# ACADEMY OF Management

## SPECIALIZED CONFERENCES

## From Start-up to Scale-up:
### Coping with Organizational Challenges in a Volatile Business Environment

# Call for Submissions & Call for Reviewers

**Tel Aviv, Israel | December 17 – 19, 2018**

## ACADEMY OF Management

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# THEME
## From Start-up to Scale-up:
## Coping with Organizational Challenges in a Volatile Business Environment

**Sponsored by:**
*Tel Aviv University*
*Technion-Israel Institute of Technology*
*Hebrew University of Jerusalem*

**Co-developed with the following AOM Divisions & Interest Groups:**
*Entrepreneurship*
*International Management*
*Organization and Management Theory*
*Organizational Behavior*
*Strategic Management*
*Technology and Innovation Management*

This specialized AOM conference features research on the unique organizational challenges of start-up firms and entrepreneurial corporations that seek to grow within and beyond their established markets. Understanding the multifaceted, complex trajectory from start-up to scale-up is not only of relevance to management practitioners, but also an important frontier for management research. While start-ups are a critical source of economic growth and novelty in the way we work and organize, many start-ups fail to develop into larger organizations. Management research provides limited insight into the factors that enable successful transitions. This conference provides a platform for sharing knowledge from research and practice in a comprehensive program of paper presentations, active learning workshops, panel discussions, industry expert panels, company visits, and networking opportunities. The multidisciplinary conference encompasses 6 research perspectives, co-developed with the following AOM Divisions & Interest Groups: ENT, IM, OB, OMT, STR, and TIM. We invite research associated with these divisions, as well as industry experts, strategists, entrepreneurs, venture capital experts, and policy makers to join us in what promises to be a stimulating meeting in "The Startup Nation."

This conference is distinct from other conferences given the unique theme and the unique match between the theme and local setting in Israel, the Start-up Nation, which is known for its dynamic start-up scene that boasts one of the largest number of start-up companies in the world.

# KEY DATES AND DEADLINES

Note: Dates are subject to change.

| March | |
|---|---|
| Late March | Call for Submissions and Reviewers Available |
| | Submission and Reviewer System Opens |
| **May** | |
| **23** | **DEADLINE for ALL Submissions** |
| **June** | |
| Early June | Reviewer Period Begins |
| Mid-June | Reviewer Period Ends |
| **July** | |
| Mid-July | Decision Notifications Sent to Submitters |
| Mid-July | Conference Registration Opens to Session Participants ONLY |
| **August** | |
| Late August | Conference Registration Opens to All |
| **October** | |
| Mid-October | Online Program is Available |
| **December** | |
| 17-19 | Start-up to Scale-up Conference, Tel Aviv, Israel |

# SUBMISSION INFORMATION
## Submission Topics and Keywords

Submitters to the Start-up to Scale-up conference will be asked to select one of the following program topics:

❖ Entrepreneurship
❖ International Management
❖ Organization and Management Theory

❖ Organizational Behavior
❖ Strategic Management
❖ Technology and Innovation Management

Submitters will also be asked to select and rank 3-5 keywords or phrases, from the list below, that best match the proposal.

| | | | |
|---|---|---|---|
| Autonomous vehicles and automobile industries | Expansion modes: mergers, acquisitions, alliances, joint ventures, and FDI | Innovation diffusion, standards, and dominant designs | Organizational life cycle: stages of growth, entrepreneurial exit, IPO, and failure |
| Born global | Family business | Institutional entrepreneurship | Organizational paradoxes |
| Business models | Global digital economy | Intellectual property and capital | Policy, government, regulations, and institutions |
| Creativity | Global value chains and globalization | Leadership and mentoring | Services industries |
| Critical views and management ethics | Groups and teams: composition and processes | Managerial tools and practices | Social entrepreneurship |
| Cross-cultural challenges | Healthcare, medical technology, and pharma industries | Manufacturing industries | Social structure and networks |
| Discourse and rhetoric | Human resources: management and employment relationships, careers and mobility | Governance: CEOs, boards, top-management teams | Software, information technologies, e-commerce, and cybersecurity industries |
| Divestitures & spin-offs | Incubators and accelerators | Organizational boundaries: inter-organizational networks, communities, and eco-systems | Sustainability and energy industries |
| Entrepreneurial finance: venture capital and corporate venture capital | Individual entrepreneurs: personal characteristics, emotions, cognitions, motivation, and gender | Organizational design: new organizational forms for entrepreneurship and innovation | Technological innovation: process and product innovation, implementation and use |
| Entrepreneurial opportunities | Industry evolution and emergence | Organizational learning: learning, knowledge, exploration and exploitation | |

## Policies, Rules, and Ethics
**NOTE: It is the responsibility of each participant to understand and follow these Rules.**

### Rule of One for Papers and Symposia
Submissions can only belong to one of the six program topics. Submitters must select the topic that best fits their submission.

