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Communications

INTERPERSONAL ATTRACTION AS A BASIS OF INFORMAL ORGANIZATION: COMMENT AND REVIEW

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Professor Graham's article surveyed several of the important sources of interpersonal attraction in groups. His research results supported and extended those which have been reported in the psychology literature [1, 4, 10], and added some organizational implications through the discussion of mechanistic and organic systems. However, several nonperformance variables which could also prove to be important to the interpersonal attraction relationship were omitted from the discussion. These variables can also contribute to our understanding of group formations and interactions.

NEED COMPLEMENTARITY

The voluminous research on marital partner selection completed under the leadership of Winch has provided much data supporting the idea that we are attracted to those who can fulfill our needs and whose needs we can satisfy [22]. An argument could be made for the existence of the need-complementarity-attraction relationship in work groups, as suggested by Haythorn [10] and Shaw [20, p. 231]. Data collected by Rychlak [16] on supervisor-subordinate pairings and need complementarity support the basic thesis, as do data collected by Schultz [19]. It has been argued, on a macro-level, that the formation of labor unions takes place due to the perceived complementarity on the parts of the union and worker. Professor Graham's data on "contribution to goals" (perceived competence) also fit the complementarity hypothesis, if it is assumed that workers are task-oriented.

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REDUCTION OF STRESS AND ANXIETY

Berscheid and Walster [4] have reviewed several studies that investigated the rewards others provide through reduction of stress, anxiety, and insecurity. These findings may have considerable implications for organic types of organizational systems where uncertainty and change are the byword. Schachter's classic studies of affiliative needs under anxiety showed that as anxiety increases, the need for affiliation also increases [17]. Findings also indicated that people anticipating stress wish to interact with other persons who are in the same circumstances [4, p. 33]. Mandlebaum [13] has also shown that the group to which an individual belongs can provide much support under stressful (combat) conditions.

RECIPROCATION OF LIKING

The positive relationship between liking by others and attraction has been explained in several ways. As Aronson notes, liking is probably a reward when considered just by itself [1]. Some studies have found that personal evaluation influences attraction [2, p. 157-158; 5, p. 699] furthermore, it has been suggested recently, following Nelson's "Approval-Cue" hypothesis, that the attraction response is based on the anticipated liking or social reinforcements (approval-disapproval) expected from similar or dissimilar persons [8, pp. 95-99].

PERSONALITY SIMILARITY

Although studies of personality similarity and attraction have indicated that the relationship may not be as strong as the one between attitude similarity and attraction, it appears as if a relationship does exist. Izard [11, p. 61], administered the Edwards Personality Preference Schedule (EPPS) to an entire class of entering college freshmen. Later he collected data on attraction and friendship formation, and found that friends had significantly similar prior-to-acquaintance personality profiles, while least-liked classmates had few prior-to-acquaintance personality similarities.

RACIAL AND DEMOGRAPHIC VARIABLES

Several studies have investigated racial prejudice and attraction in the context of the attitude similarity hypothesis discussed by Graham. Results have shown that the racial variable is another important one to consider in studying attraction as a component of informal organization [5, p. 699]; however, some studies have found attitude similarity to be more powerful than race in selecting working partners [14].

Interpersonal attraction has been found to be significantly related to demographic variables such as socioeconomic status, age, religion,

and sex [12]. However, most studies have dealt with laboratory investigations and school-age populations, so the extension of their results to organizational relationships may not be warranted until field organizational studies replicate their findings.

IMPLICATIONS FOR GROUP COHESIVENESS STUDIES

Several other areas in the realm of management studies are touched by the findings on interpersonal attraction. In the leadership area, Fiedler [9] has suggested that by using our knowledge of personality variables (LPC scores), we may be able to "engineer" a healthier and more effective organization. It may be that cohesive work groups could be intentionally structured in the same manner by taking advantage of the interpersonal attraction findings. With regard to the relationship between cohesiveness and productivity, experiments indicate that cohesive groups are more productive when they accept formal organizational goals and that they are less productive when they reject formal goals [3, p. 509-517; 8, pp. 95-99; 18].

