

# The 81<sup>st</sup> Annual Meeting of the Academy of Management



## BRINGING *THE MANAGER* BACK IN *MANAGEMENT*

81st Annual Meeting of the Academy of Management  
30 July – 3 August 2021 | *A Virtual Experience*

## Call for Submissions

Deadline for ALL Submissions:  
12 January 2021 at 17:00 ET (UTC/GMT -5)

<https://aom.org/annualmeeting/callforsubmissions/>

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## Message from the 2021 AOM Program Chairs

*We are excited to bring you the second virtual annual meeting, the 81<sup>st</sup> Annual Meeting of the Academy of Management in August 2021. Since 1937, the world has experienced critical advances and challenges while characterized by greater complexity and multiplicity. Now in the continued face of a global pandemic and calls to resolve inequality, we need scholars and practitioners who can navigate and make sense of these tensions by thinking in broad and integrative ways. Thus, as we prepare for our Annual Meeting in 2021, let us imaginatively and importantly use our capabilities and voices to examine how and why to bring the manager back in management.*

*The Division and Committee Program and PDW Chairs are excited to develop an intellectually vibrant program for 2021 and invite you to submit your proposal to be part of that program. The submission website opens in early December 2020, but the Call for Submissions is available online or for download now through the submission deadline of Tuesday, 12 January 2021 at 17:00 ET (UTC/GMT -5). We recommend you submit early to give you time to identify and resolve any problems before the system closes to new submissions. If you wait until the last minute, you are more vulnerable to errors and any submission that is not finalized or does not follow all the guidelines will automatically NOT be reviewed.*

*Conference registration opens toward the end of February 2021. Register early to attend to take advantage of reduced conference rates as you won't want to miss the Teaching and Learning Conference, the All-Academy Theme sessions on "Bringing the Manager Back in Management," theory- and method-oriented PDWs, paper presentations, innovative symposia, and the All-Academy Presidential Address and Awards Ceremony. We will celebrate our award-winning members and collectively anticipate the creative, provocative, and inspiring Presidential Address from Quinetta Roberson. The complete Program will be available online in late May/early June for you to browse sessions, events, and activities as well as create a custom program.*

*Join us as a participant, presenter, discussant, and/or attendee at what we aspire to be the best large-scale virtual conference in the galaxy!*

### **Amy Hillman**

*Arizona State University  
Academy of Management  
Vice President and Program Chair  
All-Academy Theme Chair*

### **Sharon Alvarez**

*University of Pittsburgh  
Academy of Management  
Vice President Elect and Program Chair Elect*

Meet the AOM Program Planning Team

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Carley Tryon	Meetings and Conferences Manager	
Barbara Rizzotti	Meetings and Conferences Registration Coordinator	
Gabe Bramson, Greg Gerosa, Marco Spadaro	AOM System Support	

**Full contact information for the Division and Interest Group Program Chairs and PDW Chairs, Affiliate and Committee PDW Chairs, and the Teaching and Learning Conference Chairs is available on the “[Contact Us](#)” page.**

## **Theme: “Bringing the Manager Back in Management”**

Vice President and Program Chair: Amy Hillman, *Arizona State University*

For a field named “management,” it is odd how little of our focus is on “managers,” whether at the frontline, middle, or executive level, or at the organizational, geographic, or global level. Today, more than ever, our research and teaching are called on to shape what managers do on a day-to-day basis. We are the Academy of Management and yet it isn’t always clear how our research addresses issues confronting practicing managers. The tenor of our time suggests that seeking to help managers deal with the issues confronting them would be a valuable contribution to the world we live in.

Consider the global pandemic and social unrest of today and whatever forms of uncertainty will face us in 2021. Has the rise of uncertainty within organizations, institutions, and governments made management obsolete? Will artificial intelligence render management obsolete due to situations where there are contradictions too uncertain and/or too routinized to manage? When facing an unanticipated disruption, how much of a manager’s response is “management” and how much is “leadership?” Will we need managers in the future or what views can help us redefine “management?”

What technologies and methodologies will help us better understand managerial issues? How might we contextualize or problematize our research to better serve practicing managers and forecast their needs 1-, 5-, and 10-years in the future? Whatever form management takes in the future, it seems likely most of us will have a manager and maintaining an ethical compass is critical. If managers stumble in a new environment, how do we manage their transitions?

As we as a profession of educators and researchers in higher education are increasingly called to prove our relevance, reform cost structures, and face new disruptive competitors, how do we shape how business education is perceived by society? How do managers shape how organizations are perceived by society? How viable are careers in management education and research or careers in management during turbulent times? How would our education and development change if we were to prepare graduates to deal with increasing uncertainty, ambiguity, and morphing forms of “managers” they will need to collaborate with in the future?

Will increasing uncertainty, ambiguity, and calls for corporate and higher education reform lead to new organizational forms? What makes for an effective manager in virtual/ hybrid workforces? How can organizations and managers deal simultaneously with increased global connectivity through social media? As employees become increasingly likely to change organizations, how do managers retain employees? Will there be new layers of hierarchy between owners, agents, upper echelons, top management teams, middle managers, and frontline managers that change how we manage up, down, and across; and will there be more or less conflict between layers and stakeholders? Supply chains and other operations will be affected. How will firms’ competitive and comparative advantages, core competencies, and dynamic capabilities change? Where will new competitors come from and how will corporate strategies change in the future?

Will global polarization and increasingly transparent communication lead to more social upheaval and how will this affect diversity, inclusion, and equity? How do individuals’ demographics, human, and/or social capital influence management? Does a diverse workforce require diverse management styles? How do organizational and national culture influence managers? What cognitive biases prevent or will prevent managers from making higher-quality decisions and how might we overcome

these biases? How can managers influence and motivate differently? How will individual managers regulate and motivate themselves, and does this depend on their identity, schema, and sense-making?

Will there be new influences on industry, firm, and individual reputation, as well as connectivity and engagement? In an increasingly distanced world, how does one create relationships, cultures of care, and concern while holding employees, peers, and supervisors to a higher standard of accountability? What new and old sources of power might emerge?

Finally, given the global pandemic, how can we aid specific industries like health care to handle uncertainty, threats to personal safety, and health of frontline providers while asking them to lead quality management efforts to reduce costs? How can patients, societies, hospital administrators, and other stakeholders support them?

## Call for Reviewers

The Academy of Management and its [Divisions and Interest Groups](#) are recruiting reviewers for the [81<sup>st</sup> Annual Meeting of the Academy of Management](#). If you plan to submit your work for review, the Academy strongly urges you to sign up as a volunteer reviewer for the [divisions and interest groups](#) that you submit to and/or whose [domains](#) you are knowledgeable in.

### *Benefits of Reviewing for the Annual Meeting*

- Reviewers gain visibility for themselves and their institutions.
- Reviewing gives you an opportunity to be pro-active in the Academy's program planning process.
- Reviewing is a way to give back to your professional community.
- Reviewing is a way to learn about what constitutes excellent and interesting work.

