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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 sixth issue (Vol. 4, No. 1) of the *International Journal of Management and Business* (IJMB). In this editorial I will provide reminders of potential additions of new types of articles to the journal and of our request for proposals for special issues and their guest editors, ponder on the near future of IJMB, list IAMB future conferences, and introduce the first issue of our 4th volume.

New additions to the journal

Since its commencement, the IAMB published three types of articles: research papers, case studies and feature articles. All formats are peer reviewed. We invite our readership to consider new options, such as book reviews and opinions for future 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, 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 proposals for special issues and their guest editors

Once more we want to announce a request for proposals for special issues and their guest editors. We continue to look 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 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 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 Washington, DC – November 6-7, 2013; São Paulo, Brazil, April, 2014; and Rome, Italy - September 17-19, 2014. 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 first issue of the fourth volume *five* outstanding papers written by highly esteemed colleagues, *four* of which won paper awards. The first, written by Hensler *et al.*, won the Best Student Paper Award at the 12th IAMB conference in Warsaw, Poland

2012; the second, written by Pierce and Hansen, won the Best Applied Paper Award at the 15th IAMB conference in Lisbon, Portugal 2013; the third, written by Monika Glonoka, won the Best Young Scholar Paper Award at 12th IAMB conference in Warsaw, Poland 2012; and the fourth, written by Agata Chudzicka-Czupała, won the Best Applied Paper Award at 12th IAMB conference in Warsaw, Poland 2012.

A few of the papers went through *nine* reviews over a *fourteen* month period, while others went through *five* reviews over *twenty-two* months. The acceptance rate as of today is 19.8%. All the papers in this issue were peer reviewed.

The first paper written by **Philipp A. Hensler, Tony Lingham, and Sheri Perelli**, titled “Learning from Disruptive Market Events: A Study of Financial Advisor Behavior” [from USA] is the winner of the Best Student Manuscript Award. The paper examines the learning of financial advisors during major discontinuous change resulting in a major market disruption. The academic literature is scarcely covering the learning of financial advisors, specifically regarding their assets allocation process in a highly dynamic environment. The static portfolio construction process, whereas an efficient, rational and impressively successful approach for allocating client assets in relatively static markets, may subsist less so in disruptive markets when dynamic and timely financial advisor involvement may be required. The authors conducted semi-structured interviews with 30 senior US financial advisors generating insights about their allocation decisions prior to and after the 2008 financial crisis. The authors’ key conclusion is that the post-crisis endurance in beliefs and behaviors can be attributed to a persistent belief in recurring historic patterns, unwavering trust in traditional model assumptions, and proactive time horizon management. The authors also found significant differences in cognitive capacity and perceived locus of control differentiating between the majority of the financial advisors which found it difficult to adopt to the needed changes from the relatively few who have adopted more dynamic portfolio management approaches following the 2008 crisis. This study’s findings should be of interest to financial industry professionals as well as to the broader audience interested in decision making in uncertain environments and discontinuous change. The paper is a worthy example of the use of individual and group level aspects of cognitive micro-behavioral constructs in the financial management discipline, and expanding the use of the discipline of decision making into new application by using qualitative research methods.

The second paper written by **Eugene Pierce and Sean W. Hansen**, titled “Technology, Trust and Effectiveness in Virtual Teams” [from USA] is the winner of the Best Applied Manuscript Award. The paper studies the characteristics of effective leaderships in virtual teams, deemed critical for success of business and governmental organizations operating in a global context. Leading an effective virtual team by means of technology is seen here as a key issue, since virtual teams present opportunities for cost savings and entry to global expertise. The authors explore the relationships between team leader personalities, team trust, and team perceived effectiveness by surveying 873 engineers. The research findings suggest that a virtual team leader’s personality has a major impact on the team’s perceived effectiveness although this effect is mediated through cognitive and personality based trust. Most interestingly, the authors suggest that the traits of agreeableness and openness in dealing with the suggestions and contributions of team members could be effectively fostered and improved by training in organizational leaders, whereas extraversion and emotional stability might be more difficult to induce through formal training. They also recommend that

organizational leaders select virtual team leaders who are organizationally diligent and task oriented since they might be more effective at fostering the adequate structure for virtual team trust building processes. This paper is a welcome contribution to the growing body of literature discussing leadership in the new technology stimulated environment and provides for real-life practical advice to both organizational and team leaders on improving team effectiveness.