IMPLICATIONS FOR SUPERVISOR-SUBORDINATE EVALUATION

Interpersonal attraction findings can also be used to argue for the implementation of "objective" performance measures, where possible, in industry. In spite of the favorable findings associated with studies of objective performance appraisal methods, many companies still use wholly or partly subjective rating methods. Several rather obvious reasons for this come to mind. First, many managers feel that there are many jobs where tasks and relationships are ill-defined, and where production outputs are the results of "synergistic" combinations of worker productivity. Other jobs, such as that of university professors, have very abstract productivity criteria associated with them.

In his survey of the literature of values, Dukes [7] reported finding that congruence of values between instructors and students was significantly related to scholastic achievement. On the basis of these results, Dukes suggested that one might "suspect that vocational success is significantly related to congruence of values of employees and employers-managers-owners" [7, p. 30]. The research discussed by Professor Graham, by Rychlak, and by Singer [21] could be construed as supporting this hypothesis that evaluative responses of supervisors are biased by performance and nonperformance variables, above and beyond their measures of the employee's contribution to organizational goals.

SUMMARY

This brief review has attempted to introduce for consideration some additional variables which may exert influence in the formation of informal groups. Our knowledge of interpersonal attraction phenomena is, today,

still largely composed of results obtained in the laboratory, or of results from populations that may not accurately represent members of ongoing organizations. Hopefully, we can take advantage of these studies and extend them into management's more parochial interest—the continuously functioning organization.

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**"LIFERS" AND "GRUNTS":
A REPLY TO L. F. URWICK**

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In recent years I have interviewed hundreds of Americans who have served in the armed forces in Southeast Asia. Among these, the largest number served in the United States Army. Their ranks have ranged from general officers to low-ranking draftees. Some are still in service; others have been discharged.

In contrast to the comment made by L. F. Urwick,¹ not one of these interviewers suggested that the quality of the field and general grade officers commanding battalions and larger units was in any way of a low order [1, p. 541]. Quite the contrary. The complaint which did recur time and time again was that the tours of duty for commanders were far too short.

The tour of duty for a "grunt" in a maneuver battalion was 12 months. By contrast, the tour of duty for the commander of a battalion or larger unit averaged 6 months or less. This was a deliberate policy on the part of the Department of the Army so that as many colonels and general grade officers as possible would have command experience appearing on their efficiency reports.

Command and staff experience is a *sine qua non* for promotion to rank in the combat arms of the United States Army. Even more important is combat command experience. This applies no matter what the combat is, as contrasted to no combat at all. This is true of Vietnam. As many interviewers have put it to me, "It isn't much of a war but it's the only one we have."

The facts in Vietnam are quite the opposite according to L. F. Urwick. Rather than a shortage of personnel in the ranks of O-5 and above, there was a considerable surplus. In order to equalize the opportunities for promotion, the Office of Personnel Operations of the U. S. Army reduced the length of the tour of duty of the average commander to 6 months and less.

In support of my argument let me quote at length from a *New York Times* Op-Ed. article:

If we believe Lord Action's statement that all power tends to corrupt and that absolute power corrupts absolutely, then the Army is the most susceptible of all the services to absolute corruption by those who serve in it. This corruption is at the heart of the Army's problem.

To put it simply, this corruption results from individual lust for advancement, the never-ending search for that absolute power over other men—perhaps as must be the search for money in civil life. Unfortunately, the ambitious Army

¹L. F. Urwick, *Academy of Management Journal* (December 1971), p. 541.

officer has frequently found that he cannot advance and remain honest at the same time. This has certainly been the case in Vietnam—the war that has been allowed to become a punch on a promotion card. . . .