To sign up as a reviewer, please start by visiting the [information for reviewers](#). During the signup process you will be asked to select up to 2 divisions or interest groups that you feel qualified to review for. Please note that you may be asked to review up to 3 submissions for each division or interest group you select. Therefore, the maximum number of review assignments that you could potentially receive is 6. You will also be asked to select keywords/subject areas for each division or interest group you select. Keywords will be used to assign papers and symposia that most closely match your interests and expertise.

As a reviewer, you will be required to complete your review assignments between **21 January 2021 and 18 February 2021**, so please plan your time accordingly. The Academy and its Divisions, Interest Groups, and Committees thank you in advance for the service you are willing to offer as a reviewer.

## AOM Code of Ethics and AOM Annual Meeting Policies

### AOM Code of Ethics

Members should notify appropriate division chairs or committees regarding the practices or actions of members they believe may violate Academy [policies, rules, or general standards of ethical conduct](#). Standards of conduct that are particularly relevant to participation in the annual conference are summarized below. More information about the AOM's professional norms on conference presentations can also be found on the [Ethics Video Series](#) on YouTube channel.

1. Participation. To encourage meaningful exchange, Academy members should foster a climate of free interchange and constructive criticism within the Academy and be willing to share research findings and insights fully with other members.
2. Original Work and New Work. At the time of submission, submitted papers must not have been previously presented or scheduled for presentation at the AOM. Submitted papers must not have been published or accepted for publication. If a paper is under review, it must NOT appear in print before the Academy meeting.
3. Attendance and Commitments. ALL program participants must be AOM members AND registered (separate costs) for the conference to attend. The Academy is a voluntary association whose existence and operations are dependent on cooperation, involvement, and leadership from its members. Members should honor all professional commitments, including presentation of accepted papers and participation in scheduled roles, such as chair, discussant, or panelist. Program participants are highly encouraged to personally present their submission. If absence from a scheduled meeting is unavoidable, members must contact appropriate individuals and pursue suitable alternative arrangements. Leaders have the same responsibilities and should perform their obligations and responsibilities in a timely, diligent, and sensitive manner, without regard to friendships or personal gain.
4. Rigorous Scholarship. It is the duty of Academy members conducting research to design, implement, analyze, report, and present their findings rigorously. Research rigor includes careful design, execution, analysis, interpretation of results, and retention of data. Presentation of research should include treatment of the data that is honest and that reveals both strengths and weaknesses of findings.

Authorship and credit should be shared in correct proportion to the various parties' contributions. Whether published or not, ideas or concepts derived from others should be acknowledged, as should advice and assistance received. Authors should also guard against plagiarizing the work of others. Plagiarism is defined as:

*The failure to give sufficient attribution to the words, ideas, or data of others that have been incorporated into a work, which an author submits for academic credit or other benefit. Attribution is sufficient if it adequately informs and, therefore, does not materially mislead a reasonable reader as to the source of the words, ideas, or data. Attribution (or the lack thereof) is materially misleading if it could cause a reasonable reader to be mistaken as to the source of the words, ideas, or data in a way that could benefit the author submitting the work. (Worthen, 2004: 444. Italic for emphasis added).*

## **AOM Annual Meeting Policies**

### Participation and Attendance at PDW and Scholarly Sessions

To attend the virtual Annual Meeting, a program participant must be an AOM member and must be registered for the conference. Program participants are highly encouraged to personally present their submissions.

### The Rule of One for PDWs

PDW Proposals can be submitted to only ONE Division, Interest Group, or Affiliate. It is recommended that you contact the preferred sponsoring division, interest group, or committee to discuss your proposal prior to submitting. During the submission process you will have the opportunity to suggest other divisions, interest groups, and committees that would also be interested in the proposal.

### The Rule of One for Papers

“A paper can only be submitted to one division or interest group.” This long-standing Academy rule is similar to the requirements of most journals.

### The Rule of Three for PDWs

“No one may submit to or be associated with more than three (3) Professional Development Workshop (PDW) submissions to an Academy Meeting. No one may appear on more than three (3) PDW sessions during the virtual Annual Meeting, regardless of whether the sessions are synchronous (live) or asynchronous (not live).”

PDW Program appearances include all roles that are listed on the PDW program such as chairs, organizers, special guests, speakers, presenters, co-authors, and so on.

### The Rule of Three for Papers and Symposia

“No one may submit to or be associated with more than three scholarly submissions (papers and/or symposia) to an Academy Meeting. No one may appear on more than three sessions during the refereed virtual scholarly program.”

Scholarly Program appearances include all roles that are listed on the scholarly program such as chairs, organizers, special guests, discussants, speakers, presenters, co-authors, and so on.

### The Rule of 3+3

The Rule of Three + Three (no more than three scholarly submissions + three workshop submissions) serves to ensure broad participation of members. It reduces the likelihood of the program being dominated by a small handful of people, and it helps ensure that no one is committed to appear at more than one place at a time. When people make too many commitments to participate in the conference program, scheduling conflicts often arise. Consequently, participants may find it difficult to honor their commitments, and the program and the experiences of the attendees will suffer. Organizers, other participants, and especially the attendees are all frustrated by such behavior. The Rule of Three + Three helps reduce these problems. Participants are better able to fully honor their commitments, and attendees can attend sessions knowing that the featured speakers will actually be there throughout.

### How is the Rule of Three + Three enforced?

The PDW and scholarly program submission system will automatically block submissions that violate the rule. The system will inform the submitter of the rule violation and indicate which participant has already been associated with three other submissions. The submitter will have to revise the proposal

by removing the violation. The proposal can be revised and resubmitted by the deadline without penalty. A person who agrees to be listed on more than three PDW proposals or three scholarly submissions puts all of those submissions at risk of being dropped from the program. Therefore, it is in the interest of submitters to ensure that everyone understands and follows the rule. Clearly, the implications of including a violator of the Rule of Three + Three on a submission are far-reaching.

**NOTE:** *It is the responsibility of each participant to understand and follow the Rule of Three + Three. If you have committed to participate in three workshops and three scholarly submissions, you should decline further requests.*

The following are exempt from the Rule of Three + Three:

- Academy, Division, Interest Group, and Affiliate Officer Roles. (Note: AOM Program Chairs may not be listed as an author for proposals submitted to the division in which they serve as Chair.)
- Academy and Division General Sessions (Meetings, Social Events, Plenary Session)
- AOM publication editors (current and incoming editors-in-chief) when participating in sessions devoted exclusively to publishing and other AOM journal activities.
- Caucus organizers (maximum of two organizers per caucus are exempt).
- Presenters in the Teaching and Learning Conference.
- Submissions to the Teaching and Learning Conference are exempt from the Rule of Three + Three.

Clarifications for the Rule of Three:

- If a person appears in more than one role in a single session (e.g., chair and speaker), it counts as one for purposes of the Rule of Three + Three.