### Rule of Three for Papers, Symposia, and Professional Development Workshops
Each submitter is allowed to enter a maximum of three total submissions in any combination, regardless of submission type. Examples: Two papers and one symposium; one paper, one symposium, and one workshop; two workshops and one paper, etc. This process both enables a smooth scheduling process and ensures broad program participation.

Submissions must be completed and finalized by the submission deadline. Incomplete submissions will not be reviewed. Changes to the submissions are not allowed after the submission deadline. Late submissions will not be accepted.

### AOM Code of Ethics
Conference participants should notify appropriate Track Co-chairs or conference organizers 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 relevant to participation in the AOM Specialized Conference are summarized below.  The AOM Code of Ethics applies to members and nonmembers participating in Academy activities including conferences.  More information about the AOM's professional norms on conference presentations can also be found on the Ethics Video Series on the AOM's YouTube channel.

- ❖ **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 conference attendees.

- ❖ **Original Work and Unpublished 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 conference.

- ❖ **Attendance and Commitments**. If your proposal is accepted for presentation, the participant(s) attending to present the research, or participate on a panel or in a workshop MUST be registered to attend the conference.  The Academy is a voluntary association whose existence and operations are dependent on cooperation, involvement, and leadership from its members. Conference attendees should honor

all professional commitments, including presentation of accepted papers and participation in scheduled roles, such as chair, discussant, or panelist. Program participants are required to personally present their submission. If absence from a scheduled meeting is unavoidable, presenters 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. Program participants are NOT required to be AOM members.

❖ **Rigorous Scholarship**. It is the duty of Academy members and presenters 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).

# Submission Guidelines & Formatting Requirements

The formatting guidelines vary based upon the submission type. To assist with ensuring your proposal complies with the guidelines, please consider using the checklist. It is the submitter's responsibility to ensure the uploaded proposal complies with all submission guidelines, style formatting, policies, and rules prior to finalizing the submission.

## Paper Proposal

A **paper proposal** refers to an abbreviated, developmental or unfinished paper on a scholarly topic. The paper proposal topic must fit within the context of the conference theme and be aligned with one of the conference topics.

**IMPORTANT:** If accepted, submitters will be asked to submit a full, 40-page manuscript by October 15, 2018, which will only be shared with session discussants.

## Guidelines for the Uploaded Paper Proposal

| Formatting Guidelines | | Your Checklist |
|---|---|---|
| Maximum Page Length: | 7 PAGES MAXIMUM (initial proposal) <br> 40 PAGES MAXIMUM (accepted proposals) | |
| Document Must Include | **Title:** Entered in Title Case <br> **Method:** Conceptual / Qualitative / Quantitative / Mixed Methods <br> **Abstract:** 125-word Maximum <br> Tables, Graphs, Figures, and References all count toward the 7-page maximum <br> **Page Numbers** | |
| Author Name and Affiliation: | **DO <u>NOT</u> INCLUDE any Author Information (Names, Affiliations, E-mails, etc.) Uploaded papers containing any author information will NOT be sent for review.** | |
| Font Style: | Times New Roman | |
| Font Size: | 11-Point Font | |
| Spacing: | Double-spaced | |
| Paper Size | U.S. Letter 8.5 x 11 inches (21.6 x 27.9 cm) <br> OR <br> A4 8.3 x 11.17 inches (21.0 x 29.7 cm) | |
| Margins: | 1-inch (2.5cm) margin all around | |
| Document Type | Adobe PDF | |
| Additional Notes | <ul><li>Tables, graphs, figures, and references all count toward the maximum page limit and can be single-spaced.</li><li>Papers will be double-blind reviewed.</li><li>Papers will be grouped into paper sessions of 3-5 papers per session.</li><li>Paper sessions will be scheduled in a 90-minute block of time on Days 2 and 3 of the conference.</li><li>Please ensure your proposal meets the guidelines, or it may not be sent for review.</li></ul> | |

## Panel Symposium Proposal

A **panel symposium proposal** refers to a number of speakers discussing a common topic or theme in a manner that brings new insights to the subject. Your symposium should engage a group of panelists in an interactive discussion and the proposal 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. There are no formal paper presentations within a panel symposium.

