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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.

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From the editor

Introduction

It is with great pleasure that I welcome all of you to the fifth issue (Vol. 3, No. 2) of the *International Journal of Management and Business* (IJMB). In this editorial I will reflect on the potential additions of new types of articles to the journal, provide a reminder of our request for proposals for special issues and their guest editors, reflect on the near future of IJMB, present IAMB future conferences and introduce the second issue of our 3rd volume.

New additions to the journal

Since its commencement, the IAMB published one type of article only, research papers. We have recently broadened the opportunities for our authors by providing additional options for publications. In an earlier issue (Vol. 2, No. 2) we introduced a case study. In the last issue (Vol. 3, No. 1) we announced the feature articles format. Both the case studies and the feature articles are peer reviewed and go through a similar review process as our research papers. We hope to introduce additional new options, such as book reviews and opinions in future issues, and we invite our readership to consider such options for submission to IJMB.

Once again, it is a real pleasure for this editor to thank his team without whom this and previous issues would not have the qualities and the scope of subjects covered. I want to thank my Associate Editors: J. Michael Geringer, Maria Francisca Blasco Lopez, Marc Eulerich, Jan Schaaper, Zu'bi Al-Zu'bi, James Jian-Min Sun, and Shmuel Batzri; and a large team of reviewers and the Editorial Board Members for their ongoing participation and contribution to the journal.

I also 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.

Request for proposal for special issues and their guest editors

Once more we want to announce a request for proposal for special issues and their guest editors. We are looking for subject matters that will strengthen the in-depth knowledge exchange between disciplines and between international academic communities by providing high-quality and novel contributions organized by renowned experts in the area that have the potential to attract articles of the highest quality.

The subject matters should be similar to those covered by the journal and 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
• Research Methods
• Auditing & Control
• Finance & Accounting
• Corporate Governance
• Not-for-profit Management

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.

For more information about the request for proposal for special issues and their guest editors see pp. 8-9, in Vol. 2, No. 1, available at http://www.iamb.net/IJMB/journal/IJMB_Vol_2_1.pdf

The near future for the IJMB

We are presently on a track to annually publish two issues of the journal. Special issues will be published in coordination with their editors.

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 papers (empirical and theoretical) as well as feature articles, case studies, research notes, book reviews, opinion papers, and spotlight on practice papers.

To support our vision, we are including abstracts in multiple languages. This is also the place to thank whole heartily 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 still looking for translators of abstracts to Chinese, Japanese, Korean and Russian. Serious consideration will be given to additional languages if proposed.

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

Future conferences

We currently have conferences scheduled for San Antonio, TX – January 21-23, 2013; and Lisbon, Portugal - April 17-19, 2013. More updated information can be found on the IAMB main website page at www.iamb.net.
This issue of IJMB

We are extremely proud to include in the second issue of the third volume seven outstanding papers written by highly esteemed colleagues, one of which, Kaouthar Lajili et al., won the Best Applied Paper Award for the IAMB conference in San Francisco 2011.

A few of the papers went through four reviews over a ten month period, while others went through five reviews over two years. The acceptance rate, as of today, is 19.6%. All the papers in this issue were peer reviewed.

The first paper written by Fernando Robles, entitled “Firm Strategy in a Polarized Latin American Region” [from USA]; describes the phenomenon of global polarization at the regional level of analysis, in particular, in Latin America. Specifically, the paper is exposing an increasingly polarized global economic order: stagnation in advanced developed countries and growth and rising affluence in emerging economies within the same region. In Latin America, a group of economies, piloted by Brazil is undergoing a sustainable economic growth and strong domestic markets. Opposing that successful growth, a second group, led by Mexico, is languishing economically and confronting social instability and violence. The author is suggesting that the speed of such polarization is unprecedented and has structural impact on the economies of the region while creating opportunities for local and foreign investors regionally and globally. The author is also exploring the impact that pace and polarization might have on country competitiveness and how firms’ strategies might benefit from the distinct economic milieu. The paper is a worthy example of when conducting an international economic comparison study at a regional and country level of analysis, its most practical implications might be at the company level. This of course should also have implications for business decision makers as well as on policy makers.

The second paper written by Leon Schjoedt entitled “Job Design Effects on Novice and Repeat Entrepreneurs’ Job Stress” [from USA]; describes the relevance of the study of job characteristics and the impact it has on job stress in the context of entrepreneurship and starting a new business. The paper discusses four core job characteristics: autonomy, task variety, task identity, and feedback, and assesses their impact on two types of entrepreneurs: novice and repeating. The author’s findings suggest that job autonomy was a significant factor for both novice and repeat entrepreneurs’ job stress; however, task variety was a significant factor in the job stress for novice entrepreneurs only. Task identity and feedback show no significant association with job stress for either type. The study findings reveal that the job characteristics approach augments our understanding of entrepreneurs’ job stress, and vital differences and similarities transpire between novice and repeat entrepreneurs in how perceptions of job characteristics influence job stress. The paper advances our knowledge of the importance of the perceived autonomy the entrepreneur covets. The study insinuates potential venues of training, suggesting that while entrepreneurs are conceiving their new business ideas, the perceived opportunities and potential decision options might be of vital importance.