## Professional Development Workshop (PDW) Submission Information

### What is a PDW?

Professional Development Workshops (PDWs) are a platform for colleagues to share knowledge and expertise and foster the professional development of workshop participants. It is an opportunity to develop innovative and creative workshops that will benefit Academy members. The PDW program is coordinated by the Academy's many divisions, interest groups, and affiliates. In contrast to the refereed scholarly program that has a double-blind review process and standardized time blocks and formats, the PDWs include a wide variety of session formats, are a minimum of 1-hour in duration, and are reviewed by the corresponding PDW Chairs. These workshops include Doctoral Consortia and Junior Faculty Consortia.

NOTE: Each PDW Chair can adjust session duration of *any* submitted Professional Development Workshop if they feel it would better serve the group's member experience.

### Important Submission Notes:

Submitters do NOT need to be AOM members to submit a proposal to the Annual Meeting. However, if a proposal is accepted, to attend the virtual Annual Meeting, participants must become AOM members and register.

It is recommended that you contact the preferred sponsoring [division, interest group, or affiliate](#) to discuss your proposal prior to submitting. Please contact the preferred sponsor by **11 December 2020** so that you have enough time to finalize your proposal/submission and submit by **12 January 2021 at 17:00 ET (UTC/GMT -5)**.

### PDW Session Orientations

As a submitter, you may indicate the general orientation of your proposal. The official AOM Program includes these orientations to help attendees identify sessions of interest. The types of orientations are:

- Diversity
- International
- Practice
- Research
- Teaching
- Theme, "[Bringing the Manager Back in Management](#)"

## Professional Development Workshop (PDW) Submission Guidelines for Uploaded Manuscript

1. PDW proposals can be submitted to only ONE sponsor (that is, ONE division, interest group, or affiliate).
2. PDW proposals must be a minimum of four (4) pages and must include and be organized in the following order:
  1. Page 1: Title page which contains:
    - i. the Academy submission system-assigned 5-digit submission number
    - ii. title of the workshop (in Title Case)
    - iii. name of primary sponsor, and a list of other sponsors who might be interested in the workshop
    - iv. up to 250-word abstract of the workshop
  - b. Page 2: One (1) page explanation as to why the workshop should be of interest to the specified sponsor(s)
  - c. Page 3: One (1) page description of the workshop's format
  - d. Page(s) 4-6: 1 to 3 (1-3) page overview of the workshop
3. PDW proposals should use the following page format:
  - a. Times New Roman 12-point font
  - b. Double spaced
  - c. 1-inch (2.5 cm) margin all around
  - d. 8.5" × 11" page setting
4. The entire submission must be in ONE document created in:
  - Microsoft Word (.doc, .docx)
  - Adobe Portable Document Format (.pdf)
  - Rich Text Format (.rtf)
5. Make sure that the file or document uploaded is virus-free prior to submitting.
6. After uploading the document, it will be automatically converted to Adobe PDF format. Please make sure that the content of the submission appears and prints correctly as you intended after it has been converted by using the "view" button.

**NOTE:** *If any of the above guidelines and formatting instructions is not met, the submission will NOT be reviewed.*

See [Appendix 1: Submission Process Overview](#) for a general submission process overview.

See [Appendix 2: "Call for Submissions" Specific to Sponsors](#) to view the "Call for Submissions" links to more details specific to each Division, Interest Group, and Affiliate, as well as for Caucus and Teaching and Learning Conference (TLC) submissions.

## Paper and Symposium (Scholarly) Submission Information

### What is a scholarly submission?

Scholarly submissions include paper, symposium, and caucus submissions.

### Paper Submissions

A paper refers to a fully developed manuscript on a scholarly topic. Papers represent the majority of the submissions and comprise the majority of scholarly sessions on the program. Papers with a common theme are grouped into paper sessions on the Annual Meeting program. A paper can only be submitted to one division. There are two types of paper sessions: Division (Traditional) Paper sessions and Discussion Paper sessions.

1. *Division (Traditional) Paper sessions:* Each author will have a set amount of time to present their work, and group discussions will follow after all presentations have been made. These sessions are comprised of accepted papers which are grouped together by the Division Program Chairs based upon common themes reflecting the interests and domains of their divisions.
2. *Discussion Paper sessions:* These are sessions for promising papers that meet the acceptance criteria but would benefit from further development. The focus of these sessions should be on the authors receiving constructive feedback for further development of the paper and sharing of research experiences with others who share similar research interests. Each session should have three to four papers.

### Paper Review Process

The blind review process exists to help protect the integrity of the submission and review process. Papers are double-blind reviewed, and are evaluated on clarity, analysis, methodological rigor, and overall quality. Double-blind review means that author and submitter information is NOT known to the reviewers, and reviewer information is NOT known to the authors or submitter.

### Symposium Submissions

Symposium sessions are the second type of refereed session in which several speakers discuss a common topic or theme in a manner that brings new insights to the subject. Symposia can be submitted to up to three divisions. There are two types of symposia: Panel Symposia engage a group of panelists in a formal interactive discussion while Presenter Symposia involve a series of authored papers on a preset theme.

1. *Panel Symposia:* The purpose of a Panel Symposium is to engage a group of panelists in an interactive discussion. There are no titles associated with the panelists' presentations. Proposals for panel discussions should include clear descriptions of the topics to be discussed and the procedures that will be used to manage the discussion among panelists and with the audience.
2. *Presenter Symposia:* Presenter Symposia involve a series of authored papers on a preset theme. Symposia are judged on overall quality, interest to Academy members, relevance to the divisions or interest groups to which they are submitted, and innovation and contribution. Symposia can be singly sponsored by a division / interest group, or jointly sponsored by up to 3 divisions / interest groups. In a Presenter Symposium, titles are associated with each

presentation. Presenter Symposia can involve co-authored papers and co-authors will be listed in the printed program.

#### Symposium Review Process

Symposia are single-blind reviewed, and are judged on overall quality, interest to Academy members, relevance to the division or interest group to which they are submitted, and innovation and contribution. Single-blind review means that author and submitter information IS known to the reviewers, but reviewer information is NOT known to the authors or submitter.

#### Important Submission Notes

Submitters do NOT need to be AOM members to submit a proposal to the virtual Annual Meeting, however, if a proposal is accepted, participants must register to attend the virtual Annual Meeting, and all participants attending the virtual Annual Meeting must be AOM Members and registered for the virtual Annual Meeting.

It is recommended that you contact the preferred sponsoring [division or interest group](#) to discuss your proposal prior to submitting. Please contact the preferred sponsor by **11 December 2020** so that you have enough time to finalize your proposal/submission and submit by **12 January 2021 at 17:00 ET (UTC/GMT -5)**.

#### **Session Orientations and Awards**

Orientations: As a submitter, you may indicate the general orientation of your proposal. The official AOM Program includes these orientations to help attendees identify sessions of interest. The types of orientations are:

- Diversity
- International
- Practice
- Research
- Teaching
- Theme, “[Bringing the Manager Back in Management](#)”

#### Annual Meeting Program Awards:

- **William H. Newman Award** for single-authored paper based on a dissertation completed in the past three years; and
- **Carolyn B. Dexter Award** for Best International Paper.

