



## *Modern Organizations: Attaining Peak Performance, Speed, and Innovation*

### CALL FOR PAPERS

### Annual Meeting of the Western Academy of Management March 26-March 29, 2008

**SUBMISSION DEADLINE: Monday, October 9, 2007**  
**Online Submissions open on Monday, August 27, 2007**



#### **The Oakland Marriott City Center**

Nestled between the San Francisco Bay and the coastal hills, Oakland has it all: balmy temperatures, world-class arts and entertainment, top-flight restaurants and hotels, and an abundance of recreation. A cosmopolitan city located right next-door to that “other” cosmopolitan city, Oakland has a great deal to offer visitors. Included in a very long list of interesting things to do in Oakland are the following:

- Predict your future at the fortune cookie factory in Chinatown.
- Enjoy drop-in pottery studios at the Junior Center of Art & Science at Lake Merritt.
- Pull strings (or just buy a ticket) to see the puppet show at Children's Fairyland.
- Hook a fish dish at a waterfront restaurant at Jack London Square.
- Serenade your sweetheart in an authentic Italian gondola at Lake Merritt.

You are invited to participate in the 2008 meeting of the Western Academy of Management to be held at the Oakland Marriot City Center March 26 through March 29, 2008. We encourage you to submit research papers, new research ideas, symposia, plenary sessions, and panels/workshops. Doctoral students and Junior Faculty are also invited to register for the pre-conference consortium on research, publishing, life-style and career issues, featuring well-known leaders in the field. **Look for more information at the [WAM 2008 Conference Home Page](http://www.wamonline.org/2008conference) ([www.wamonline.org/2008conference](http://www.wamonline.org/2008conference), coming soon).**

The WAM 2008 conference will be an opportunity for scholars to learn, and to help others learn, about strategies for attaining peak performance, speed, and innovation. It is hard to discuss innovative and fast-moving organizations without thinking about Google. By most accounts, Google is a company that aims to hire the best people, and then turns them loose in an internal environment that is built to foster fast decision-making and innovative ideas. And by most accounts, the company seems to have been successful in getting the most out of its workforce.

- Can other organizations implement similar strategies to obtain peak performance, speed, and innovation? What are key factors that limit an organization's ability to do so? What are key preconditions that must be present?
- What are the management structures and practices that get peak performance from today's employees?
- How much does the typical firm even know about its human capital?
- How much is a typical firm “leaving on the table” by not getting peak performance from employees?
- What type(s) of employees will thrive in such an environment? Which might not?
- What are the potential pitfalls of creating (and relying on) a fast-moving, innovation-implementing strategy? (If Google “runs into a wall,” what might that wall look like?)
- Does your college, university, and business school attain peak performance from its workforce, and achieve impressive levels of speed and innovation? (Why not?)

We invite you to submit papers that examine these and other issues, and the relevance of current management and leadership models in managing uncertainty and turbulent change. We also encourage you to submit manuscripts dealing with other current management issues of interest.

#### **PAPER SUBMISSION GUIDELINES:**

We will be using an entirely electronic submission and review process through the WAM 2008 Conference Management System. To see details of the submission process and to submit your work, go to WAM 2008 Conference Management System. The WAM 2008 conference www pages, [www.wamonline.org/2008conference](http://www.wamonline.org/2008conference), will contain a link to the Conference Management System beginning August 27, 2007).

Submissions following a "normal format" should not exceed 25 double-spaced pages, 1" margins (top, bottom, left, and right), in 12-point font. (We don't really consider a 30- or 50-page submission "creative" or "fun"—unless you can argue why that is so!)\*

**Papers:** Papers will be presented in two types of sessions. *Traditional sessions* will allow authors approximately 15 minutes to present their work to an audience followed by a discussion period. Back with acclaim is an innovation from the 2005 meeting, *pipeline sessions*, which will be modified a bit to implement some good ideas from participants in WAM 2007 pipeline sessions. In pipeline sessions, all authors assigned to a particular sessions read each other's work and come prepared to discuss the manuscripts with the goal of improving the manuscript for future publication. As opposed to more traditional formal presentations, authors in pipeline sessions participate in intensive discussions of their work with others doing similar research.

For accepted papers, track chairs will make the determination as to which papers seem appropriate for regular or pipeline sessions. In the submission process, authors have the option of declining participation in the pipeline format or expressing a preference for this format. We will do our best to accommodate your requests.

**Ph.D. Student Track(only authored or co-authored by students):** Ph.D. students are encouraged to submit their papers to the Ph.D. Student Track. An award will be presented to the best paper competitively reviewed within the Student Track. Only papers that include strictly students as authors or co-authors are eligible for this track; papers co-authored between students and faculty will be reviewed in the regular track. Papers submitted to this track may also be routed to the pipeline sessions.

**Symposia:** The body of the proposal should include a 3-5 page summary of the session and proposed format and a 2-3 page description of each paper in the session. If accepted, the contact author should provide the track chair agreements of participation from each participant.

**Panels, Roundtables, Workshops, etc.:** Innovative sessions are encouraged. These submissions should provide a description of the target audience, proposed session content and format, and a clear description of how the session will add value for the target audience.

**Proceedings:** We plan to publish a CD Proceedings containing all papers presented at the meeting. The CD is distributed at the conference.

#### **For inquiries:**

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\*Submissions should not have been published, presented previously, scheduled for presentation at another professional meeting, or be under concurrent consideration for another meeting.