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Editor's Preface

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JOURNAL OF THE NORTH AMERICAN MANAGEMENT SOCIETY



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Journal of the North American Management Society Editor's Preface

The *Journal of the North American Management Society [JNAMS]* is an online journal published by the North American Management Society [NAMS]. NAMS is a scholarly organization that focuses on management scholars and practitioners, primarily in North America—the United States and Canada—but also from other nations in the global economy. Most members are from smaller educational institutions and from practitioners in for-profit and not-for-profit organizations.

In support of the NAMS mission, the *Journal of the North American Management Society* is a multidisciplinary, online journal of interest to scholars, professionals, students, and practitioners in a broad range of management thinking. The fields of study that *JNAMS* encompasses include human resources, general management, organizational, ethics, leadership, entrepreneurship, global strategy, nonprofit, and public administration. *JNAMS* is committed to the development of theoretical and practical knowledge about management in all its forms.

This issue is the 2008 Conference issue and contains five papers and a book review. The papers were selected through a double-or-triple blind review process.

The paper by John D. Farlin received the 2008 award for the Best Paper in Distinctive Leadership and Leading. The paper, “Leaders as Change Agents—Charles E. Merrill: Father of Main Street Brokerage,” examines the innovations that Charles Merrill learned from a decade of operating Safeway stores throughout California and applied to transforming the brokerage industry from an exclusive club for wealthy individuals to one where Main Street could participate. As John Farlin notes, “No other individual did more to democratize the stock market for the small investor.”

Paul L. Govekar and Michele A. Govekar received the award for the 2008 Distinguished Paper in Management for “Service-Learning and Volunteering: Does the Course Matter?” The purpose of their paper is to compare the post-graduate volunteer experiences of students who completed two different available Service-Learning classes on two dimensions: the level of post-graduate volunteering and the perceived value of post-graduate volunteering. The results of this research offer some support to the findings of Astin, Sax and Avalos that the short-term effects of volunteer service participation during undergraduate years do persist beyond college.

The paper by Redmond Humphrey, “Cultural Literacy and Sound Due Diligence: Two Imperatives for Business Success in China,” received the 2008 award for the Best Paper in Global Strategy. Humphrey notes that doing business in China can be very complex and costly. Businesses, however, can reduce their risk by being patient and improving their cultural literacy and the quality of their due diligence. Understanding China’s culture and its ethical and legal system is a necessity for those businesses considering establishing operations in China.

In “Strategic and Visionary Leadership: Individual Differences in Cognitive Styles for Creating Mental Images and Strategic Visions,” Tobias Huning and Coy A. Jones provide a new way of thinking about visionary leadership and executive decision making. Their research found differences between the “visualize” and the “verbalizer” cognitive styles, proposing a research methodology to explore the effect that these cognitive styles have on established characteristics of strategic managerial decisions. This

paper was recommended by the reviewers for the 2007 Conference of the North American Management Society for publication in the *Journal*.

Martin Luytjes in "Franchising: A New Twist with Old Roots," examines the applicability of classical management thinking from Fayol to Taylor and Follet to the area of fast food franchising. This paper received the 2008 award as the Best Student Paper. Luytjes finds that these theories stand the test of time and that a number of the concepts upon which franchising is built can be found in a historical review of management principles.

Last, Robyn W. Hulsart reviews *Doing Right in a Shrinking World: How Corporate America Can Balance Ethics & Profit in a Changing Economy* by Louis DeThomasis and Neal St. Anthony. After seven chapters of defining business ethics and offering a fundamentally helpful mental framework for dealing with the challenges of doing ethics in an unethical world, she notes that the book seems to fall apart at the end and questions why higher education should be isolated as an agent of change.

We continue to solicit all of you who read this journal to let us know your interest in reviewing manuscripts submitted for publication. Please send your resume and a paragraph or two emphasizing your area of expertise in order to help us assign manuscripts or other submissions appropriately. The review process is viewed as an important way to nurture up-and-coming authors by giving them the opportunity to be mentored as their articles are improved for publication in *JNAMS*. Our Guidelines to Contributors may be found at the end of this issue. We seek your suggestions, ideas, and critique of our efforts in producing this journal.

Once again, we give special recognition to Baker College Online and Dr. Julia Teahen, its President, for accepting the important role of host and technical editor for this online publication. Needless to say, you would not be reading this journal if not for Baker College's willingness to provide the technical expertise and computer servers to facilitate *JNAMS* publication.

