

The second day ended, as did the first, with a lot of camaraderie. It was for all practical purposes a day of building bridges.

Wednesday morning the division's session dealt with "Emerging Issues In Management Consulting." It consisted of four outstanding research papers -- two of which were in the running for The William Jerome Arnold Meritorious Paper Award. Leslie E., Overmyer Day and George Benson shared their work on the "Benchmarking of Training" which
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they have conducted at the American Society for Training and Development. Indeed their research has some methodological challenges, but it is seldom that we see such ground-breaking work. Too often researchers stay close to the tried and proven rather than risking being found lacking. Their research has taken them to the point where they have developed a data collection instrument which shows much promise even though its authors still see it as a work in progress.

Teresa Covin and Bonnie Stivers demonstrated that external consultants are increasingly being used by manufacturing firms to help them gain a competitive advantage. Given the results of her work it appears the consulting industry will continue its rapid growth for the next 4 to 5 years.

W. Gibb Dyer Jr.’s research focused on consulting with the family firm. His findings demonstrated that consultants working with such firms must not only focus on the traditional business issues but on the governance and family systems as well. As one might expect, it appears that consulting to family firms can often be more complex than consulting to the traditional business firm.

The last presenter at this session was Achilles Aremenakis who presented the findings of the winning paper for the William Jerome Arnold Meritorious Paper Award. For a discussion of the paper see the article about the award.

Concurrently with the previous session the division co-sponsored a symposium with Organization Development and Change, "Reengineering The Big Story and Postmodern Challenges. Though I was not able to attend this session it was reported to be a fantastic program. "The Economist" sent a reporter so they may well publish a full blown account.

Obviously, I am very pleased that the ’95 program went so well. There are literally hundreds of people that need to be thanked for their support and help. I want all those loyal workers to know that their efforts were extremely appreciated. Thank you.

It is already time to begin preparing for next year’s program. Please start immediately getting your papers and symposium together. Teresa Covin, the Program Chair for 1996 will certainly need your help just as I did.

Again, thanks.

Case Vignette - Reorganizing the Chicago Police Force by Charles Nelson
(An advance look excerpted from A Gist Systemic Approach to Organizational Development).

Our assignment was to help the sergeants, lieutenants, and captains digest twenty chapters on government management principles developed by the Public Administration Center at the University of Chicago. This police group had already rebelled at initial efforts, and we had to work with both the Center and the participants, eight hours a day for five straight days.

The Climate was overpowering and hostile as I faced 40 angry sergeants in uniform, with 45 pistols at the ready. I knew I was not going to lecture at these people for a week of eight hour days while feeling like the cardboard profile of a man the force used for practice shooting.

I opened with “Good Morning...I want to make some changes in the way we approach this activity. First, we are supposed to take a 10 minute coffee break each hour, and I propose we go to two hours with a 20 minute coffee break. I’ll get the coffee and you take up a collection for rolls. Are you with me?” (There was a noticeable relaxing of shoulders and stiff postures with a raising of voices in agreement). I said, “O.K. it’s coffee and rolls, morning and afternoon”. Then I said, “Secondly, I do not know your role and work experience. I do know the management field. I do not propose to lecture over the material you already have in your textbooks. It would be boring. There are twenty chapters to cover, so you should pair up and choose the chapters that each pair will cover and interpret for your colleagues. I will serve as your back-up on any questions that come up.”

“Third, this morning I want you to tell me what you find your leadership practices are actually like, and what you think they ought to be. You will score this yourself, and we only want anonymous results so that we can discuss our average leadership styles. Later, we will go through an anonymous morale survey to find out what you think of the organization. This should give us a meaningful reason for reading more about management methods.”

The group completed the Leadership Practices Survey and discussed it in small groups to identify the leadership styles in their own words and valuation.

Acceptance by the Informal Leaders was piecemeal. At lunchtime, I sat at a table and was joined by the two informal leaders of the sergeants. Pme was younger and popular because he had outshot five people in a gunfight and survived. The other was an older statesman among the sergeants. As we ate, we talked about the roles of police in society and as we finished our lunch, the old sergeant said “You’re all right, Doc, we won’t cut you”. With this acceptance I felt more comfortable for the rest of the week.