Corruption is an infantry commander being in a helicopter 1,000 feet over his men on the battlefield, instead of being down there with them. Would Mylai have happened if Koster and Henderson and Barker—all of whom have claimed that they saw and heard nothing—had been down on the ground where the killing was going on? Corruption is placing a man in command of a battalion or brigade for 6 months so he can get credit for command in combat, then moving him back to a trailer in a basecamp while his men remain in the field. Such rotation of commanders has been a practice in Vietnam right from the start, and it is corrupt because the men who fight there deserve better, and the country does.²

In retrospect, this policy had both good and bad aspects. “Lifers” in our armed services acquired valuable experience in the command, control, and support aspects of combat operations. This advantage, I feel, was partially offset by an increase in casualties sustained by the “grunts” because of inexperienced line officers at all levels of the U. S. Army in the field.

Finally, may I point out that the vast majority of officers in the U. S. Armed services are not academy graduates. This is true both of “lifers” and “short-timers.” The implication that academy graduates become some kind of supermen is a gratuitous slur to all Americans who have ever held a commission and who are not academy graduates. In the language of the barracks, “It just ain’t so, buster.”

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RELATIONSHIP IN ORGANIZATION: A CLARIFICATION

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Given the present renewed interest in the Gulick and Urwick *Papers on the Science of Administration* [2], now is a fine opportunity to clarify an instance of historical misunderstanding associated with V. A. Graicunas' classic essay, “Relationship in Organization.”

The essay originally appeared in the March 1933 issue of the *Bulletin of the International Management Institute* and has become a standard topic of presentation whenever the subject of span of control is mentioned. However, it was not until it was reprinted in the *Papers* that it began to

² Lucian K. Truscott, 3d, February 4, 1972, p. 29. Colonel Truscott, now retired, is the son of a World War II General. Colonel Truscott commanded infantry units in Korea and South Vietnam.

gain its present fame. It is from this source that it is most commonly quoted and this, in part, is the cause of much of the misunderstanding which centers around its interpretation.

As the essay is reprinted in the *Papers*, the impression is easily received that Graicunas and the original publishers of the article were almost totally unaware of the many other considerations necessary in determining a proper span of control—e.g., frequency of contacts, complexity of tasks involved. In reality, this was not the case. The original publication of Graicunas' essay was preceded by an editor's preface that is *not* reproduced in the *Papers*. It is only through an awareness of the contents of this preface that a full appreciation of the essay is possible. It is reprinted below in its entirety:

The Institute is indebted to Mr. V. A. Graicunas (Management Consultant) of Paris, for the suggestion as to the mathematical treatment of the problem discussed and for the tables accompanying the following article. It is essentially of a speculative rather than a directly practical nature; it is impossible to lay down hard and fast rules for the organization of relationships within a factory, or for the problem here discussed of the sharing out of responsibility by chiefs and the maximum number of subordinates who should be directly controlled by a superior. Apart from the actual number of persons involved, various other factors come into play: the nature of the undertaking, the frequency of the contacts between executives of equal grade or those of different grades within the same group, and the difficulty or range of the problems to be settled between these executives. However, the following considerations may well provide valuable suggestions for the allocation of responsibility in an organization. As in other cases, the Institute would welcome contributions from readers on their own experience in this matter [1, pp. 39-42].

As is evident, many of the criticisms that were later to be charged against Graicunas are, in fact, answered in the preface. Of particular interest is the reference to the work as "speculative rather than [of] a directly practical nature." It also provides evidence of the fact that its author was well aware of the existence of other variables involved in determining an optimum span of control. This awareness and the intent of the essay are matters not generally acknowledged in the management literature of today.

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EDP, CLERICAL EMPLOYEES, AND WORK SATISFACTION

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In reference to our recent article concerning EDP effects on clerical workers in large banks, insurance firms, and public utilities [1], the researchers desire to clarify one point regarding EDP and work satisfaction. As stated in the discussion section:

In all three industries surveyed, the questionnaire responses revealed a definite trend toward greater need for clerical worker job retraining as a result of computer installations. A trend was also revealed in all three industries toward more transfers at the same geographical location. When viewing work satisfaction within the framework of these two questions, the findings suggest that EDP might cause a decrease in work satisfaction, or, at least, no increase [1, p. 509].