Please visit the [Annual Meeting website](#) for more information about the [Newman and Dexter Awards](#).

## Paper and Symposium Submission Guidelines

### Paper Submission Guidelines

#### I. Submission Rules for Papers

- a. Each paper can be submitted to only ONE division or interest group.
- b. Submitted papers must NOT have been previously presented, scheduled for presentation, published, or accepted for publication by the AOM or any other publisher or organization. If a paper is under review, it must NOT appear in print before the Academy meeting, 30 July - 3 August 2021 .
- c. NO changes in the paper title, abstract, authorship, nor uploaded document can occur AFTER the submission deadline.

II. Formatting your paper (📄 [SAMPLE](#)) Please follow these guidelines to ensure your paper is reviewed. Papers that are not prepared according to these formatting instructions will NOT be reviewed.

- The maximum length of the submission is 40 pages (including title page and all figures, graphs, tables, appendices, and references.)
- Use Times New Roman 12-point font, **double spaced**, 1-inch (2.5 cm) margin all around, and 8.5" × 11"-page setting. *References* may be single spaced.
- To facilitate the blind review process, **remove ALL author-identifying information, including acknowledgments**, from the uploaded document. *Note: You will still include ALL authors associated with your submission during the submission process, but not in your uploaded paper. The author information provided will appear in the printed and online program.*
- The entire paper submission (*title page in Title Case, abstract, main text, figures, graphs, tables, references, etc.*) must be in ONE document using one of the following formats:
  - Portable Document Format (.pdf)
  - Microsoft Word (.doc, .docx)
  - Rich Text Format (.rtf)
- Figures, graphs, tables, appendices, and references, and appendices should follow the [Academy of Management's Style Guide](#).
- The 5-digit Academy-assigned electronic submission ID number should appear in the header (upper right) on the first page of the uploaded document.
- Number all of the pages of the document.
- Make sure that the file or document uploaded is virus-free before submitting.
- After uploading the document, it will be automatically converted to Adobe PDF format. Please make sure that the content of the submission appears and prints correctly as you intended after it has been converted by clicking on the "view" button.

**NOTE:** Paper proposals that do not follow these formatting instructions will NOT be reviewed

### Symposium Submission Guidelines

A symposium session is organized as either a Panel symposium or a Presenter symposium.

- A. A Panel Symposium (📄 [SAMPLE](#)) engages a group of panelists in a formal interactive discussion around a theme or question relevant to the field.
- B. A Presenter Symposium (📄 [SAMPLE](#)) involves a series of authored papers on a preset theme.

### Symposium Sponsors

A symposium that is designed for a specific audience can be submitted to as many as THREE (3) divisions or interest groups that will each review the symposium independently. A symposium that relates to a specific division or interest group should be submitted to that division or interest group. When you submit a symposium, the electronic system will ask you to select potential division sponsors and rank them in order of relevance. A symposium that would appeal broadly to AOM members in ALL divisions AND addresses the meeting theme, “[Bringing the Manager Back in Management](#)” should be submitted to the All-Academy Theme (AAT) Committee.

#### Symposium Review Process

Symposia are single-blind reviewed. The reviewers see the names of the presenters, participants, and organizers. Proposals for symposia are judged based on overall quality, interest to Academy members, relevance to the sponsor being sought (division, interest group, All-Academy Theme), innovation, and contribution. For more details about the criteria used by specific sponsors, consult the [division or interest group Call for Submissions](#).

#### Formatting Your Symposium Proposal

1. A symposium submission must be contained in one document, include the following, and be organized in the following order:
  - a. A title page that includes:
    - i. The Academy-assigned submission number.
    - ii. An explicit designation if it is a presenter or a panel symposium.
    - iii. Title of the symposium (in Title Case).
    - iv. Complete formal names and affiliations of all participants.
    - v. List of potential division and/or interest group sponsors.
  - b. A three to six (3-6) page overview of the symposium that includes:
    - i. An explanation of why the symposium should be of interest to EACH of the specified sponsors.
    - ii. Proposed format of the symposium designed to fit a 90-minute session.
  - c. For **presenter** symposia: An additional two to five (2-5) page synopsis of EACH presentation (not including references). Each presentation may include a maximum of two (2) additional pages of tables and figures. Tables and figures must be clear, legible, and no smaller than 10-point font.  
For **panel** symposia: An additional up to five (5) page summary of the panelists’ discussion. There may be no formal paper presentations within a panel symposium.
  - d. Use Times New Roman 12-point font, **double spaced**, 1-inch (2.5 cm) margin all around, and 8.5" × 11"-page setting.
  - e. References may be single-spaced.
2. The entire submission must be in **ONE** document, in one of the following formats:
  - Adobe Portable Document Format (.pdf)
  - Microsoft Word (.doc, .docx)
  - Rich Text Format (.rtf)
3. Number all of the pages of the document.
4. Make sure that the file or document uploaded is virus-free before submitting.
5. After uploading the document, it will be automatically converted to Adobe PDF format. Please make sure that the content of the submission appears and prints correctly as you intended *after* it has been converted by using the “view” button.

**NOTE:** *If any of the above guidelines and formatting instructions are not met, the submission will NOT be reviewed.*

See [Appendix 1: Submission Process Overview](#) for a general submission process overview.

See [Appendix 2: “Call for Submissions” Specific to Sponsors](#) to view the “Call for Submissions” links to more details specific to each Division, Interest Group, and Affiliate, as well as for Caucus and Teaching and Learning Conference (TLC) submissions.

## All-Academy Theme (AAT) Submission Information

All-Academy Theme Chair: **Amy Hillman**, *Arizona State University*; [Amy.Hillman@asu.edu](mailto:Amy.Hillman@asu.edu)

The 2021 theme, "[Bringing the Manager Back in Management](#)", is a call for relevance by focusing on front-line, middle, executive level or at the organizational, country or global level. Consider the global pandemic and social unrest throughout the globe. How can we problematize and contextualize our research to forecast their needs in the immediate but also long-term future? Does an increase in uncertainty make managers even more needed or unnecessary? To learn more, please review the full summary of the 2021 theme, [Bringing the Manager Back in Management](#).

The All-Academy Theme (AAT) Committee is eager to receive theme-related symposium and PDW submissions that represent the full diversity of our membership's backgrounds, experiences, and ideas. The All-Academy program will be developed from submissions to the AAT Committee as well as submissions nominated by Division and Interest Group Program Chairs. Therefore, members are invited to submit their theme-related symposia and PDWs in **one** of the following two ways (note: standalone papers cannot be submitted to, or nominated for, the AAT program):

- You may submit a symposium or PDW directly to the AAT program. These submissions will be reviewed and considered for inclusion on the All-Academy program by the AAT Committee. This route is recommended if you can convincingly and explicitly link the substance of your proposed symposium or PDW to the theme and explain its likely appeal across various divisions and interest groups. Please note, however, that if you decide to submit a proposal directly to the AAT program and it is rejected, the submission will not be reviewed by a division or interest group.
- You may submit a symposium directly to the division or interest group whose domain statement best captures the substance of your submission. This route is recommended if you have doubt as to whether the substance of your proposed symposium relates to the theme and/or will have appeal across various divisions and interest groups. Please note that if you decide to submit a proposal directly to a division or interest group, it is possible that the submission will be accepted for presentation during the scholarly program or be nominated, accepted, and included on the All-Academy program.