In the course subsequent events, the leadership of the Force was also surveyed, and a morale survey was completed. As a consequence the consultant (at the request of the officers surveyed) informed the Superintendent that if he wanted cooperation from the precinct level leadership, he needed to work with them directly, rather than operating through his professional staff. The surveys were also an opportunity for personal input by levels previously not heard from, and provided statistical evidence to back the need for better vertical communications and personal leadership at the top. Superintendent Wilson’s professional staff
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included over 20 persons, and they disagreed with my recommendation as a chorus. Nonetheless, over the objection of his professional staff, Superintendent Wilson agreed with me, and did in fact go out to visit the precinct officers. After 2 months, it was clear to the personnel officer that Wilson had changed his leadership style.

"How have you noticed this?" I asked.

"He used to walk around with little mincing professorial steps", said the personnel officer, "and now he strides by with the masterful style of a leader".

It was clear that leadership styles and vertical communication had at least been more than an academic exercise.

CALL FOR CASES
By Bill Naumes

Competitive cases are invited for submission for discussion at the Fifth Annual Case Critique Colloquium that has been proposed as a Pre conference session at the 1996 Academy of Management meetings in Cincinnati. The Business Policy and Strategy division and the Managerial Consultation Division as well as the North American Case Research Association have already indicated that they will sponsor this session. It is scheduled for the Saturday afternoon immediately preceding the regular conference.

Four copies of the completed case and instructor's note should be submitted to the Colloquium chair no later than January 18, 1996. Authors should not be noted on the case or Instructor's note. Instead a separate cover page should include a list of the authors, their affiliations, addresses, telephone and FAX numbers and e-mail address, as well as the corresponding author. Cases will be blind refereed for inclusion in the session, based on relevance to the individual fields of management and the manner in which they achieve the teaching objectives discussed in the instructor's notes. At least four cases will be selected for critique by a panel of experts, at the session. The panel will critique the cases on the basis of how the cases meet the stated objectives, the degree to which information is available for case analysis, appropriateness and level of information, as well as writing style and length. The panelists will also consider what would be necessary to develop the cases for use in the classroom, to be published in a text, or in a journal such as the Case Research Journal.

Cases selected need not necessarily be considered in final form, since the purpose of the colloquium is to critique ongoing development of cases. They should be more polished than an initial draft, however. The cases should relate actual events that have occurred, although disguised cases are acceptable. Case authors should have received authorization from appropriate sources for dissemination of information presented in the case, to outside reviewers. Video and multimedia cases are acceptable for submission.

All cases should be sent to the panel co chair.

Professor William Naumes
Department of Management
Whittemore School of Business and Economics
University of New Hampshire
Durham, NH 03824

He can be reached at (603) 862-2618 at his office, or (603) 862-4468 by FAX, for further information. His e-mail address is bill.naumes@unh.edu.

All authors will be notified of the decisions concerning their cases by March 26, 1995. At least one author of each selected case is required to be present at the session and registered at the Academy of Management meetings.

Two Steps Taken Jointly = Progress
by Marilyn Harris, Consultant-In-Residence

In developing a new consulting journal, two big steps taken jointly between the professional consulting community and the academics of the Managerial Consultation Division have been accomplished this spring and summer. First, Ben DiSylvestor of Robert E. Nolan Company based in Dallas worked with Marylin Harris to develop a short pilot survey testing interest and need. The survey was mailed in May to about 1500 representatives of the ACME and Managerial Consultation mailing lists.

The results were surprisingly positive, with an overall two to one in favor of a new journal. Examining the results from this first exploratory study, it was decided that a next step in surveying would be necessary to assess the depth of interest when a defined purpose for the new journal was fixed and a more representative audience was defined. When the survey was first announced in Consultation News, Michael Shaysy, Editor of the Journal of Management Consulting offered to share the learnings they had gained in publishing as we continue our joint exploration.