Among firms that impose involuntary separation or involuntary transfer on clerical workers—mainly due to computer installation—we are suggesting that a majority of employees affected would subsequently experience a decrease in work satisfaction, or, at least, no increase.

On the other hand, attitudes concerning work satisfaction are influenced by company policies. In fact, personnel policy relating to EDP installation is a crucial variable. Where company policy is: (1) to identify presently employed clerical workers for participation in retraining programs, (2) to pay the individuals' training costs as well as regular salary during retraining periods; given this situation we hypothesize that a majority of retrained employees—including those both retrained and transferred—would subsequently experience an increase in work satisfaction, or, at least, no decrease.

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EDITORIAL AND PUBLISHING POLICIES OF MAJOR MANAGEMENT JOURNALS

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The management journal system attempts to keep management executives and scholars up-to-date on current theoretical and empirical de-

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velopments in the field. A survey of management journals shows that, in recent years, this system on the whole has been operating more effectively by reducing the average amount of time between the original submission of a manuscript and its final publication.

Close analysis of the survey data plus a comparative view of recent developments in the journal systems of related disciplines suggest, however, that today's relatively short-average lag in the management journal system will be difficult to maintain over the foreseeable future without continual cuts in acceptance rates by the more prominent management journals.

The recommended strategy whereby journals with high and/or increasing lags to publication lower their acceptance rates will help to maintain the efficiency of the overall system in terms of minimizing obsolescence, but this same strategy will make it much more difficult for executives and scholars to maintain adequate surveillance of the management journal system.

SURVEY METHODOLOGY

Management department heads of AACSB schools have indicated what they feel are the most prominent management journals [1, p. 22]. This body of journals was included in the author's recent survey of over 200 business and economic journals. Data received for each journal concerning review, acceptance, and rejection policies included: (1) average review time, (2) average lag time between acceptance and publication, (3) acceptance rate, and (4) major reasons for rejection. For nearly all of these major management journals, data for 1966 and 1967 were also available and were used as a basis for depicting possible trends in the management journal system.¹

SURVEY RESULTS

The average time between original submission of a manuscript and its final publication stood at 29.8 weeks in 1970 for the management journal system as a whole. This reflected an average review time of 6.4 weeks and an average lag between acceptance and publication of 23.4 weeks.

A comparison of the 1970 data with data for 1966 and 1967 shown in Table 1, reveals that the average review time decreased 2.8 weeks and the average time to publication decreased 0.4 weeks. Thus, the overall lag time between original submission and final publication was reduced by

¹Data for 1966-1967 are from: Robert K. Coe, and Irwin Weinstock, "Publication Policies of Major Business Journals," *Southern Journal of Business* (January 1968), pp. 1-10. All other data (1970) are from the author's recent survey of over 200 business and economic journals.

an average of 3.2 weeks (over 10 percent) for the management journals for which data for both time periods were available. Particularly noteworthy is that this average decrease in lag time was not effected through any substantial decline in acceptance rates. In fact, the average acceptance rate declined less than one-half of one percent between 1966-1967 and 1970.

In view of the management journal system's goal of keeping executives and scholars up-to-date on current developments, the decreasing lag time to publication reflects increased efficiency in the system. While this is an important finding in itself, it takes on added meaning when compared with recent developments in the journal systems of finance, marketing, and economics. These three systems have become somewhat less effective in recent years in terms of average times to publication (growing), despite rather sharp declines in acceptance rates.

LAGGING RESEARCH IN MANAGEMENT?

Why have growing lags occurred in other journal systems (finance, marketing, and economics) and not in the management journal system, despite generally lower and faster declining acceptance rates in these other systems?

Data collected in the survey concerning major reasons for rejection—1970 versus 1966-1967—reject the hypothesis that these other journal systems have simply been receiving a flood of poor manuscripts. In fact, over the past few years, the management journal system has been citing superficiality and inadequate research as reasons for rejection more often than these other journal systems. In these terms, the economic journal system in particular, the most crowded system of them all, has apparently been receiving much better manuscripts.

