

**AACSB Continuous Improvement Review (CIR) Experience with 2013 and 2003 Standards for the 2013–2016 Period**      **4**

*Following up on two previous articles, the authors explore differences over a three-year period between outcomes of AACSB Continuous Improvement Reviews (CIRs) of business schools under two different standards. They also examine results for schools whose five-year accreditation was not renewed and who, therefore, received a sixth-year review. The study covered U.S. and non-U.S. schools. Despite the 2013 standards' shift in emphasis (e.g., requiring evidence of continuous improvement in a number of areas), the average percentage of schools needing a sixth-year review was slightly changed—19% for those using new standards vs 21% for those using the old. Schools facing five- or six-year reviews should benefit from 1) the authors' suggestions for review preparation, and 2) their close look at the four standards most apt to trigger the need for a sixth-year review.*

**Moustafa H. Abdelsamad and Berkwood Farmer**

**Transition to AACSB 2013 Standards: A Dean's Perspective**      **15**

*AACSB's 2013 accreditation standards require a change from a maintenance mindset to a continuous improvement mindset as deans lead their business schools through the transition from the 2003 standards. Specifically, the 2013 standards require deans to influence and alter faculty mindsets regarding the "who" and "what" of their schools' mission and vision. The author reviews three models that may help deans revamp their schools' culture to facilitate continuous improvement and challenge conventional thinking.*

**Martha M. Geaney**

**The Integration of Marketing Concepts in Strategic-Management Courses: An Empirical Analysis**      **26**

*Business education is criticized because many courses direct students to single-disciplinary solutions. To assess this problem vis a vis marketing, the authors examined the capstone strategic-management course to see whether it sufficiently integrates marketing concepts. They analyzed the contents of six widely-used strategic-management textbooks and surveyed 207 strategic management students at 10 universities. Their findings? Particular marketing topics are, in fact, deemed important in strategic planning yet overall coverage of marketing in the textbooks is limited. Thus, the criticism is justified, at least regarding marketing. Management theory and practice are misaligned.*

**Fred R. David, Meredith E. David and Forest R. David**

**Clarifying the Association between Personality and Interpersonal Citizenship Behavior**      **36**

*It goes without saying that employees who exceed job requirements by helping their co-workers (interpersonal organizational citizenship behavior or OCBI) enhance overall performance and productivity.*

*Research (and common sense) show that personality relates positively to OCBI, but which traits, and how do they connect to good teamwork? Positing that constituent attachment—the strength of bonds between and among co-workers—is the key link, the authors explored the premise using structural equation modeling for data from 429 front-line service employees of a U.S. restaurant chain. Results confirmed the dominant linkage between OCBI and constituent attachment, especially when a personality features extraversion and agreeableness.*

**Alison M. Dachner, Jill E. Ellingson, and Michael J. Tews**

## Demystifying the Big Data Phenomenon for Strategic Leadership 48

*Although many organizations could access Big Data to “uncover patterns, insights, and...opportunities for value creation,” they do not. By overcoming psychological and other barriers to data analysis, organizations can harness data effectively using stacked technology platforms like Hadoop and also Machine Learning algorithms. Three case studies demonstrate the potential benefits (Starbucks, Zulily, and Metro Transit of St. Louis) plus data analysis based on the authors’ previous quantitative research involving over 100 C-level executives. Eight recommendations include “practical steps...to achieve new success in Big Data” that may unlock profit opportunities and transform businesses.*

**Laura Ann Migliore and Ravi Chinta**

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