

The “Other” Art of War: 4
Stragic Implications of Sun
Pin’s *Bing Fa*

*When Sun Tzu wrote *The Art of War*, or *Bing Fa*, some 2,000 years ago, he could not have imagined that it would ultimately be used more as a business guide than a military one. His thoughts on deception, decision-making, avoiding battle, flexibility, and leadership strike strong chords in the modern business world — especially to those competing with the Asian tiger economies. Now an ancient, partial text by another military strategist, Sun Pin (possibly Sun Tzu’s grandson) has been restored and translated, appearing to be an annotated version of Sun Tzu’s original work. It provides more detail and less philosophy. The two documents are compared, particularly on the implementation of strategy and effective leadership, and their practical applications are illustrated by the successful strategy of Toyota corporation.*

Charles A. Rarick

Corporate Social Responsibility: 9
An Exploratory Study in the
United Arab Emirates

Since its formation in 1971, the UAE has enjoyed increasing prosperity from energy revenues and other economic thriving sectors. The prominence of international firms in the area has raised awareness of corporate social responsibility. To assess the extent of this awareness and CSR activities among local firms, a survey was conducted in Dubai that focused on private-sector firms outside the Free Zone. Of 2,100 questionnaires sent to company CEOs, 403 replied to questions on the environment, community affairs, and consumer protection. The supportive influence of Islamic teachings on CSR was also explored. Results showed a “strong, yet perhaps indirect” awareness of CSR and some proactive practices, but a general lack of defined policies of the kind found in the West.

Marios I. Katsioloudes and Tor Brodtkorb

ADA’s Reasonable 21
Accommodation: Myth
or Reality

*Following up on an earlier study based on a unique database, *The Ohio Employment Discrimination Studies*, the authors compare three patterns of disability discrimination to see if employers have made progress since 1995 in providing “reasonable accommodation.” The answer is “yes, but...” Just as court cases are based on particular circumstances, so must employers make decisions on a case-by-case basis. Such decisions will only get harder as the U.S. workforce ages and shrinks. Following a series of steps in decision making and involving human resource specialists can help avoid lawsuits. Businesses should also be aware of federal and state assistance and tax deductions as well as private foundations that can help with the costs of accommodating the disabled.*

Ann C. Wendt and William M. Slonaker

Succession in Nonprofit 26
Organizations: An Insider/
Outsider Perspective

Succession is a thorny problem in virtually all organizations, and failure to address it properly can lead to short- and long-term problems. Too often the transfer of leadership in nonprofits is not planned or is not smooth. Are insiders or outsiders better choices? A survey of executive directors of community-based nonprofits in an East Coast Latino association found that half had come from outside their organizations, and most felt that small nonprofits usually lacked qualified internal candidates. At least in small nonprofits, therefore, the path to the top seems to be through job changes. Whether insider or outsider leadership is better for the organization’s financial health and overall success is a topic for further research.

Joseph C. Santora, Mary Ellen Caro, and James C. Sarros

What Leaders Say Versus What Academics Write: The Relevance of Leadership Theory 32

Is there any relationship between the academic (theoretical) view of business leadership and the “real world” (applied) view of it by business leaders? Actually, yes. This was the conclusion of a study comparing the literature on leadership and leadership competencies with presentations by upper-level business people asked to speak about leadership at a Midwestern university. While the practical examples and vocabularies differed, there was substantial agreement around six major themes: full commitment, people orientation, education, difficult challenges, communication skills, and ethics. Theory and practice appear to “mutually inform one another.”

Nathan Hartman, Tom Conklin, and Jonathan Smith

Improving Organizations by Coaching Individual Development Using the Resource-based Business Strategy 40

A business or other organization is only as effective as its employees, from management on down. It stands to reason that helping individuals develop personal strategies that leverage their potential should also help the organization to succeed. While the resource-based strategy has typically been applied at the business level, it can be used for individual analysis. By asking the individual to answer four basic questions about his or her own resources, the manager can initiate a discussion that may lead to constructive coaching. As circumstances change, the ongoing use of resource-based analysis and discussions should benefit both individuals and their organizations.

W. Scott Sherman