Regardless of whether you submit directly to the AAT program or to a specific division or interest group, you will need to submit a full proposal for your symposium or PDW via the [AOM Submission Center](#) which will open in late November and close on **12 January 2021 at 17:00 ET (UTC/GMT - 5)**. More detailed information can be found on the 2021 [Annual Meeting website](#). We appreciate your interest in participating in the 2021 theme and look forward to your submissions!

### All-Academy Theme (AAT) PDW Submission Guidelines

1. An AAT PDW proposal must include and be organized in the following order:
  - a. A title page that has:
    - i. the Academy submission system-assigned 5-digit submission number
    - ii. title of the workshop (in Title Case)
    - iii. up to 250-word abstract of the workshop

- b. a 3-5-page overview of the workshop
  - c. an explanation as to why the workshop should be of interest to AAT
  - d. a description of the workshop's format
  - e. use Times New Roman 12-point font, **double spaced**, 1-inch (2.5 cm) margin all around, and 8.5" x 11"-page setting
2. The entire submission must be in **ONE document** created in Microsoft Word (.doc, .docx), Adobe Portable Document Format (.pdf), or Rich Text Format (.rtf) compatible format.
  3. Make sure that the file or document uploaded is virus-free prior to submitting.
  4. After uploading the document, it will be automatically converted to Adobe PDF format. Please make sure that the content of the submission appears and prints correctly as you intended after it has been converted by using the "view" button.

**NOTE:** If any of the above guidelines and formatting instructions is not met, the submission will NOT be reviewed.

### **All-Academy Theme (AAT) Symposium Submission Guidelines**

An AAT symposium session is organized as either a *Panel symposium* or a *Presenter symposium*.

- A. A [Panel Symposium](#) ( [SAMPLE](#)) engages a group of panelists in a formal interactive discussion around a theme or question relevant to the field.
- B. A [Presenter Symposium](#) ( [SAMPLE](#)) involves a series of authored papers on a preset theme.

#### Symposium Sponsors

An AAT symposium should appeal broadly to AOM members in ALL divisions AND address the meeting theme, "[Bringing the Manager Back in Management](#)," should be submitted to the [All-Academy Theme \(AAT\) Committee](#).

#### Symposium Review Process

Symposia are single-blind reviewed. The reviewers see the names of the presenters, participants, and organizers. Proposals for symposia are judged based on overall quality, interest to Academy members, relevance to the AAT theme, innovation, and contribution.

#### Formatting Your Symposium Proposal

1. An AAT symposium submission must be contained in one document, include the following, and be organized in the following order:
  - A title page that includes:
    - the Academy-assigned submission number
    - an explicit designation if it is a presenter or panel symposium
    - the Title of the symposium (in Title Case)
    - the complete formal names and affiliations of all participants
  - A three to six (3-6) page overview of the symposium that includes.
    - An explanation of why the symposium should be of interest for the AAT program.
    - Proposed format of the symposium designed to fit a 90-minute session.
  - For presenter symposia (view sample): an additional two to five (2-5) page synopsis of EACH presentation (not including references). Each presentation may include a maximum of two (2) additional pages of tables and figures. Tables and figures must be clear, legible, and no smaller than 10-point font.

OR

For panel symposia (view sample): an additional up to five (5) page summary of the panelists' discussion. There may be NO formal paper presentations within a panel symposium.

- Use Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin all around, and 8.5" x 11"-page setting.
  - References may be single spaced.
2. The entire submission must be in ONE document created in Microsoft Word (.doc, .docx), Adobe Portable Document Format (.pdf), or Rich Text Format (.rtf) compatible format.
  3. Number all of the pages of the document.
  4. Make sure that the file or document uploaded is virus-free before submitting.
  5. After uploading the document, it will be automatically converted to Adobe PDF format. Please make sure that the content of the submission appears and prints correctly as you intended after it has been converted by using the "view" button.

**NOTE:** *If any of the above guidelines and formatting instructions are not met, the submission will NOT be reviewed.*

See [Appendix 1: Submission Process Overview](#) for a general submission process overview.

## Teaching and Learning Conference (TLC) Submission Information

Program Co-chair: **Karen MacMillan**, Wilfred Laurier University, Canada; [tlcprogram@aom.org](mailto:tlcprogram@aom.org)  
Program Co-chair: **Vicki Taylor**, Shippensburg University, Pennsylvania; [tlcprogram@aom.org](mailto:tlcprogram@aom.org)

On Sunday, 1 August 2021, the Academy of Management Teaching and Learning Conference (TLC@AOM) will host its 9th annual event during the 81st Annual Meeting of the Academy of Management (30 July – 3 August 2021). TLC@AOM is a "conference within a conference" designed to help Academy members who have a passion for teaching to improve their teaching practices in an open forum of shared experience. Admission to TLC programming is included with your AOM Conference registration.

### Themes:

Proposals should identify one or more of the following categories that apply:

- Experiential/Active/Problem-based learning
- Equity, diversity, and inclusion in education
- Remote/hybrid teaching and learning
- Technology in the classroom
- Connecting teaching and learning to community and practice
- Measurement of learning effects
- Curricular design/redesign
- Teaching Resources
- Other themes that address teaching and learning practices to include proposals that support the 2021 AOM Conference theme of "[Bringing the Manager Back in Management](#)" are welcomed.

### Criteria for Acceptance:

TLC submissions should describe an innovative teaching technique or curriculum innovation and explain how the session will promote engagement amongst TLC participants. Synchronous and asynchronous submissions will be assessed based on engagement potential, interest to participants, and innovation. Synchronous sessions must also show evidence of a high level of interactivity with participants. Asynchronous sessions may include process-oriented sessions, reports on teaching tool effectiveness, and descriptions of teaching innovations or resources.

Note: Any proposal that appears to market a product or service is not suitable and will be rejected.

### **Session Orientations**

As a submitter, you may indicate the general orientation of your proposal. The official AOM Program includes these orientations to help attendees identify sessions of interest. The types of orientations are:

- Diversity
- International
- Practice
- Research
- Teaching
- Theme, "[Bringing the Manager Back in Management](#)"

## Teaching and Learning Conference (TLC) Annual Meeting Policies

### Participation and Attendance at TLC Sessions

To attend TLC@AOM a program participant must be an AOM member **and** must be registered for the conference. Program participants are highly encouraged to personally present their submissions.

- All participants on submitted TLC proposals must be available to participate on Sunday, 1 August 2021.

### Teaching and Learning Conference (TLC) Submission Guidelines for Uploaded Manuscript

Important: Please follow the guidelines and formatting instructions below to draft your proposal. Please note that proposals will NOT be reviewed if these guidelines and instructions are not met.

