

# CONTENTS

## VOLUME ONE

<b>Preface</b>	<b>xi</b>
<b>About the Editors</b>	<b>xvii</b>
<b>About the Contributors</b>	<b>xix</b>

### **PART I. ENTREPRENEURSHIP IN THE 21ST CENTURY**

1. Organizational Emergence: Business Start-Up Issues <i>Linda F. Edelman, Bentley College</i>	2
2. Corporate Entrepreneurship <i>Tobias Kollmann and Christoph Stöckmann, University of Duisburg-Essen</i>	11
3. Social Entrepreneurship and Social Enterprise <i>Wolfgang Bielefeld, Indiana University</i>	22
4. High Technology Entrepreneurship <i>Mariann Jelinek, College of William and Mary</i> <i>Claudia Bird Schoonhoven, University of California, Irvine</i>	32
5. Governmental Impedimentation and Facilitation of Entrepreneurship <i>Kathy Fogel, Northern Kentucky University</i>	42
6. Women Entrepreneurs <i>Colette Henry, Dundalk Institute of Technology, Ireland</i>	51
7. Entrepreneurial Resilience: What Makes Entrepreneurs Start Another Business After Failure? <i>Fu-Sheng Tsai, I-Shou University</i> <i>Yueh-Chin Chen, Chao Yang University of Technology</i>	60
8. Strategic Planning in New Ventures and Young SMEs <i>Sascha Kraus, University of Oldenburg</i>	73

### **PART II. BUSINESS AND SOCIETY: CONTEMPORARY ISSUES**

9. Fostering Social and Civic Responsibility by Organizations and Their People <i>Laurie N. DiPadova-Stocks, Park University</i>	84
10. Poverty Alleviation as a Corporate Issue <i>Rob van Tulder, Erasmus University</i> <i>Ans Kolk, University of Amsterdam</i>	95
11. Organizational Crisis Management in the Post-9/11 Business Epoch <i>Janet L. Rovenpor, Manhattan College</i>	106
12. Integrating Corporate Social Responsibility in the Management of Supply Chains <i>Francesco Ciliberti, Pierpaolo Pontrandolfo,</i> <i>and Barbara Scozzi, Polytechnic of Bari, Italy</i>	116
13. Activist Groups Tactics to Influence Companies <i>Frank G. A. de Bakker and Frank den Hond, Vrije University</i>	127

14. Global Business Citizenship: A Model of Social Responsibility and Ethical Behavior for the 21st Century	138
<i>Jeanne M. Logsdon, University of New Mexico</i>	
<i>Donna J. Wood, University of Northern Iowa</i>	
15. Excessive Work and Its Business Consequences	148
<i>Gayle Porter, Rutgers University, Camden</i>	
16. Factors Influencing Women Managers' Success	157
<i>Claudia Peus, Massachusetts Institute of Technology</i>	
<i>Eva Traut-Mattausch, University of Munich</i>	
17. Future Directions in Labor Relations: A 2025 Perspective	167
<i>James A. Craft, University of Pittsburgh</i>	

### **PART III. MANAGING THE GLOBAL ENTERPRISE**

18. Global Mind-Set	178
<i>Schon Beechler, Duke Corporate Education</i>	
<i>Orly Levy, Culture Crossing Consulting</i>	
<i>Nakiye A. Boyacigiller, Sabanci University</i>	
<i>Sully Taylor, Portland State University</i>	
19. Management in Developing Countries	190
<i>Betty Jane Punnett, University of the West Indies, Cave Hill Campus, Barbados</i>	
20. Internationally Managing in the Face of Terrorism-Induced Uncertainty	200
<i>Peter W. Liesch, University of Queensland, Australia</i>	
<i>John Steen, University of Queensland, Australia</i>	
<i>Gary A. Knight, Florida State University</i>	
<i>Michael R. Czinkota, Georgetown University</i>	
21. HRM Best Practices and Transfers to the Asia Pacific Region	209
<i>Chris Rowley and Hon-fun Poon, City University, London</i>	
22. Cultural Differences in Perceptions of Fairness in Organizational Contexts	221
<i>Uma Janardana Iyer, Austin Peay State University</i>	
23. Winning in Asia	230
<i>Peter J. Williamson, INSEAD Singapore</i>	
24. Language Issues in Multinational Management	240
<i>Rebecca Piekkari, Helsinki School of Economics</i>	