Edward Heler, Ph.D.
Journal and Proceedings Editor
2008 Conference Issue

Guidelines for Contributors

The Journal of the North American Management Society [JNAMS] is the official journal of the North American Management Society [NAMS]. JNAMS is a multidisciplinary, online journal of interest to scholars, professionals, students, and practitioners in a broad range of management thinking. The fields of study encompasses human resources, industrial relations, general management, organizations, ethics, leadership, entrepreneurship, global strategy, nonprofit, and public management. This is not an exclusive list. JNAMS is an inclusive journal publishing peer-reviewed articles from any discipline that addresses management issues. Non-peer-reviewed materials such as essays, research-in-progress, pilot studies, or commentary are also published after review for quality and appropriateness. JNAMS is committed to developing theoretical and practical knowledge about management and welcomes the full and equal participation of scholars and practitioners alike.

General Information

Submissions should be written in standard American English, following the style outlined in *The Publication Manual of the American Psychological Association*, 5th Edition. The reference style of all papers should follow APA style, except that no line of the reference should be indented; all lines in the references should be flush left.

JNAMS Invites Submissions in the Following Categories

Peer-Reviewed Articles:

Full-length manuscripts are sought on research, theory, or reviews of the literature. In *human resource management*, manuscripts are sought on topics that encompass compensation and benefits, international HR and labor relations, labor and industrial relations, legal issues (EEO, ADA, FLMA, etc.), performance appraisal, collective bargaining, recruitment and selection, safety and health, training and career development, HRM applications, HR new technologies, and teaching HR.

Under *general management*, manuscripts are sought on topics that encompass organizational behavior, managing quality initiatives, organizational theory, organizational change and development, organizational communication and decision making, organizational culture and climate, managing diversity in organizations, organizational management applications, managing organizations, emerging organizational forms, and teaching management.

Under *ethics and management*, manuscripts are solicited that address ethics in management in all forms; ethical decision-making in relation to suppliers, employees, customers, and investors; in ethics and the law; and teaching ethics in the management curriculum.

In *nonprofit management*, works are invited which address areas of volunteer management, fund development management, board and staff selection and training, planning and outcomes assessment, as well as other topics related to the realities and challenges in the management of nonprofit organizations.

Under the broad topic of *global strategy*, manuscripts are invited on the topics of business functions, communications, organizational management, distance learning, human resource management, information management, industrial/organizations psychology, operational management, and business education.

For the broad topic of *entrepreneurship*, manuscripts are solicited in the topics of theories and models of entrepreneurship, identifying and developing entrepreneurs, family-owned businesses, small business planning, small business life cycles, innovation and entrepreneurship, corporate entrepreneurship/intrapreneurship, entrepreneurship and economic development, new venture finance, cyberpreneurship, entrepreneurial applications, and teaching entrepreneurship.

Leadership manuscripts are invited on the topics of leadership and leading, studies of leaders in real-life settings, paradigms of leadership, leadership applications and practice, research methods, cross-cultural leadership practices, leadership development, leadership strategy, leadership education and training, leaders as change agents, leadership in different contexts, entrepreneurial leadership, and teaching leadership in the management curriculum.

The above-listed topics are not all-inclusive; rather, they are suggestive of the fields of study and instruction from which manuscripts are invited. Case studies in any of the topic areas are also invited. All manuscripts submitted for peer-reviewed publication will be reviewed by at least two anonymous reviewers.

Length: No more than ten, single-spaced pages, excluding references and appendices.

Non-Peer-Reviewed Articles:

These articles include: pilot studies, research-in-progress, studies with a small number of subjects, as well as essays or commentaries that discuss management studies and management-related experiences based on the author's experience or opinion. All non-peer-reviewed material will be reviewed by the Editorial Board for quality and appropriateness. Such submissions are not guaranteed publication.

Length: 3,000 to 5,000 words

Letter to the Editor:

A letter to the editor should be a direct response to a paper that was recently published in *JNAMS*. The authors of the paper referred to are given a chance to respond to the letter in the same issue in which the letter appears. Letters may be edited for length and style, and are not guaranteed publication. Letters are not peer reviewed.

Length: Varies

Book, Film, or Video Review:

These submissions include an evaluation of a recent book, film, or video that assesses its value for *JNAMS* readers. Scholarly books and videos should be sent to the Journal Editor for consideration. Any book, film, or video on a management studies-related topic will be considered. Send inquiries about reviewing to the Journal Editor.

Length: 500 to 750 words

News and Notes:

Unsigned short pieces announcing new publications, programs, resources, and events related to the broad field of management studies will be considered for publication. The submission should be made to the Journal Editor and may not be used in its entirety, but will be used as source material for staff-written items.

Length: Varies

Calls for Papers:

Announcements of management-related calls for papers for conferences, journals, symposia, funding, etc., will be published as time and space permit. Such submissions should be sent to the Journal Editor.

Length: Varies

Submission Information

Authors should a copy of their submission via e-mail in Microsoft Word. Authors agree to a copyright transfer that gives *JNAMS* copyright to the paper once it is published. *JNAMS* does not consider manuscripts that are simultaneously submitted elsewhere or previously published elsewhere.

Contact Information

Submissions transmitted by e-mail should be sent to:

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