TLC proposals should be designed to fit in a 60-minute (1 hour) or 90-minute (1.5 hour) session.

Cover Page includes:

- The title of the presentation (in Title Case)
- The Academy-assigned 5-digit submission number
- Abstract (limit 250 words)
- Identification of one or more categories that apply to the proposal (see list of "Submission Categories for the 2021 TLC@AOM Conference" listed above)
- Identification of preference for: (1) synchronous format, (2) asynchronous format, or (3) openness to either. Please note that requesting a preference does not ensure that an accepted submission will be assigned to the requested format.
- Preferred time if session is synchronous (30 or 60 minutes)
- Statement to indicate that ALL presenters on the proposal agree to register and attend the 2021 AOM Conference should the submission be accepted for a **synchronous** session.

Main body includes the following headings:

- Topic/Introduction: Describe the topic of your presentation and its purpose. Identify targeted discipline(s) and potential course/program applications.
- Interest: Explain why your topic would be of interest to conference participants.
- Synchronous/Asynchronous: Indicate whether you are willing to run a synchronous or an asynchronous session (or either). Describe how you would leverage the chosen format(s).
- Session Description: Explain what you are planning to do during the session. Include a description of the methods to be employed and the resources required. Provide a detailed breakdown of how the time will be utilized. Synchronous sessions should be structured as either 30 or 60 minutes.
- Engagement/Involvement: Describe how you will involve and/or engage participants in the session.
- Takeaways: Be explicit about what the audience will be able to take away from your presentation (including any teaching resources or handouts to be distributed). Describe how attendees might apply the session information to improve their teaching.
- Proposals must not exceed five pages.

To facilitate the blind review process, **REMOVE ALL AUTHOR-IDENTIFYING INFORMATION**, including acknowledgments, from the uploaded document. Note: You will still include ALL authors associated with your submission during the submission process, but not in your

uploaded proposal (given the sessions' length, the number of presenters included should be limited to a maximum of six). The author information provided will appear in the printed (if available) and online Program.

**NOTE:** Any proposal that appears to market a product or service is not suitable for the AOM Teaching and Learning Conference and will be rejected.

Important Submission Notes:

Submitters do NOT need to be AOM members to submit a proposal to the Annual Meeting, however, if a proposal is accepted, participants must register to attend the Annual Meeting, and all participants attending the Annual Meeting must be AOM Members and registered for the Annual Meeting.

If you prefer to discuss your ideas prior to submitting a proposal, please contact [tlcprogram@aom.org](mailto:tlcprogram@aom.org) by no later than 15 December 2020. Please review the TLC Submission Guidelines prior to submitting a proposal. **The deadline for all submissions is Tuesday 12 January 2021 at 17:00 ET (UTC/GMT -5).** All proposals must be submitted through the [AOM Submission Center](#).

See [Appendix 1: Submission Process Overview](#) for a general submission process overview.

## Caucus (CAU) Submission Information

Caucus Chair: **Jun Li**, University of New Hampshire; [jun.li@unh.edu](mailto:jun.li@unh.edu)

### Caucus Proposals Submission Instructions

The Caucus Committee invites proposals for caucus sessions to be held at the 81<sup>st</sup> Annual Meeting of the Academy of Management, 30 July – 2 August 2021. Caucuses encompass a wide variety of topics and we encourage proposals that feature nascent ideas or ongoing themes that would be interesting to the AOM community. Innovative proposals that provide conference participants with opportunities to network, collaborate and develop new ideas that include, but are not limited to, the conference theme “**Bringing the Manager Back in Management**” should be submitted. The conference theme invites a wide-ranging spectrum of theoretical perspectives, methods, and applications, both classic and contemporary, which investigates the many ways that interfaces separate and connect people and organizations – and considers the consequences of those separations and interconnections.

All Caucus submissions must be made via the AOM [Submission Center](#). The site opens for submissions in early December and the deadline is **12 January 2021 at 17:00 ET (UTC/GMT -5)**.

If you have any questions, please contact the Caucus Committee Chair, Jun Li at [jun.li@unh.edu](mailto:jun.li@unh.edu). We look forward to receiving interesting and innovative caucus proposals.

*Important: Caucus proposals that do not follow the [guidelines](#) may not be reviewed.*

### **Session Orientations**

As a submitter, you may indicate the general orientation of your proposal. The official AOM Program includes these orientations to help attendees identify sessions of interest. The types of orientations are:

- Diversity
- International
- Practice
- Research
- Teaching
- Theme, “[Bringing the Manager Back in Management](#)”

### **Caucus (CAU) Annual Meeting Policies**

#### Participation and Attendance at Caucus

To attend the Annual Meeting conference a program participant must be an AOM member **and** must be registered for the conference. Program participants are highly encouraged to personally present their submissions.

### **Caucus Submission Guidelines for Uploaded Manuscript**

#### What is a Caucus?

The premise of a caucus is primarily to provide an opportunity for scholars to innovate, share, and discuss emergent ideas that are still in the incubatory stage. Caucuses are designed to provide a

convenient, informal way for AOM members with shared interests to find one another and to develop a sense of community within the larger AOM structure as well as to explore potential collaborations in a forum open to all interested AOM members. Caucus submissions are reviewed and evaluated by the Caucus Committee.

I. Questions to guide you as you prepare your caucus proposal:

- Does the proposal encourage development of new ideas or address emerging topics?
- Does the proposal appeal to and interest a broad audience of AOM members?
- Does the proposal encourage collaboration and the free exchange of ideas?
- Does the proposal address the conference theme?
- Does the proposal clearly express goals and desired outcomes?

II. Formatting your Caucus Proposal: Please follow these guidelines to ensure your Caucus proposal is reviewed.

- a. The entire Caucus submission must be in ONE document using one of the following formats:
  - Adobe Portable Document Format (.pdf)
  - Microsoft Word (.doc, .docx)
  - Rich Text Format (.rtf)
- b. The Caucus submission includes the following:
  1. Title of the caucus (in Title Case).
  2. Name, affiliation, email address, and phone number of up to 2 (TWO) Caucus organizer(s).
  3. Abstract or short program description of 50 words.
  4. Short description (up to 500 words) of the topical content and delivery plan, including two bold-font keywords. Figures, graphs, tables, references, etc. should be included as needed.
  5. Names, affiliations, and contact information of 5 (FIVE) AOM members, in addition to the organizer(s), who support the submission. Note that these five names will NOT be listed in the program and will NOT be counted in the Rule of Three + Three. We ask that you include them as a way to verify that the topic is one that is likely to appeal to at least several AOM members.
- c. Make sure that the file or document uploaded is virus-free prior to submitting.
- d. After uploading the document, it will be automatically converted to Adobe PDF format. Please make sure that the content of the submission appears and prints correctly as you intended after it has been converted by clicking on the “view” button.

**Note:** Caucus proposals that do not follow these guidelines may not be reviewed.

**Important Submission Notes:**

Submitters do NOT need to be AOM members to submit a proposal to the Annual Meeting, however, if a proposal is accepted, participants must register to attend the Annual Meeting, and all participants attending the Annual Meeting must be AOM Members and registered for the Annual Meeting.