The third paper written by **Monika Golonka**, titled “Emerging Asian ICT Global Players: Natural Born Collaborators or Stuck With Aliens?” [from Poland] is the winner of the Best Young Scholar Paper Award. The paper discusses the impact of culture on alliance formation. The author analyses the alliance formation within the global ICT (Information and Communication Technology) industry, which is one of the fastest-growing industries driving changes in other market sectors. This study empirically tested the hypothesis that ICT firms from collective cultures that are characterized by a “relational mindset” form different types of alliances than firms from individualistic cultures. Specifically, such firms develop exploratory alliances with culturally diverse partners, forming multiple weak alliances, in comparison to more exploitative alliances formed with more similar minded partners. The author is using a sample of 30 leading global ICT giants with 10,247 alliances in their alliance portfolios. This finding is then supported by a case study using an example of two firms’ alliance portfolios: one from China and one from France. The paper is a worthy example of the use of quantitative and qualitative method when conducting an international study that is merging cultural and business strategy analysis. The implications for business decision makers are significant in terms of how to use alliances and what to look for when they are pursuing a portfolio of alliances both in terms of potential partners as well as in term of the expected outcomes.

The fourth paper written by **Agata Chudzicka-Czupala**, titled “Ethical Ideology as a Predictor of Ethical Decision Making” [from Poland], is the winner of the Best Applied Paper Award. The paper investigates the role of individual ethical ideology as a predictor of moral judgement and ethical decision making at work. The author studies moral judgement and ethical decision making using three different points of view: the observer of an unethical behaviour, the victim, and the offender. Specifically, the author studies the recognition of the behaviour as an unethical issue, the perceived magnitude of emotional consequences for the victim, and the intended behaviour. The research uses two scales that were developed by the author: The Ethical Ideology Scales (EIS) and The Questionnaire of Moral Judgement and Ethical Decisions (QMJED). Using a sample of 326 employees in Polish organizations and cluster analysis as a statistical method, the author finds two clusters in terms of ethical ideology, that have impact on the individual’s ethical choices. The most significant differences could be noticed between the survey participants with regard to the acceptance of the Machiavellian principle and of the narcissistic principle, thinking in terms of costs/benefits, idealism, relativism and altruism. The author’s findings suggest that some individuals may be more sensitive to harm of another than others, for whom benefits and costs are more important. The results also prove that individual readiness to help may be a question of the ethical ideology of the person. The implementation of high ethical standards and enforcement of the code of ethics constitute an element of caring for employees and for customers and should be used, according to the author, as training for staff development purposes. This paper suggests that individual ethical philosophy is a significant predictor of individual ethical decision making and contributes to the growing body of literature discussing corporate social responsibility in an international context as an important aspect of companies’ responsibilities and strategies.

The last and fifth paper, written by **Elizabeth F. Cabrera**, titled “Using the Job Demands-Resources Model to Study Work-Family Conflict in Women” [from USA] studies work-family conflict. Using the Job Demands-Resources model and surveying online 662 women working in diverse industries in the US, the author’s findings support the manifestation of a dual process where job demands have an effect on work-family conflict and job resources, specifically job control and supervisor support, impact job satisfaction, affective commitment, and turnover intentions. The author also found that simultaneously, job resources directly affect work-family conflict. The most interesting finding of the study is that work-family conflict mediates the relationships between job demands and job satisfaction, affective commitment, and turnover intentions. An additional practical guidance to organizations is provided by indicating that job control and supervisor support can be utilized to mitigate the negative effects of work-family conflict, especially in international organizations where the pressure on employees could potentially be even higher. Employees can manage increased job demands much better if they have the autonomy to decide when, where and how to perform their jobs. Having more control over their work lets them organize their job in a way that reduces potential work-family conflict, which is critically important for women that are often care-takers in their families. The study insinuates potential venues of managerial training, suggesting that managers might benefit from providing higher autonomy to employees and thereby reducing employee turnover.

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