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About IJMB

The International Journal of Management and Business provides a platform for professionals, practitioners, academics, educators and researchers in the various fields of management and business to disseminate and share the latest research, knowledge and experiences worldwide.

Contributions for publications are welcomed and should be sent to the Editor of IJMB to russsm@iamb.net. The Guidelines for Preparing Manuscripts are available on the IAMB web site at http://www.iamb.net/IJMB/msguide_IJMB.html. Only manuscripts that adhere to the Guidelines will be considered for publications

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From the editor

Introduction

It is with great pleasure that I welcome all of you to the second issue of *The International Journal of Management and Business* (IJMB). In this editorial I will: reflect on the first year of the IJMB journal, outline a request for proposal for special issues and their guest editors, present IAMB future conferences and introduce the first issue of our 2nd volume.

The first year of the IJMB.

Feedback on the 1st issue

We were happily surprised by the very positive feedback reflecting on the high standards of the quality of the papers published in our 1st issue. The translation of the abstracts into languages other than English, as well as having the option of publishing the abstract in the mother tongue of the author's, was also very warmly received. We intend to continuously improve the journal; as such, ongoing feedback from readers is sincerely welcomed.

Impact of awards given at IAMB conferences

Starting at our fifth conference in New Orleans in January, 2009, we initiated the Best Student paper competition. The paper competition was expanded at our eighth conference in Madrid in June, 2010, to include a total of four categories of awards: the Best Student paper, the Best Young Scholar paper, the Best Applied paper and the Best Overall paper. The paper competition not only was received enthusiastically by the conference participants, but also increased the submission rate of papers to the conferences as well as resulted in improved quality of paper submission significantly.

The papers of the award recipients are accepted for publication, as being peer reviewed by the competition judges, feedback is provided to the paper's authors and further revisions are expected before the papers are published.

We are especially proud of our ability to support and provide an outlet to young scholars from developing countries at the early stages of their career.

Since November, 2010, the IAMB has convened two conferences, one in the US and one outside the US. The number of participants at the conferences has ranged from 50 to 170 and the number of papers presented ranged from 40 to 150. We have had delegates from 25 – 35 countries attending each conference.

We continue to pride ourselves on having a warm and friendly atmosphere that encourages dialogs and that provides rich and extensive feedback to every paper presented. Our aspiration is to maintain this tradition as we develop and mature.

The near future for the IJMB

We are currently on a trajectory to publish annually two issues of the journal. At present, the subject matters covered by the journal are broadly defined as management and business issues that are of interest to an international academic and practitioner audience. The following subjects serve as broadly defined areas of interest:

- Organizational Studies
- International Business
- Strategic Management
- Marketing Management
- Technology & Innovation Management
- Human Resource Management
- Education & Training
- Management of Social Issues
- Management Studies

The only requirement regarding content is that articles must include implications for an international audience. For some subjects this will be a natural inclusion. For the others, the authors are expected to add and elaborate on such implications. In either case, the relevance and the importance of the conclusions and implications should be apparent to non-specialists. The first two published issues are a good illustration of the broad scope of the accepted papers by the editorial board, and proposals for additional subjects that could be considered for publication are encouraged.

The Journal continues to expect submissions for publications from the participants in IAMB conferences, as well as from other high quality scholars in the global academic and practitioners' communities. We encourage submission of traditional research (empirical and theoretical) papers as well as research notes and spotlight on practice papers.

To support that vision, we are including abstracts in multiple languages. This is also the place to thank wholeheartedly our translators for their excellent work, and to express interest in inclusion of additional languages that are presently missing from our journal. Specifically, we are looking for translators of abstracts to Chinese, Japanese and Korean. Serious consideration will be given to additional languages if proposed.

If additional information is needed, you are encouraged to contact the editor.

Call for special issues and guest editors

International business research is interdisciplinary and cross-cultural in nature. To establish bridges between traditional subject matters, or to dwell deeper into unique subject matters with prominent current interest, falling within the scope of the journal, we plan to have special issues at least once every two years.

Our intention is that such published research will strengthen the in-depth knowledge exchange between disciplines and between academic communities by providing high-quality and novel contributions. While such research can be written with a certain audience in mind, the key concepts and language should be accessible to the broader international business academic and practitioner community.

The proposals should be organized by renowned experts in the area and have the potential to attract articles of the highest quality. Proposals should be submitted by the Guest Editorial Team (1 Lead Guest Editor and 2-3 Guest Editors), should be no longer than 3 pages and should include at least the following:

- Concise narrative of the concept for the special issue.
- Rationale; the timeliness, importance and international interest of the business subject addressed.