See [Appendix 1: Submission Process Overview](#) for a general submission process overview.



## Appendix 1: Submission Process Overview

1. Go to the [Submission Center](#) and use the “Sign In” button. Use the “Sign In” button even if you do not yet have an account or if you forgot your username and/or password.
2. Use the following guidelines when entering the title, short title (for PDWs and symposia), and abstract of your submission.
  - Use Title Case for the submission title. Only the first letter of each major title word should be in uppercase (capital letter). Do NOT submit the title or abstract in all uppercase (capital letters). Prepositions and conjunctions should **not** be in uppercase (capitalized) in the title nor in the short title. Example: “Conceptual and Methodological Issues Associated with Cross-Cultural Research.”
  - The short title (PDWs and symposia only) must not exceed 50 characters (including spaces) in length.
  - The abstract should not exceed 250 words.
  - Enter or copy and paste the submission title and abstract into their respective fields as is. Do **not** use the “enter” or “return” keys.
3. Your 5-digit AOM submission ID number is generated and displayed after you save your entries on the “Title” entry screen. Please reference this number whenever you contact the program volunteers or technical support.
4. You may submit to up to three divisions or interest groups for symposium submissions. You will need to select three keywords for EACH division that you submit to.
5. Upload your submission to the website. Your uploaded submission (for papers ONLY) must **not** include any author identifying information. Your submission must comply with the [guidelines and formatting instructions](#), or your submission may not be checked in for review. Please make sure you have read all the scholarly and professional development workshop (PDW) [guidelines and formatting instructions](#) before uploading.
6. Finalize your submission by acknowledging several statements on a checklist. If your submission is not finalized, it will NOT be reviewed. Please proofread your entry carefully since this is what will appear in the final program. If any information is entered incorrectly, it will be incorrectly listed in the program.

Help is available at the [AOM Support Center](#). The support team will attempt to respond within 1 business day. Please recognize that the support team and submission system will be busy processing a high volume of requests just before the submission deadline. **Please do not wait until the last minute to submit!** If the support team response does not resolve your problem or is not clear, you can call +1-914-326-1800, Monday-Friday from 09:00 to 17:00 (9am – 5pm) ET (NY time). The support team is not available 24 December 2020 – 4 January 2021.

## Appendix 2: “Call for Submissions” Specific to Sponsors

From the Divisions and Interest Groups (DIG) list, click on either PDW for the Professional Development Workshop call for that DIG, or Scholarly for the paper and symposium call for that DIG. Click on the name of the Academy-wide Call, Committee, or Affiliate group to view their specific call.

Divisions and Interest Groups	
PDW	Scholarly
<a href="#">Careers (CAR)</a>	<a href="#">Careers (CAR)</a>
<a href="#">Conflict Management (CM)</a>	<a href="#">Conflict Management (CM)</a>
<a href="#">Critical Management Studies (CMS)</a>	<a href="#">Critical Management Studies (CMS)</a>
<a href="#">Entrepreneurship (ENT)</a>	<a href="#">Entrepreneurship (ENT)</a>
<a href="#">Gender and Diversity in Organizations (GDO)</a>	<a href="#">Gender and Diversity in Organizations (GDO)</a>
<a href="#">Health Care Management (HCM)</a>	<a href="#">Health Care Management (HCM)</a>
<a href="#">Human Resources (HR)</a>	<a href="#">Human Resources (HR)</a>
<a href="#">International Management (IM)</a>	<a href="#">International Management (IM)</a>
<a href="#">Management Consulting (MC)</a>	<a href="#">Management Consulting (MC)</a>
<a href="#">Management Education &amp; Development (MED)</a>	<a href="#">Management Education &amp; Development (MED)</a>
<a href="#">Management History (MH)</a>	<a href="#">Management History (MH)</a>
<a href="#">Management, Spirituality and Religion (MSR)</a>	<a href="#">Management, Spirituality and Religion (MSR)</a>
<a href="#">Managerial and Organizational Cognition (MOC)</a>	<a href="#">Managerial and Organizational Cognition (MOC)</a>
<a href="#">Organizational Neuroscience (NEU)</a>	<a href="#">Organizational Neuroscience (NEU)</a>
<a href="#">Operations and Supply Chain Management (OSCM)</a>	<a href="#">Operations and Supply Chain Management (OSCM)</a>
<a href="#">Organization and Management Theory (OMT)</a>	<a href="#">Organization and Management Theory (OMT)</a>
<a href="#">Organization Development &amp; Change (ODC)</a>	<a href="#">Organization Development &amp; Change (ODC)</a>
<a href="#">Organizational Behavior (OB)</a>	<a href="#">Organizational Behavior (OB)</a>
<a href="#">Organizational Communication and Information Systems (OCIS)</a>	<a href="#">Organizational Communication and Information Systems (OCIS)</a>
<a href="#">Organizations and the Natural Environment (ONE)</a>	<a href="#">Organizations and the Natural Environment (ONE)</a>
<a href="#">Public and Nonprofit (PNP)</a>	<a href="#">Public and Nonprofit (PNP)</a>
<a href="#">Research Methods (RM)</a>	<a href="#">Research Methods (RM)</a>
<a href="#">Social Issues in Management (SIM)</a>	<a href="#">Social Issues in Management (SIM)</a>
<a href="#">Strategic Management (STR)</a>	<a href="#">Strategic Management (STR)</a>
<a href="#">Strategizing Activities and Practices (SAP)</a>	<a href="#">Strategizing Activities and Practices (SAP)</a>

Affiliates (PDW)
<a href="#">Africa Academy of Management (AFAM)</a>
<a href="#">Asia Academy of Management (AAM)</a>
<a href="#">Iberoamerican Academy of Management (IAM)</a>
<a href="#">Indian Academy of Management (INDAM)</a>

<a href="#"><u>Technology and Innovation Management (TIM)</u></a>	<a href="#"><u>Technology and Innovation Management (TIM)</u></a>
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Academy-wide Calls
<a href="#"><u>All-Academy Theme (AAT)</u></a>
<a href="#"><u>Caucus (CAU)</u></a>
<a href="#"><u>Teaching and Learning Conference (TLC)</u></a>

## Appendix 3: Frequently Asked Submission & Reviewer Questions ([FAQs](#))

### **When is the deadline to submit a proposal for the AOM Annual Meeting?**

The deadline for ALL submissions is **12 January 2021 at 17:00 ET (UTC/GMT -5)**. All submissions must be entered into the system at this time, i.e. a 5-digit submission ID is assigned to your proposal. No exceptions! This deadline applies to the following submission types:

All-Academy Theme (PDW and Symposium)

Caucus

Paper

Professional Development Workshop (PDW)

Symposium (Panel and Presenter)

Teaching and Learning Conference (TLC@AOM)

### **Do I have to be a member to submit a proposal?**

You do not need to be a member to submit a proposal for the Academy of Management's Annual Meeting. If you are not an Academy member, you must still [create an account](#) with basic contact information which will be linked to your submission(s). If your submission is accepted, and you attend the conference to participate on a session, you will then need to [join the Academy](#) and [register for the conference](#).