### **PART IV. SUSTAINABILITY AND THE NATURAL ENVIRONMENT: GREEN MANAGEMENT**

25. Toward Sustainable Organizations for the 21st Century	250
<i>Ken Peattie, Cardiff University</i>	
26. Why Do Firms Comply With Environmental Regulations?	261
<i>Mark A. Cohen, Vanderbilt University</i>	
27. Understanding and Overcoming the Green Wall: Environmental Strategy, Leadership, and Change Management in Business	271
<i>Kevin A. Fletcher, Audubon International</i>	
28. Environmental Supply Chain Management	281
<i>Joseph Sarkis, Clark University</i>	

### **PART V. STRATEGY IN A FAST AND NETWORKED WORLD**

29. Strategic Decisions in High-Velocity Contexts	294
<i>Matthias Seifert and Allègre L. Hadida, University of Cambridge</i>	
30. Innovation as a Strategy in Network Markets	303
<i>Willow A. Sheremata, York University</i>	

31. Planning Effectiveness for Internet-Based Interorganizational Systems	313
<i>Hsiu-Fen Lin, National Taiwan Ocean University</i>	
<i>Gwo-Guang Lee, National Taiwan University of Science and Technology</i>	
32. The Competitive Advantage of Interconnected Firms	324
<i>Dovev Lavie, University of Texas at Austin and Technion</i>	
33. New Product and Service Development in Strategic Alliances	335
<i>Donald Gerwin, Carleton University and Erasmus University</i>	
34. The Merger Paradox: Determinants and Effects	345
<i>Hans Schenk, Utrecht University</i>	
35. Evolving Aspects of Outsourcing to India	355
<i>Rajan A. Thillai, Indian Institute of Technology, Madras</i>	
36. Holistic Approaches to Business Planning	364
<i>Elly Philpott, University of Bedfordshire</i>	
37. Culture-Sensitive Global Strategies	376
<i>Mikhail V. Grachev, Western Illinois University and University of Iowa</i>	
<i>Mariya A. Bobina, University of Illinois, Chicago</i>	
38. Co-Opetition: Promises and Challenges	386
<i>Devi R. Gnyawali, Virginia Polytechnic Institute and State University</i>	
<i>Jinyu He, Hong Kong University of Science and Technology</i>	
<i>Ravindranath Madhavan, University of Pittsburgh</i>	
39. Business Imitation	399
<i>Shigeru Asaba, Gakushuin University</i>	
<i>Marvin B. Lieberman, University of California, Los Angeles</i>	

#### **PART VI. OPERATIONS MANAGEMENT WITH NEW TECHNOLOGIES IN A GLOBAL CONTEXT**

40. Supply Chain Management: Integration and Globalization in the Age of e-Business	408
<i>M. Eric Johnson and David F. Pyke, Dartmouth College</i>	
41. Mass Customization	420
<i>Frank T. Piller, Massachusetts Institute of Technology and</i>	
<i>RWTH Aachen University, Germany</i>	
42. Improving Supply-Chain Information Velocity, Product Customization, and Cost Through Extended Enterprise Applications	431
<i>T. C. Daniel Loh and Lenny S. C. Koh, University of Sheffield</i>	
43. Business Process Outsourcing Management Issues	443
<i>Mohan Thite, Griffith University, Australia</i>	
44. Place and Space Strategies for 21st-Century Organizations	451
<i>Clive Holtham, City University, London</i>	
45. Ethical Manufacturing	461
<i>Philippa Collins, Heriot Watt University, Scotland</i>	

#### **PART VII. ORGANIZING IN THE POST-9/11 WORLD**

46. Constraints on Strategy of an Organizational Structure	472
<i>Bo Eriksen, University of Southern Denmark</i>	
47. Global Projects as New Organizational Form	482
<i>Antti Ainamo, University of Turku</i>	
48. Artistic Methods and Business Disorganization	490
<i>Lee Devin, Swarthmore College</i>	
<i>Robert D. Austin, Harvard Business School</i>	
49. Organizational Security	500
<i>James A. Sena, California State Polytechnic University</i>	