Another possible answer is that meaningful research in the field of management is lagging. This is only hypothetical, of course, because the inference is being made from merely looking at the load factor of manuscripts in the different journal systems in recent years. The management journal system may have simply been planned more effectively over time to keep up with the supply of good management manuscripts. Nevertheless, the hypothesis remains an interesting one because manuscript submissions to management journals have definitely been increasing at a slower rate than submissions to some of the related journal systems. Moving one a step further away from rejection of the hypotheses is the aforementioned growing incidence of superficiality and inadequate research in the relatively limited number of management manuscripts being submitted. Is the theory of management more fully developed than the theories

TABLE 1
Survey of Management Journals*

Management Journals	Average Review Time (weeks)		Average Time from Acceptance to Publication (weeks)		Acceptance Rates (percent)	
	1966-1967	1970	1966-1967	1970	1966-1967	1970
Academy of Management Journal	7	5	9	13	25	25
Administrative Management	2	n.a.	17	n.a.	10	n.a.
Adm. Science Quarterly	17	n.a.	30	n.a.	10	n.a.
Advanced Management Journal	7	4	17	52	60	55
Business Horizons	2	3	17	9	10	20
California Management Review	6	26	26	26	25	18
Harvard Business Review	n.a.	4	17	10	10	5
Indust. & Labor Rel. Review	3	2	26	18	27	20
Industrial Management Review	6	9	21	13	30	30
Industrial Management	n.a.	4	n.a.	26	n.a.	70
Industrial Relations	n.a.	6	n.a.	26	n.a.	10
International Labour Review	n.a.	6	n.a.	30	n.a.	10
Journal of Business	13	11	23	26	15	n.a.
Journal of Purchasing	7	n.a.	19	n.a.	35	n.a.
Management Science	9	6	19	12	40	33
Management Services	13	4	13	20	39	30
M.S.U. Business Topics	26	6	26	16	10	20
Operations Research	26	13	39	22	30	40
Operations Research Quarterly	9	6	19	25	35	45
Personnel	3	1	11	15	20	15
Supervisory Management	2	n.a.	13	n.a.	10	n.a.
Systems and Procedures Journal	9	n.a.	9	n.a.	50	n.a.
Training and Development Journal	n.a.	2	n.a.	60	n.a.	35
Transportation Journal	9	4	26	26	25	25
Averages (excluding n.a. responses)	9.3	6.4	19.9	23.4	25.8	28.1
Averages including only journals for which data for both years is available	9.9	7.1	20.6	20.2	27.6	27.2
Comparative averages for:						
13 Finance Journals	10.1	8.8	22.8	25.2	30.0	27.9
9 Marketing Journals	10.8	8.6	20.1	30.4	24.8	21.1
14 Economics Journals	11.7	9.7	26.2	28.8	28.3	19.5
14 Accounting Journals	12.0	7.0	18.5	18.0	30.5	28.0

* All data for 1970 are from the author's recent survey of over 200 business and economics journals. Journals included in the upper portion of the table are those which indicated they typically do publish articles dealing with management. Comparative data for the years 1966/1967 were taken from: Robert K. Coe, and Irwin Weinstock, "Publication Policies of Major Business Journals," *Southern Journal of Business* (January 1968), pp. 1-10.

of related disciplines? Is it conceivable that the theory itself is less dynamic? Or are there simply just not as many people researching and writing about management?

THREAT OF GROWING LAGS IN THE FUTURE

Close examination of the data leaves one far from optimistic concerning the outlook for continuing decreases in the time between submission and publication for the management journal system. Nearly all the total improvement achieved between 1966-1967 and 1970 in terms of shortening the average lag between original submission and final publication resulted from a decline in the average review time rather than from a decrease in the average lag time between acceptance and publication. While improvements in average review times are still clearly possible for several of the management journals surveyed, future improvements of any significant proportion in the average review time for the management journal system as a whole cannot be expected because most of the journals already review manuscripts in 6 weeks or less.