The second big step in joint exploration and development occurred at the Academy of Management meetings in Vancouver where Marquita Flemming, of Sage Publications Inc., met with a joint committee of consulting professionals and Managerial Consultation Division members to discuss progress to date and potential next steps. An outcome of this meeting was that Marquita Flemming would do some initial exploration of the interest and then they would meet with Ed Hendricks of ACME and Marylin Harris of Managerial Consultation to consider next steps. Look for the next steps late fall.

Meeting Demonstrates Academics & Consultants can Mix by Ed Hendricks

"Building Bridges and Forging Linkages Between Academia and the Management Consulting World" was the title and the objective of a panel discussion at the Academy of Management convention in Vancouver this August. The session brought together representatives of the consulting profession and academics from graduate business schools around the world.

All cases should be sent to the panel co chair.
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Through role playing and interactive discussion, the presenters and the audience sought to chart the future of reengineering, change management, and leadership development in consulting terms. "The goal of the exercise", said Ed Hendricks, who chaired the session, "was to identify concrete ways academics and consultants can work together to provide better service to clients and to develop practical networking arrangements for doing just that".

Areas of possible cooperation, where the efforts of academics and consultants seem to converge most naturally and might most fruitfully complement each other, include the following.

According to the panelists, reengineering often requires the abandonment of traditional managerial techniques which tend to focus predominantly on internal issues. This old perspective needs to be replaced with one that looks at the company from the outside in, i.e., from the customer's external viewpoint.

Change management programs work when managers are made aware of, and held accountable for, being the agents of change within their organizations. In turn, workers must feel engaged in the efforts so they will respond out of commitment, not coercion.

Leadership development means helping managers to see the big picture and the impact of their actions on the entire company, not just on their area or department. The orientation of leaders must shift from autocratic to one of team empowerment where the leader does not make all the decisions.

A client who was in attendance pointedly observed that consultants and academics must be made aware of the negative impact of their extensive use of jargon and buzzwords. He said, "Clients want to understand precisely what is being recommended, but different consultants and academics use the same words to mean different things. That creates confusion." Likewise, cultural differences and the nuances of language exist not only in the international arena, but even within different divisions of the same company!

Practitioners and academics agreed that by working together they can improve the quality of consulting services. For example, by supporting and facilitating academic research of ongoing projects, it may be possible to identify factors which ultimately lead to the success or failure of projects. Consultants can help by introducing academics to their clients for the purpose of conducting research that would benefit the client, and by creating opportunities for discussion between academics and consultants.

The Academy of Management is an international association of business school professors, consulting practitioners and students. The Managerial Consultation Division sponsored the panel discussion and plans are underway to co-sponsor other events, including a symposium for clients, consultants and academics.

The Founders Corner...

Comments from Bob Wright

Out of the ritualistic dance of the Academy's international meetings come ideas from the ragged leading edge of the discipline (at times more ragged than leading, as one pundit observed). And also out of the meetings comes the means to pay our debts to contributors of the past, as young scholars, through research, try to pay back a bit to all of those who gave so much to them. The Founders' Award is given, from time to time, to salute individuals who have demonstrated high statesmanship to the Division...persons of vision, courage, and perseverance. George Gore (U of Cincinnati) was its charter recipient in 1994.

Now, at the meetings recently held in Vancouver, a second honoree was heralded, Professor William B. Wolf (Professor Emeritus, Cornell U., and the Twenty-Sixth President of the Academy). During the presentation ceremony, Bill's landmark gift was likened to the statesmanship of Portugal's beloved King Diniz, "the planter of ships to be". King Diniz created the first Portuguese institution of higher learning, and also created the "king's pine forest" about 1300 B.C. That forest would provide the keels and planking for the sprightly caravels, which "eager for the sea" would carry the great explorers to uncharted corners of the globe and bring glory back to their origins. In that same way, some 25 years ago, Bill Wolf created the federalization of the Academy of Management into professional divisions and interest groups, so that research and discussion could be pursued in the specialized recesses of our "globe" of learning about management. For that, he will one day be lauded by the entire Academy.

Here, we honor Bill for creating the idea of a professional division devoted largely to academic consultants. Beyond this, we honored him for wisely battling to save the fledgling idea of an MC segment at the Board of Governors level, while simultaneously grooming the early leaders-to-be at the level of the Interest Group. In all ways, Bill Wolf demonstrated for our sake high statesmanship...of vision, courage, and conviction.