# VOLUME TWO

## **PART VIII. TEAMING IN AND BEYOND ORGANIZATIONS IN THE KNOWLEDGE ECONOMY**

- |   |    |
|---|----|
| 50. The Evolving Nature of Work Teams: Changing to Meet the Requirements of the Future<br><i>Tjai M. Nielsen, George Washington University</i>                          | 2  |
| 51. Collaborative Innovation: Web-Based Tools for Customer Involvement in New Product Development<br><i>Gianmario Verona and Emanuela Prandelli, Bocconi University</i> | 14 |
| 52. Coordination in Global Teams<br><i>Mark A. Clark and J. Alberto Espinosa, American University</i>   | 24 |
| 53. Transnational Teams in Knowledge-Intensive Organizations<br><i>Martine R. Haas, University of Pennsylvania</i><br><i>Mallika Banerjee, Cornell University</i>       | 34 |
| 54. Conflict Management in Work Teams<br><i>Helena Syna Desivilya, Max Stern Academic College of Emek Yezreel</i>   | 44 |

## **PART IX. HUMAN RESOURCES AS A KEY STRATEGIC FACTOR**

- |  |     |
|--|-----|
| 55. Human Resources Management in the 21st Century<br><i>David Lewin, University of California, Los Angeles</i>  | 56  |
| 56. Managing in the New Economy: Restructuring White-Collar Work in the United States, the United Kingdom, and Japan<br><i>John Hassard, Universities of Manchester and Cambridge</i><br><i>Leo McCann, University of Manchester</i><br><i>Jonathan Morris, Cardiff University</i> | 65  |
| 57. Work-Home Interaction: A Challenge to Human Resources Management<br><i>Eva Cifre and Marisa Salanova, Jaume I University, Spain</i>  | 76  |
| 58. External Competitiveness: Theoretical and Practical Facets of Strategic Pay Level Decision Making<br><i>Mark P. Brown, Bradley University</i>  | 86  |
| 59. Flexible Labor<br><i>Nicole Torka and Martijn Van Velzen, University of Twente</i>   | 93  |
| 60. Employee Wellness Programs<br><i>Adam D. Bailey, Heather L. Shields, and Eric W. Ford, Texas Tech University</i>   | 103 |
| 61. Career Management<br><i>Kerr Inkson, University of Waikato, New Zealand</i>  | 110 |
| 62. Careers in Transition<br><i>Yehuda Baruch, University of East Anglia</i>   | 120 |
| 63. The Changing Nature of Mid- and Late Careers<br><i>Kenneth S. Shultz, California State University, San Bernardino</i><br><i>Mo Wang, Portland State University</i>   | 130 |

## **PART X. GENDER AND DIVERSITY IN ORGANIZATIONS**

- 64. Diversity and Diversity Management in the Age of Globalization 140  
*Janet L. Kottke and Mark D. Agars, California State University, San Bernardino*
- 65. Ethnic and Minority Enterprise 150  
*Anuradha Basu, San Jose State University*
- 66. Aging and Work Motivation 160  
*Ruth Kanfer and Phillip L. Ackerman, Georgia Institute of Technology*
- 67. Family-Friendly Organizations 170  
*Lizabeth A. Barclay, Oakland University*

## **PART XI. ORGANIZATIONAL BEHAVIOR**

- 68. Motivating Individuals and Groups at Work in the 21st Century 182  
*Naomi Ellemers, Leiden University*  
*S. Alexander Haslam, Free University, Amsterdam*  
*Dick de Gilder, University of Exeter*
- 69. Intrinsic Motivation in Public Organizations 193  
*Leonard Bright, University of Louisville*
- 70. Why Self-Set Goals May Sometimes Be Non-Motivating 203  
*Maika Rawolle, Juergen Glaser, and Hugo M. Kehr, Technical University of Munich*
- 71. Organizational Politics in Management Settings 211  
*Hunter L. Harris, Vanderbilt University*
- 72. Understanding and Managing Misbehavior in Organizations 220  
*Ely Weitz and Yoav Vardi, Tel Aviv University*
- 73. Organizational Paranoia: Origins and Dysfunctional Consequences of Exaggerated Distrust and Suspicion in the Workplace 231  
*Roderick M. Kramer, Stanford University*
- 74. New Approaches for Cultivating and Nourishing Communications Networks 239  
*George B. Graen, University of Illinois, Champaign-Urbana (Emeritus)*
- 75. Intercultural Communication: Strategies for Managing Intercultural Dimensions of Business 249  
*Hendrick Serrie, Naveen K. Malhotra, Steve Sizoo, and Morris Shapero, Eckerd College*
- 76. Emotion in Organizations 259  
*Kevin E. Fox and Stephanie E. Granda, Saint Louis University*