- Fit with the IJMB mission. See the Journal's statement in issue volume 1 on its website: http://www.iamb.net/IJMB/journal/IJMB_Vol_1.pdf on page 7.
- The proposed title for the Special Issue (should not exceed 10 words).
- A list of the Guest Editorial Team including their names, emails, affiliations
- A draft call for papers, including a proposed timeline and schedule which consist of: Deadline for submission; First round of review; and, tentative publication date.
- It is assumed that guest editors are aware of the journal's review policy.

Responsibilities of the editors of the special issues of the Journal:

- facilitate the preparation of the issue.
- provide final quality control for the issue.
- forward the Special Issue to the Journal's production editor.

All proposals are subject to approval by the journal following a discussion of the proposed Special Issue among the journal's Editorial Board. If approved, a Call-for-Papers for the Special Issue will be issued and posted online.

Special Issue proposals are welcome and encouraged at any time during the year, and should be submitted to the editor.

Future conferences

We currently have conferences scheduled for San Francisco, CA for 7-9 November, 2011; Warsaw, Poland - April 23-25, 2012; and Bali, Indonesia - September 3-5, 2012.

More updated information can be found on the IAMB main page website at www.iamb.net.

This issue of IJMB

It is a real pleasure for this editor to thank his team without whom this issue would not have the academic qualities and the broad scope of subjects covered. I want to thank my three Associate Editors: J. Michael Geringer, Maria Francisca Blasco Lopez and Shmuel Batzri; the three Assistant Editors: Anja Schulz, Jan Schaaper and Zu'bi Al-Zu'bi, and a large team of reviewers and the Editorial Board Members. We selected the six out of twenty seven papers submitted since May, 2010. Few of the papers went through four reviews over a two year period, while others went through eight reviews over twenty eight months. The acceptance rate as of today is 20.8%. All papers were peer reviewed.

I want to take this opportunity to thank Shmuel Batzri, Ph.D., the founder and the organizer of IAMB, for his continuous and unwavering support and Kelly Anklam for her continuing assistance in editing the papers. I also wish to thank the Frederick E. Baer Professorship in Business at UWGB for partial financial support.

We are extremely proud to include in the first issue of the second volume six outstanding papers written by highly esteemed colleagues, one of which won an award at the IAMB conference.

The first paper written by **Hilla Peretz and Yitzhak Fried**, entitled "*Information Technology Systems in the Human Resource Area: A Cross Culture Approach*" [from Israel and USA]; winner of the Young Scholar Manuscript Award, discusses the impact of national culture on the adoption and use of human resource information systems (HRIS). The study is using a large sample (5991) of organizations in 21 countries providing for wide-ranging validity of their findings. Specifically, the authors study two aspects of such relationships. First, they study the affect of national culture

(values) on human resource (HR) information system (IS) practices; particularly on the type of HR information system and information system communication design adopted by organizations. Next, they consider the role of the level of fit between national values and these HR information system practices to two major organizational HR performance indicators: absenteeism and turnover. The study findings support interesting interactive effects of particular national cultural values, for example, future orientation, or collectivism and the intensity of the interaction designed and expected by the HRIS on employee absenteeism. This study includes import guidelines for both IS as well as HR executives in multinational companies when considering implementing a new HRIS or redesigning HR performance evaluation. The study is also a major contribution to the cross-culture studies of IS suggesting that national culture must be considered above and beyond the other organizational and industry factors.

The second paper written by **Bahaudin G. Mujtaba, Frank J. Cavico and Donovan A. McFarlane**, entitled “*International Age Discrimination: Management Challenges and Opportunities*” [from USA] discusses the issue of age discrimination in employment in a variety of global contexts – legal, cultural, ethical, and practical managerial surroundings. The authors study age discrimination in the global vocational environment and suggest its venomous detriments. In addition, suggestions for cultural sensitivity and discrimination awareness and training are provided. Two juxtaposing cultural attitudes towards aging are discussed. The author’s intent is to help employers avoid age discrimination lawsuits as well as to provide scrupulous recommendations to employers to proactively navigate the tribulations of attracting, hiring, retaining, and developing older workers in the workforce in a value-maximizing manner for all the organization’s stakeholders. In this context, a comprehensive framework for developing organizational legal and ethical practices in the global economy is detailed. This paper should provide the international business practitioner and scholar communities with an important and detailed guidelines dealing with one important aspect of talent retention and recruitment regarding a challenging aging work force.

The third paper written by **Linda M. Herkenhoff and Jo Ann Heydenfeldt**, entitled “*A Correlational Study of Professional Culture and Intraorganizational Conflict*” [from USA] discusses the role of professional culture in managing conflict in the workplace. The authors study two functions, sales and accounting, in three different American organizations, concentrating on the influence of professional culture in conflict interactions. The findings of this study insinuate that both accounting and sales functions in organizations have robust and distinct professional cultures. The study findings also suggest that cultural dimensions with incongruent values between the two professions are positively correlated with interdepartmental conflict. Specifically, the furthestmost cultural value differences occur with the aspects of individualism and uncertainty avoidance. Also, the results of this study imply that there is a significant positive correlation between dimensional variance and conflict frequency. Finally, the authors recommend that through better understanding of the importance of professional culture we may be more effective at managing conflict in the workplace. This paper is a major contribution in a small, but growing academic body of literature discussing the importance of professional culture and the effect that culture has in effectively managing a demanding workplace.