It is thus a joy...at this stage in the game...to be able to honor a member who stands out among the intellectual pioneers without whom Division V would be the lesser, if it had survived at all.

Call for Papers
& Symposium Proposals

By Teresa Covin, 1996 Program Chair

1996 Academy of Management Meetings
Managerial Consultation Division
Submission Deadline: January 9, 1996
(Earlier Submissions would be a treat!)

The Program Committee of the Managerial Consultation Division invites papers and symposium proposals for the 1996 Academy of Management Meetings, August 11-14 in Cincinnati, Ohio.
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Division Domains: Content that advances the theory, research and practice of consulting to organizations. Major areas of interest include: management consulting, the management of consulting, bridging academic and practitioner interests, client-consultant relations, consulting (full- or part-time) as a career interest, teaching consulting, developing consulting skills, marketing and other business issues in consulting, evaluating consulting, ethical issues in consulting, understanding the consulting process and roles, contemporary issues and the role of consulting.

Submissions for the 1995 Program: The Managerial Consultation Division invites papers and symposium proposals on the theory, research, and practice of consultation. Papers and/or symposia might focus on: research evaluating effectiveness, comparing consulting methodologies, or documenting what really happens in the consulting process; how to teach consulting or develop consulting skills; applications and/or client cases of consulting interventions; better understanding and integration of client perspectives; theory relevant to the consulting relationship and systemic intervention; special consulting issues of the nineties such as quality implementation, workforce diversity, reengineering, large-scale transformation, globalization, and downsizing. The Division encourages case studies, assessments of consulting projects, philosophy and theory pieces, and quantitative and qualitative research.

For further information call (770) 423-6406, fax (770) 423-6606 or e-mail me at teovin@kscmail.kennesaw.edu.

Submit Papers and Proposals to:
Teresa Joyce Covin
Department of Management and Entrepreneurship
School of Business Administration
Kennesaw State College
P. O. Box 444
Marietta, Georgia 30061

Submission Guidelines
1. PAPERS should be no more than 30 total pages (8'/2 X 11 inch paper, double spaced, 1 inch margins, 12 characters per inch) including title page, text, exhibits, footnotes and references.
2. PAPERS accepted for publication in the Proceedings may need to be shortened to fit within page allotments.
3. SYMPOSIUM PROPOSALS should have a 3-5 page overview as a 2-5 page synopsis of each presentation, signed by each participant stating their agreement to participate.
4. SUBMISSION (i.e., papers and symposium proposals) should be original and should not be under concurrent consideration or scheduled for publication or presentation elsewhere.
5. ONLY the title page of each submission should show names, affiliations, complete addresses and phone numbers of authors.
6. A SEPARATE ABSTRACT PAGE for each paper, symposium, etc., should indicate the title and summarize the submission in 50 words or less (absolute limit). Do NOT include authors’ names on the abstract.
7. FOUR COPIES of the submission plus two additional copies of the title and abstract pages must be submitted.
8. All submissions must be accompanied by two self-addressed stamped envelopes to be used for acknowledging their receipt, as well as returning Program Committee decisions.
9. No participant will be allowed to be included as an author or participant in more than THREE SUBMISSIONS, nor in any other role as presenter, session chair, discussant, etc., in the REGULAR PROGRAM for the annual meeting. This rule does not apply to preconvention activities and meetings, nor to program listings as a result of officer roles.
10. Submissions should be sent to Terry Armstrong, University of West Florida, Management Department, 11000 University Parkway, Pensacola, Florida 32514-5752.
11. Inquiries? Call, FAX or Write to: Teresa J. Covin at Voice: (404)423-6406 or fax (404)423-6539 or Internet: tarmstro@usf.cc.uwf.edu.

Awards for Outstanding Papers: The Managerial Consultation Division, in conjunction with ACME, Inc. presents the William Jerome Arnold Meritorious Paper Awards for Exceptional theory, research and practice papers appearing on the division's program. Each award consists of a handsome plaque and a check. Awards are presented during the business meeting of the Managerial Consultation Division at the annual Academy meeting.

MC Division Executive Board

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