Therefore, the key to keeping the efficiency of the system up in terms of minimizing the overall average lag in the system is to maintain a short-average time between acceptance and publication. For eight of the management journals surveyed, this average lag was 6 months or more in 1970 and the data do not indicate that any of these journals shortened their lags between 1966-1967 and 1970.

Reducing acceptance rates is one way of holding down lag times to publication. Notably, of the eight management journals with excessively long lags to publication (6 months or more), three had acceptance rates well above the average rate of 28.1 percent. The data available do not give evidence that more than two of the eight journals lowered acceptance rates between 1966-1967 and 1970.

While other means, such as shortening articles, enlarging editions, and increasing the number of editions per year, have been used by various journals in order to stem increases in lag times, such steps do not result in speeding manuscripts to readers if they are counteracted by the acceptance of an excessive number of articles by these same journals.²

If, as is likely, the number of management manuscripts grows substantially during the 1970's due to the acceleration of research and development in the field as well as to continuing pressures to publish, the main-

² For example, the *American Economic Review* published twice as many articles in 1970 as in 1966, and, in recent years, other journals (*Business Horizons*, *Econometrica*, and *Journal of Finance*) have attempted to shorten lags to publication by increasing their number of editions per year. However, only one of the four journals mentioned above decreased its lag time to publication between 1966-1967 and 1970, despite increasing the number of articles published per year.

tenance of the efficiency (in terms of short lag times) within the management journal system as a whole will depend upon the commitment of each individual journal to keep down its overall average lag time to publication. For the journals receiving the greatest flood of new manuscripts during the 1970's and for the journals which presently have relatively long lag times, the primary tool for effecting such a strategy is to sharply cut back their acceptance rates. Such a policy is currently being implemented, albeit not strongly enough, in the journal systems of finance, marketing, and economics.

While the timing of publication is certainly more critical for some manuscripts than others, the rationale for the proposed strategy is clear. If the management journals are viewed as a system, what reason is there for any article to wait 60 weeks for publication when another journal within the system could publish the article in 15 weeks? The answer to this question is even more obvious when one considers that under the present journal system, without responsible cuts in acceptance rates by the journals receiving the greatest number of new manuscripts, the journal system will be forcing readers to wait longer for the better manuscripts than for the poorer ones. This assumes, not altogether unreasonably, that the journals having the greatest number of manuscripts from which to choose will generally publish better articles than journals with few manuscripts from which to choose.

All management journals do not cover all management topics. For example, *Management Science* and *Operations Research* concentrate upon the quantitative aspects of management. These two journals cannot be expected to help diminish the average overall systems' lag to publication by accepting manuscripts not specifically suited to their editorial needs. However, in general, enough potential outlets exist for manuscripts in each specific area of management. A large body of currently less-renowned general business journals handling items dealing with any of a number of specific management areas provides the system with the flexibility needed in the future.⁹ In addition, as an individual topical area within management grows in importance, new journals are born to specialize in this

⁹ The currently less well-known general business journals referred to include a set of 22 university bureau of business research journals which concentrate on manuscripts of national rather than regional interest: *Arkansas Business and Economic Review*, *Baylor Business Studies*, *Business and Economic Dimensions*, *Business and Government Review*, *Business and Society*, *Business Inquiry*, *Business Quarterly*, *Carroll Business Bulletin*, *Economic and Business Bulletin*, *Journal of Business* (Seton Hall), *Marquette Business Review*, *Miami Business Review*, *Michigan Business Review*, *Mississippi Valley Journal of Business and Economics*, *Montana Business Quarterly*, *Nebraska Journal of Economics and Business*, *Oklahoma Business Bulletin*, *Philippine Review of Business and Economics*, *Pittsburgh Business Review*, *Quarterly Review of Economics and Business*, *Sloan Management Review*, and *University of Washington Business Review*; and a set of 12 non-university sponsored general business journals: *Business Management*, *Business Perspectives*, *Business World*, *Canadian Business*, *Director* (India), *Indian Management*, *Industrial Management*, *Journal of Commerce*, *Journal of Management Studies*, *Manage*, *Management*, and *Management Review*.

area, thus reducing the pressure on the system as a whole. The development of the quantitatively oriented management journals over the past 15 years is a case in point.