The third paper written by Kaouthar Lajili, Michael Dobler, and Daniel Zéghal, entitled “An Empirical Investigation of Business and Operational Risk Disclosures” [from Canada and Germany]; is the winner of the Best Applied Manuscript Award. The paper examines attributes
of non-financial risk disclosures by US manufacturing companies prior and during financial crises. The authors focus on business and operational risk disclosures to differentiate between risks exterior to and within the firms’ internal control. The findings indicate that the volume of external business risk disclosures far outweigh operational risk disclosures for each year. On the other hand, both operational and business risk disclosures are most predominant on risk factors, on negative news, in qualitative and in forward-looking terms. Most interestingly, the authors find an almost stable pattern of non-financial risk disclosures prior and during a financial crisis. Also, they find that in the US, financially risky firms tend to have added business risk disclosure, refuting a concealing motive observed in other countries. Alternatively, successful companies seem to reveal more of the operational risk disclosures as potentially value-relevant. Both of these findings could have important implications on governmental policy and regulatory endeavours as well as hint at the importance of the asymmetry of information for investors. The paper illustrates the importance of detailed and enforceable policies, disclosure guidelines and judicial systems in creating effective and efficient financial markets.

The fourth paper written by Neil H. Ritson and Ramzi Addison, entitled “The Country of Origin Effect Revisited: The Case of American Oil MNCs in the UK” [from New Zealand]; questions the validity of the ‘country of origin effect’ (COOE) thesis. The thesis suggests that Multi-National Corporations (MNCs), when investing in a foreign country, defuse their home country culture. Specifically, the thesis was developed focusing on American MNCs whereby such corporations diffuse an individualistic ideology by way of distinctive employment practices which are based on the American business system and culture. The authors designed the study to be industry specific to minimize methodological problems of aggregating multiple industry variables and contexts. The study tested the COOE hypothesis using data from all of the plants in the UK downstream oil industry (both American and European owned MNCs) to ascertain if there was such an effect. The authors offer solid evidence to refute a COOE in this context. They demonstrate that adaptation of American MNCs into the UK institutional and cultural context is a more robust stimulus impacting policy than a COOE. Their findings should cast doubt on the accuracy of much of the literature discussing COOE. More importantly, the authors suggest that research should limit generalizations to sector and country specific context, especially in the early stages of theory development. The paper is a major contribution to the literature discussing foreign direct investing and the encompassing cultural complexities.

The fifth paper written by Brian K. Harte, entitled “Illegal Corporate behavior: Analyzing the Effectiveness of the 2002 Sabanes-Oxley Act” [from USA]; examines the effects of organizational environmental factors on firms’ illegal corporate behavior, specifically, the influence of the Sarbanes-Oxley Act (SOX) of 2002 to moderate the relationship between prior violations committed and later illegal corporate behavior. The paper also studies Corporate Socially Responsible (CSR) behavior within business organizations to determine its relevance in predicting illegal corporate behavior. The author provided an organizational level, five year pre and post, historical analysis of legal behavior across Fortune 500 firms. The study analyzed the Sarbanes-Oxley Act itself as an event, intending to determine if the act of 2002 can be seen as an effective legislative tool impacting firm behaviors. The study findings suggest that there is an association between a high level of abundant firm resources (munificent environment), and a low likelihood that the firm will engage in illegal corporate behavior. Similarly, if the firm is large in size, it is less likely to engage in illegal corporate behavior. The results support the argument that
SOX mitigated illegal corporate behavior even in an abundant resource environment. Research findings indicated that corporations and their officers face more serious consequences for their actions in the post-SOX era. CSR was found to be negatively correlated with seriousness of crime and SOX. However, CSR is highly and positively associated with environmental munificence. This paper suggests that both legislation and external environment have impact on a corporation’s legal and ethical behavior and contributes to the growing body of literature discussing CSR as an important aspect of companies’ responsibilities and strategies.

The sixth paper written by Charles Hampden-Turner and Raymond Ferris Abelin, entitled “A New Approach to the Study of Cultural Diversity which Transcends Stereotypes” [from UK and USA]; is a feature article discussing the critical importance of cultural context and paradigms. The authors suggest that the way academic researchers are measuring culture in the American social sciences is not “culture free”. Specifically, they focus on the practice of dichotomizing polarities, so that study methods are reasoned to operate in an either-or mode. This paradigm seems to be accepted by researchers in other cultures and countries as well. In this paper the authors present an alternative paradigm and a new form of measurement tool that transcends East-West differences. This paper is an important addition to the study of international business as it suggests an alternative measurement paradigm for tool development, one that might be more conducive to a multi-cultural environment using an ethno-relativistic perspective.

The last and seventh paper, written by Raymond L. Forbes Jr., entitled “The Michelangelo Premise: Performance, Potential, and Business Psychology” [from USA]; provides an illustration of how utilizing a historical and cultural metaphor can enhance our study of creativity and leadership. The author relates the wisdom encompassed in a renaissance metaphor with current notions of an individual’s potential, performance, and the academic field of Business Psychology. Renaissance genius Michelangelo’s mindsets about sculpture are developed as a powerful metaphor for the release of our hidden individual performance potential. The actualization of inherent potential is seen as a creative composition performance that synergizes head, heart, and body. Potential in this context is seen by the author as closely related to the concepts of talents and multiple intelligences. For the individual manager there is the real possibility of enhanced future performance with an associated economic payoff. A review of the current evidence suggests the value of a more optimistic view of the individual latent potential as expressed by Michelangelo’s metaphor of the entrapped striking image in the stone. The author closes with the hope that such premise reflects the internalized latent potential for the extraordinary in all of us. The paper is an illustration of how metaphors can be used in managerial studies and how a story from the past can enhance the future.

I hope you will agree that our journal is a valuable academic resource, and you will consider submitting a paper to the journal, reference appropriate papers in your own work, as well as promote it among your colleagues. I am looking forward to an exciting future and I hope to hear from you if you have comments or questions.

Meir Russ