### Guidelines for the Uploaded Panel Symposium Proposal

| Formatting Guidelines | | Your Checklist |
|---|---|---|
| Maximum Page Length: | 5 PAGES MAXIMUM | |
| Document Must Include | **Title:** Entered in Title Case<br>**Abstract:** 125-word Maximum<br>**Panelists:** Complete formal names and affiliations of all participants<br>**Body:** A **1-2 page** overview of the proposed format of the panel symposium designed to fit a 90-minute session, as well as an explanation of why the panelists and discussion will be of interest to an audience.<br>A **2-3 page** summary of the panelists' discussion. There may be no formal paper presentations within a panel symposium.<br>Tables, Graphs, Figures, and References all count toward the 5-page maximum<br>**Page Numbers** | |
| Author Name and Affiliation: | **YES** – complete formal names and affiliations of all participants | |
| Font Style: | Times New Roman | |
| Font Size: | 11-Point Font | |
| Spacing: | Double-spaced | |
| Paper Size | U.S. Letter 8.5 x 11 inches (21.6 x 27.9 cm)<br>OR<br>A4 8.3 x 11.17 inches (21.0 x 29.7 cm) | |
| Margins: | 1-inch (2.5cm) margin all around | |
| Document Type | Adobe PDF | |
| Additional Notes | • Tables, Graphs, Figures, and References all count toward the 5-page maximum and can be single-spaced.<br>• Panel Symposia will be single-blind reviewed.<br>• Symposia will be scheduled in a 90-minute block of time on Day 2 and Day 3 of the conference.<br>• Please ensure your proposal meets the guidelines, or it may not be sent for review. | |

## Professional Development Workshop (PDW) Proposal

A **PDW proposal** refers to a high-quality and high-level learning experience that has a significant positive impact on the professional development of the participants. The workshop should provide participants with clear take-aways (e.g. learn a new skill; develop a new research plan). The theme of the workshops should draw a strong audience regardless of competing sessions or scheduling restrictions, and should encourage multi-way conversation and interaction among participants from multiple divisions, disciplines, regions, career stages, or demographic backgrounds. The proposal should be creative and innovative in all of its elements.

### Guidelines for the Uploaded PDW Proposal

| Formatting Guidelines | | Your Checklist |
|---|---|---|
| Maximum Page Length: | 4 PAGES MAXIMUM | |
| Document Must Include | **Title:** Entered in Title Case<br>**Abstract:** 125-word Maximum<br>**Facilitators:** Complete formal names and affiliations of all facilitators or organizers<br>**Body:** A **2-4 page** overview of the workshop explaining the intended take-aways and learning experience of attendees and the proposed format of the workshop designed to fit a 90-minute session.<br>Tables, Graphs, Figures, and References all count toward the 4-page maximum<br>**Page Numbers** | |
| Author Name and Affiliation: | **YES** – complete formal names and affiliations of all participants | |
| Font Style: | Times New Roman | |
| Font Size: | 11-Point Font | |
| Spacing: | Double-spaced | |
| Paper Size | U.S. Letter 8.5 x 11 inches (21.6 x 27.9 cm)<br>OR<br>A4 8.3 x 11.17 inches (21.0 x 29.7 cm) | |
| Margins: | 1-inch (2.5cm) margin all around | |
| Document Type | Adobe PDF | |
| Additional Notes | • PDWs will be reviewed by the organizing committee.<br>• PDWs will be scheduled in a 90-minute block of time on Day 1 of the conference.<br>• Please ensure your proposal meets the guidelines, or it may not be sent for review. | |

# REVIEWER INFORMATION

## Call for Reviewers

The AOM Specialized Conference on Start-up to Scale-up is recruiting reviewers. If you plan to submit your proposal, you are strongly encouraged to sign up as a volunteer reviewer. Sign up will become available when the submission and reviewer system opens.

We recommend reading the reviewer guidelines to familiarize yourself with the process and review expectations.  Thank you in advance for the service you are willing to offer as a reviewer and we hope to see you in Tel Aviv, Israel in December of 2018.