### **Where can I find more information about the theme for the Academy of Management's Annual Meeting?**

A full description of the conference theme can be found on our [website](#), along with the [Call for Submissions](#) for the All-Academy Theme program.

### **Does my submission have to relate to the theme, and if my proposal relates to the theme, do I have to submit to the All-Academy Theme?**

Your submission does not have to relate to the [theme](#) to be considered for acceptance onto the Program, and you do not have to submit your theme-related proposal to the All-Academy Theme. The Divisions, Interest Groups and Committees may also be seeking proposals on the theme, as they relate to their division. Please see the [Call for Submissions](#) for each Division, Interest Group and Committee for more information.

### **What are the guidelines for submissions?**

The submission guidelines can be found online for [professional development workshop](#) proposals, [paper](#) submissions, [symposium](#) submissions, [caucus](#) proposals, and the [Teaching and Learning Conference](#) submissions.

### **Can I submit a paper previously presented at a conference?**

At the time of submission, submitted papers must not have been previously presented or scheduled for presentation at the *Academy of Management*. Submitted papers must not have been published or accepted for publication in any journal. If a paper is under review, it must NOT appear in print before the Academy meeting. If your paper was previously presented at the AOM, you must be able to show significant changes from your originally-presented proposal.

### **Does my paper submission need to be the full paper, or can it be an abstract?**

A paper submission must be a fully-developed manuscript, which includes an abstract, but should not only be the abstract. We require the full proposal be uploaded with your completed, finalized

submission, or your submission may not be sent for review. For more specific details regarding the guidelines for paper submissions, please see the [paper submission guidelines](#).

### **Can I submit to more than one Division, Interest Group, or Committee?**

*Professional Development Workshop (PDW)*: You may submit your PDW to one primary sponsoring group, with an option to suggest additional, potential co-sponsoring groups.

*Paper*: Your paper proposal can only be submitted to one sponsoring group.

*Symposium*: Yes, you may submit your symposium proposal to up to three sponsoring groups.

*Caucus*: Your caucus proposal can only be submitted to the Caucus Committee.

*All-Academy Theme (AAT)*: Your AAT proposal can only be submitted to the AAT Committee.

*Teaching & Learning Conference (TLC)*: Your TLC proposal can only be submitted to the TLC Committee.

### **What types of proposals can I submit to the All-Academy Theme?**

Professional Development Workshop (PDW) proposals and symposium proposals can be submitted to the All-Academy Theme program. Paper and caucus proposals cannot.

### **Will I be able to edit my submission?**

You will be able to edit your submission and upload revisions, *UNTIL* you finalize the submission. Once the submission is finalized, you will not be able to edit any part of the submission, upload a revised proposal, nor add participants. Please ensure you have completed every item on the [finalization checklist](#), before finalizing your submission.

### **How do I update my submission profile?**

To review or edit your profile, please [sign in to your AOM account](#) and select “My Profile” at the top right of the screen, under your name. Click on the gray pencil to edit your Primary Information or Address, or click the blue Update My Annual Meeting Affiliation button to change your affiliation on the Program. Don’t forget to save changes when you are finished.

### **I couldn’t add complete contact information for my co-author or other participants.**

If the co-author or participant on your submission does not already have an Academy account, you will be able to add him/her to your submission by providing the full name and an e-mail address of the participant. A participant, who has an account created on his/her behalf, will receive an email to the email account provided alerting him/her that an account was created, but needs to be confirmed. The added participant will then need to go to the unconfirmed account to edit the details and activate the account.

### **I created an account for a coauthor/participant associated with my submission, but my submission says the information is not confirmed. Can I finalize my submission?**

It is OK to continue and finalize your submission even if information details for your colleagues are incomplete or inaccurate. Your colleagues are able to update their information at any time and those updates will automatically be included on your submission. An added participant, who did not have an account will receive an email to the address you entered, alerting him/her that an account was created on his/her behalf, but needs to be confirmed. The added participant will then need to go to the unconfirmed account to review/edit the details and activate the account. Only the participant/author will be able to confirm and activate the account.

If necessary, you may contact the participant separately and ask him/her to check the inbox and junk mail folders for an email from the Academy of Management with subject: “Participation in a 2021 Academy of Management Submission” with instructions on how to activate their account.

**Someone created an account on my behalf. Do I need to do anything else?**

If you were added to a submission for the upcoming conference, and an account was created on your behalf, please check your inbox and junk mail folders for an email from the Academy of Management with subject: "Participation in a 2021 Academy of Management Submission" with instructions on how to activate your account. If you cannot locate this email, [activate your account here](#). Enter your email address and follow the prompts to active your account. If this does not work, please [contact us](#) for assistance.

**I uploaded a revised file, but I still see the original version.**

If you do not see the revised proposal after it has been re-uploaded, it is likely that your browser had the original document cached so you did not immediately see the revised version even though the upload was successful. Please try to clear your browser's cache, or quit all your browser sessions, or try another browser, or even reboot if necessary and try again to see if the version you see in the Submission Center is correct.

**I missed the deadline. Can I get an extension?**

The Call for Submissions, including the submission deadline, is posted on the AOM website in November. We encourage all submitters to enter their proposals into the submission system as early as possible, so that they would have sufficient time to start their submission, review the submission guidelines, resolve issues, and ask questions. Due to the schedule for program volunteers who devote their time to reviewing and accepting thousands of submissions, we cannot extend the submission deadline.

**Do I have to register for the AOM Annual Meeting, if my submission is accepted?**

If your submission is accepted, and you attend the conference to participate on a session, you will then need to [join the Academy](#) and [register for the conference](#). If a colleague or co-author will attend the conference to present your accepted proposal, then you will not need to register, but your colleague will.

**When is the review period?**

Reviewers will begin to receive their review assignments on **21 January 2021 and will have until 18 February 2021 to complete reviews.**

**How many submissions will I be asked to review?**

Volunteer reviewers can sign up for no more than two Divisions or Interest Groups and will receive no more than three (3) assignments per division.

**What is the deadline to submit my review?**

The deadline to submit your review(s) is 18 February 2021.

**When will the conference Proceedings be available?**

The conference Proceedings will be available in late June.

**Will my full paper or symposium submission be included in the Proceedings?**

The Proceedings includes the *abstracts* of all accepted papers and symposia as well as abridged versions of the program's "Best Papers" (top 10%) as designated by the division Program Chairs. The abridged (6-page) format is used because publication of papers at their full length would preclude

subsequent journal publication. The abridged papers are available only to conference registrants of the Academy of Management Annual Meeting.

**When will I know if my proposal has been accepted?**

Decision notifications for professional development workshop (PDW) submissions are sent towards the end of February. All other submission decision notifications (paper, symposium, caucus, AAT, TLC@AOM) will be sent at the end of March.