

Journal of the North American Management Society

Volume 4 | Number 1

Article 1

May 2009

Editor's Preface

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Recommended Citation

Heler, Edward (2009) "Editor's Preface," *Journal of the North American Management Society*. Vol. 4: No. 1, Article 1.

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JOURNAL OF THE NORTH AMERICAN MANAGEMENT SOCIETY

NAMS

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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. *JNAMS* has been accepted for listing in the 12th edition of the Management Directory by Cabell's, and is currently listed in the electronic edition.

In this issue, the 2009 Conference issue, are published six of the papers that were determined through double-or-triple blind review to be the recipients of the distinguished or best track paper awards.

The premier article by Sharon Kendrick and Melody L. Wollan received the award from MBAA International as the 2009 Distinguished Paper on the Conference Theme, Managing an Aging Workforce. Kendrick and Wollan's paper, "Identifying Pre-Retirees for Bridge Employment: Factors That Influence Post-Retirement Employment Decisions," is based on a study of 387 pre-retirees. Four factors are demonstrated to be important tools to aid human resource managers and others in management in predicting and influencing employees to participate in bridge employment education: the education levels of pre-retirees, training opportunities offered, role support from supervisors and coworkers, and work family balance issues. Their findings identify the importance of part-time versus full-time employment status and the number of years to retirement in predicting pre-retirees intentions to work in bridge employment.

The 2009 Distinguished Paper Award by the North American Management Society was made to Mary K. Foster for "From Micro to Meso: Overuse of Strengths—A Framework for Assessing and Improving Organization Effectiveness." Her exploratory theoretical paper adapts an individual level concept from executive coaching—the overuse of strengths—to explore its potential at the organizational level as a framework for assessing and improving organizational effectiveness, positing a multilevel homologous relationship between overuse of strengths and performance at the individual and organizational levels. She finds that the overuse of strengths framework along with a curvilinear "amount" scale may be useful for further research and theory development in the field of organizational effectiveness.

The North American's Management Society's 2009 Distinguished Paper Award for Human Resources went to David M. Savino for "The Shifting Paradigm of Baby Boomer Retirement Planning." For years the predominant assumption was that there would be a significant labor shortage created as the baby boomers hit Social Security Age. Savino finds that the opposite may be true in that many organizations provide incentives for older workers to stay in employment while many older workers themselves have come to the stark conclusion that they cannot afford to retire, and therefore will not do so into the near future.

Kenneth Baylor received the joint award from the North American Management Society and the American National Business Hall of Fame for the 2009 Distinguished Paper for Leadership. Baylor's qualitative study engages the narrative method and concerns the interplay of Situational and Transformational Leadership and its influence on successful crisis management. The subjects of the study are two former World War II fighter squadron commanders who participated in lead roles during the invasion of Europe. The results demonstrate that Situational and Transformational Leadership have an influence on successful crisis outcomes in terms of both preparation and response, and that the application is equally appropriate in both historical and contemporary environments.

The paper by Russ Urness and Perry Hahn receive the North American Management Society awards for the 2009 Best Paper in Ethics and in Global Management. "Guanxi and Ethical Decision Making" looks at gift giving in an international business context. They suggest that the analysis of gift giving indicates economic, cultural, judicial, and ethical differences between the United States and China, finding that the expected outcome in terms of ethical behavior should be consistent with the established company protocol and at the same time honor the commitment to U.S. law and at the same time be culturally sensitive to the business practices of China.

The 2009 award by the North American Management Society for the Best Paper in Teaching went to Robert M. Ballenger and Dennis M. Garvis for "Instructional Technology in Business Education: An Examination of Online Learning Styles." Noting that management education has rapidly adapted to recent technological advances with initiatives ranged from Web-based degrees conferred by online schools to hybrid courses offered on traditional campuses, Ballenger and Garvis adopt a comprehensive model of student learning to guide the pursuit of two research questions: 1) How do students use online instructional technologies? And 1) What effect does usage have on student learning? Their findings indicate that distinct usage patterns are reflected in how students actually use instructional technologies and that there are gender differences in these patterns.

On a personal note, I am leaving the role of the editor of *JNAMS*. I take a great deal of pride in bringing to fruition a long sought goal of the North American Management Society of having its own journal to serve primarily the faculty at teaching colleges and universities. It has been a distinct pleasure and honor to serve as the founding editor. However, it is time to turn over the editorship of this journal to someone who is more skilled and knowledgeable about the management and editorship of a journal than I am, Dr. Julia Teahen of Baker College Online who has been serving as the host and technical editor of this online journal. I will look forward, as I hope you will as the reader of this journal, to future issues of the *Journal of the North American Management Society*.

Edward Heler, Ph.D.

Journal and Proceedings Editor

2009 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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