The fourth paper written by **Kalotina Chalkiti, Aggie Wegner, and Teresa Cunningham**, entitled “*Social Capital Creation in Shorter Timeframes and its Role in Knowledge Sharing*” [from

Australia] discusses the successful creation of social capital and trust, required for knowledge sharing in an environment that current academic literature would consider as not conducive or counterproductive, specifically, in a fast changing and chaotic social context, within a very short time frame. The dynamic labor environments in this study were hospitality businesses in the Northern Territory of Australia, encountering frequent changes in the composition of teams of employees. Such context challenges the assumptions of the widely accepted social network literature that is insinuating the need for labor stability as a prerequisite for the emergence of social network properties such as social capital. The authors are challenging the assumption within the knowledge sharing literature that labor stability is essential to create and nurture the knowledge sharing factors, while accepting the need for the creation of social capital and trust as a prerequisite by proposing an alternative mechanism conducive to their context. Specifically, the authors are trying to understand how properties emerging from social networks, referred to as people knowledge, can function as a form of social capital that is developed in shorter timeframes and supports intra-organizational knowledge sharing. Qualitative data was collected from seventy-six front-office employees in three hotels in Darwin, Australia. This paper is suggesting an important alternative mechanism for the creation of social capital in a challenging context, while supporting collaboration and knowledge sharing. Such mechanism has critical implications far and beyond the specific context of this study. One example that comes to mind is the case of large scale emergency or disaster management where teams must be able to cooperate without having the luxury of establishing earlier the trust needed for such collaboration.

The fifth paper written by **Daniela P. Blettner**, entitled “*Evolution of Shared Cognitive Structures in Entrepreneurial Teams and Their Impact on Opportunity Identification and Exploitation*” [from USA] discusses the significance of team shared mental models to entrepreneurial opportunity identification. This paper discusses the differences in team members' cognitive structures and their contributions to the creation and development of a shared cognition of the entrepreneurial team, while pursuing business opportunity identification and exploitation. Specifically, this study examines the development of shared cognitive structures of entrepreneurial individuals and teams over time, in the German-speaking area, and the relationship such development of cognitive structures have to effective opportunity identification and exploitation. The study findings imply that teams that share complex cognitive maps of their milieu are associated with greater opportunity identification. Also, the findings suggest that teams that share high number of concepts while sharing a low number of causal links are associated with effective identification and the exploitation of more business opportunities. Finally, the study suggests that the discontinuity over time of concepts in shared cognitive maps (concepts and causalities) is associated with more effective opportunity identification and exploitation processes. This study is contributing to a growing body of academic literature that is studying entrepreneurship as a team (versus individual) phenomenon from the cognitive process perspective, while suggesting that specific and complex ambidextrous cognitive processes at the team level are required for successful opportunity identification and exploitation.

The last and six paper written by **Vichita Vathanophas, Kingkarn Suensilpong and Tullawat Pacharapha**, entitled “*Task-related Information Sharing in Group Decision Support Systems (GDSS): The Importance of Knowing Who Knows What*” [from Thailand] discusses the role of data availability and information distribution among team members and the expertise role-assignment on information sharing in groups using GDSS. GDSS are among the most widespread software systems

premeditated to augment group communication for collective decision-making. Members of a work group exchange three types of information in order to make decisions: common (or shared) information known by all members of a work group; unique (or unshared) information known by only one group member; and partially shared information known by more than one, but not all members. This study examines the specific effect of the proportion of common, unique, and partially shared information available in GDSS groups and that of expertise role-assignment on information sharing. The results indicate that increasing the proportion of unique information distribution enhances the pooling of unique information in expertise role-assigned groups. Also, the findings suggest that expertise role-assignment increases the amount of partially shared information during group discussions and increasing the proportion of unique information results in an increase in the retaining of partially shared information but decreases the retaining of unique information following group discussions. This study validates the importance of using support systems for group decision making, while suggesting that there is a need for more sophistication in group composition and the need for realizing of the importance of absorptive capacity of knowledge at the group and individual levels for effective information sharing and decision making.

Last word

Finally, I hope you will concur that our journal is a worthy academic resource, and you will contemplate submitting a paper to the journal, reference suitable papers in your own work, as well as endorse it among your colleagues and your students. I'm looking forward to an exciting future and I hope to hear from you if you have reflections, comments or questions.

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