## Reviewer Topics

Volunteer reviewers will be asked to select, from the conference themes below, all topics that apply to their area(s) of expertise when signing up to review for the Start-up to Scale-up conference:

❖ Entrepreneurship
❖ International Management
❖ Organization and Management Theory
❖ Organizational Behavior
❖ Strategic Management
❖ Technology and Innovation Management

## Benefits of Reviewing for the AOM Start-up to Scale-up Conference

❖ Reviewing is a way to learn about what constitutes excellent, innovative, and interesting work.
❖ Reviewers gain visibility for themselves and their institutions.
❖ Reviewing gives you an opportunity to contribute to the program planning process.
❖ Reviewing is a way to give back to your professional community.

We encourage you to volunteer to review for the topics for which you have the most expertise. Each proposal that you review will be a maximum of 7 pages in length. Sign up to review for the AOM Start-up to Scale-up Conference today!

The number of proposals you receive to review will be limited to help ensure high-quality reviews. The reviewer period begins in early June and you will be required to complete your assigned reviews in mid-June 2018, so please plan your time accordingly. Please submit your review(s) by the deadline.

# Reviewer Guidelines

We offer these reviewing guidelines to provide guidance on the type of feedback to provide to submitters in your review comments. Your constructive feedback is essential to support submitters as well as your colleagues attending the AOM Start-up to Scale-up Conference. The quality of the program is strongly influenced by your reviews.

## General Areas to Cover

In addition to commenting on the theoretical development of a proposal and the technical correctness of the methodology, you should also consider the overall value-added contribution the proposal offers. Does the proposal pass the "so what" test? Consider if the proposal has practical value, and comment on its implications for the practice community.

❖ Does the proposal reflect the overall level of quality an audience would expect?
❖ Is the proposal of interest to a sufficient number of conference attendees?
❖ Does the proposal offer sufficient innovation and contribution?

## Setting the Tone of the Review

❖ Authors must be treated with respect, regardless of your evaluation of their work.
❖ Keep your comments constructive. Provide the authors with constructive ideas to improve their proposal as they develop their research.
❖ Identify the strengths of a proposal.
❖ Help authors further develop their research by identifying areas of weakness in a proposal but also provide specific guidance on how the authors might address the limitations you have noted. The more specificity you provide in your review, the more likely it is that the authors will benefit from your efforts.
❖ Be open-minded to different authors using different theoretical frameworks. Judge proposals based on how well they stimulate thinking and discussion. Also, keep in mind that submitters come from varying disciplinary backgrounds and research traditions with diverse theoretical and methodological orientations.

## Review Format

❖ To protect the integrity of the "double-blind" review process, do NOT provide information in your review that reveals your identity and do NOT seek to discover the identity of the authors.
❖ Provide a structured review by separating and numbering comments. Where appropriate, cite specific page numbers, passages, tables, and figures in your review.
❖ If you are uncertain about your comments in terms of some aspects of your review, please do your best to determine the accuracy of your position. Remember the quality of your review will help determine if the proposal is accepted or rejected for the program.

# DISCUSSANT INFORMATION

## Call for Discussants

The AOM Specialized Conference on Start-up to Scale-up is also recruiting session discussants at this time. If you are submitting a proposal, or would like an opportunity to participate at the conference without submitting, you are invited to sign up to serve as a session discussant. Sign up will become available when the submission and reviewer system opens.

## Role of Discussant

Session discussants play an important role in tying papers together, engaging the audience in discussion, and ensuring that each presenter receives valuable feedback. We ask discussants to prepare feedback and allow time in the session to discuss the papers at the end.

Paper sessions are designed to last 90 minutes and include 3 to 5 papers. You will also act as a timekeeper and make sure that everyone gets equal time to present. Your role is not to dominate the discussion, but to maximize the available time for Q&As and general discussion, and involve the participating authors and audience as much as possible.

As a discussant, you will highlight each study's main ideas, strengths and weaknesses, and overall contribution with the aim for paper sessions to be as interesting, stimulating, and engaging as possible.

# ABOUT THE ACADEMY

The Academy of Management is the world's oldest and largest professional association for management and organization scholars. Our worldwide members are professors and Ph.D. students in business schools at universities, academics in related social science and other fields, and practitioners who value knowledge creation and application. Founded in 1936, our global community today is nearly 20,000 strong, spanning more than 120 countries.

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