## **PART XII. LEADERSHIP WITHOUT BOUNDARIES**

- 77. Leadership Style: Developing a Leadership Style to Fit 21st-Century Challenges 272  
*Dail Fields, Regent University*
- 78. Remote Leadership 281  
*Elizabeth Kelley, Dalhousie University*  
*Kevin Kelloway, St. Mary's University*
- 79. Leadership in Interorganizational Networks 291  
*Angel Saz-Carranza and Sonia Ospina, New York University*  
*Alfred Vernis, ESADE Business School, Barcelona*
- 80. Challenges of Implicit Leadership Theories for Management 301  
*Birgit Schyns, University of Portsmouth, United Kingdom*  
*Jörg Felfe, University of Siegen, Germany*
- 81. Integrating Plurality: Toward an Integral Perspective on Leadership and Organization 311  
*Wendelin Küpers, University of Hagen, Germany*  
*Mark Edwards, University of Western Australia*
- 82. The Global Manager's Work: Crossing Boundaries of Distance, Countries, and Cultures 323  
*Chris Ernst, Center for Creative Leadership*

### **PART XIII. INFORMATION AND KNOWLEDGE WITH MOBILITY AND ETHICS**

83. Knowledge Management: Strategy, Culture, Intellectual Capital, and Communities of Inquiry 336  
*Murray E. Jennex, San Diego State University*
84. Facilitating Mobile and Virtual Work 348  
*Matti A. Vartiainen, Helsinki University of Technology*
85. Balancing the Implications of Employee Telework: Understanding the Impacts for Individuals and Organizations 361  
*Timothy D. Golden, Rensselaer Polytechnic Institute*
86. Electronic Monitoring of Personal Web Use at Work 370  
*Micheal T. Stratton, Hood College*
87. Information Privacy in Organizations 380  
*Bradley J. Alge and S. Duane Hansen, Purdue University*
88. Multilingual Issues in Global E-Commerce Web Sites 391  
*Shaoyi He, California State University, San Marcos*
89. Managing Intangible Capital 401  
*Michael M. Beyerlein, Purdue University*  
*Frances A. Kennedy, Clemson University*
90. What Is the Business Case for Adopting RFID? 411  
*Fred Riggins, University of Minnesota*

### **PART XIV. ORGANIZATION DEVELOPMENT AND CHANGE IN THE 21ST CENTURY**

91. Change Agency in 21st-Century Organizational Life 424  
*R. Michael Bokeno, Murray State University*
92. Organization Development in the 21st-Century 435  
*Christopher J. Rees, University of Manchester*
93. The State of Organization Development 444  
*David L. Bradford, Stanford University*  
*W. Warner Burke, Columbia University*
94. Managing Creativity and Innovation in the 21st Century 450  
*Lisa K. Gundry, DePaul University*
95. Organizational Memory: Why Does It Matter? 461  
*Kim-Chi Wakefield Trinh, National University of Singapore*
96. Why Catastrophic Organizational Failures Happen 471  
*Michael A. Roberto, Bryant University*

### **PART XV. NON-BUSINESS ORGANIZATIONS: NEW PERSPECTIVES**

97. Arts Management Issues in the 21st Century 482  
*David Cray, Carleton University, Ottawa, Canada*  
*Loretta Inglis, Monash University, Melbourne, Australia*
98. Hospital Planning for Weapons of Mass Destruction Incidents 491  
*Scott Somers and Ronald Perry, Arizona State University*
99. Unique Aspects of Managing Sports Organizations 501  
*Russell Hoyer, Matthew Nicholson, and Aaron Smith,*  
*La Trobe University, Melbourne, Australia*
100. Managing Philanthropic Organizations for Creativity 510  
*Diana Leat, Center for Civil Society*  
*Helmut K. Anheier, University of California, Los Angeles*