In sum, what is predicted for the management journal system in the future is what is already transpiring in the journal system of related disciplines. The strategy spreads out new management manuscripts among a greater number of journals in order to maintain and increase the efficiency of the system as a whole via accelerating the publication of the best manuscripts.

This phenomenon in the management journal system, likely as it is in view of what is now happening in related journal systems, has important implications for management executives and scholars who desire to keep up-to-date with new developments in their field.

REFERENCE

1. Coe, Robert K., and Irwin Weinstock, "Evaluating Journal Publication: Perceptions versus Reality," Working Paper No. 15 (Virginia Polytechnic Institute, (March 1969).

HUMAN RESOURCE PLANNING: PROPOSAL FOR A NEW JOURNAL

Title:

Human Resource Planning: A Quarterly Journal of Research and Practice.

Purpose:

To promote effective human resource planning and related human resource management processes within public and private organizations by presenting articles discussing noteworthy research and practice.

Background:

There is no journal published which exclusively covers new developments in this emerging field of research and management practice. The proposed journal would differ from other management, personnel, and applied behavioral science journals in that it is concerned with the planning and programming of human resource management actions with regard to corporate plans and objectives. The articles would be selected and edited so as to present the leading edge of the field as reflected in carefully selected reports of recent research and practice from around the world. Emphasis would be given topics of particular current importance in advancing research and practice in the field, such as career progres-

sion and development planning, manpower planning, computer modeling and information systems applications, and human resource accounting.

Contents:

The journal would include the following categories of material:

1. Editorial review of recent research and practices.
2. A listing of recent publications including books, monographs, and working papers.
3. Four to eight feature research articles, with appropriate exhibits and tables to present supporting evidence.
4. Brief reports of research proposals, research in progress, research results, and reports of managerial experience in applying human resource planning in organizations.

Format:

Two alternatives would be considered:

1. A conventional journal format, perhaps in the style of *Sloan Management Review*. While this format would be costly to produce, it would provide an attractive permanent journal for reference.
2. As an innovative alternative, the journal may be printed as a series of separate reprints, secured by a single cover. These segments may be separated and grouped by topic by the subscriber to provide a convenient retrieval system.

Each issue would be approximately 80-100 pages in length. An annual index to authors, titles, and topics would be provided.

Subscriptions:

Two classes of subscriptions are proposed:

1. Regular. Ten dollars per year (four issues); fourteen dollars overseas.
2. Sustaining. One hundred dollars per year or more in support of the establishment of the journal. Names of Sustaining Subscribers would be noted in each issue.

There would be no paid advertising published in the journal.

Board of Editors:

An editorial board would be ultimately responsible for editorial policy and content of the journal. The Board would be comprised of recognized researchers and managers in the field of human resource planning. The Board would be representative of the general audience of the journal: executives, personnel specialists, academicians, consultants, government officials, and researchers from a wide variety of public and private organizations. The journal would be global in perspective and would welcome subscribers and editorial advisors from countries other than the United States.

Editorial advisors would not be remunerated for their services, which would include primarily the review of one or two manuscripts each per year and recommendations regarding editorial policy.

Ownership:

It is proposed that the journal be established as the publication of a voluntary professional association whose membership would coincide with all subscribers. This association may provide a forum for collaborative research on human resource planning and professional contacts. As evidenced in other scholarly journals, profit is not a motive; in fact, the establishment of such a journal is a difficult process.

Suggestions:

Comments regarding this proposal and suggestions for its improvement and implementation will be welcomed. Please contact:

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