

**Reconfigured to be the Best: Leading Organizations to Excellence Through Quality Improvement**      **4**

*In our highly competitive business environment, achieving and maintaining excellence, especially excellence in quality, is imperative for long-term success. Effective leadership is key in framing excellence as a goal, promoting it as a culture, communicating clearly, and maintaining transparent governance structures. A study based on data from the applications of the 51 winners of the Malcolm Baldrige National Quality Award from 2000 to 2010 showed that leaders must engage actively within four behavioral domains—operational alignment, employee engagement, stakeholder balance, and social involvement—and also manage for balance and integration.*

**Ozgur Ekmekci**

**Dodd-Frank Theoretically Unplugged**      **19**

*Passed in 2010 to fix the causes of the 2007-09 financial crises, the so-called Dodd-Frank Act contains more than 290 new regulations—with more on the way-- and will create 13 new agencies. This article dissects the “levels of action” surrounding the legislation and ongoing crafting of regulations using a theoretical framework that includes structural/functionalism, communicative action, and progeny. Much use is made of Parsons’ AGIL model of four critical components for social system survival; adaptation (working through economic dynamics), goals (accomplished through political systems), integration (working through laws, judicial decisions regarding desired/undesired behavior), and latent pattern maintenance (reflected in family, education, culture). These four concepts as applied to the actual legislative tasks illuminate the challenges confronting the full-scale implementation of this massive Act.*

**David L. Torres**

**Reverse Logistics Management: Beyond 3.4 Defects per Million**      **12**

*One way to reduce returns of defective products is to focus on quality control in the production supply chain. But returns may occur for other reasons; there will always be some returns. It’s good business to improve the customer’s return experience, i.e., better reverse logistics through a focused reverse logistics department. A literature review suggests four best-practices in reverse logistics: Managing all aspects of the returns process; providing strong leadership; focusing on customers and policies; and recognizing that reverse logistics is not the forward process in reverse. Combining these with double loop learning, i.e., in-depth understanding of the “cause” in cause-and-effect, can help assure a significant improvement in reverse logistics management. Finally, the reverse logistics process should be reviewed annually to keep current with market changes and technology.*

**Robert Lee Gordon**

**Global Corporate Social Responsibility Practices and Cultural Dimensions**      **33**

*Manufacturing companies cannot ignore social responsibility issues, such as the environment, pollution, recycling, waste reduction, and work place health and safety. Differences in global cultural norms mean that socially responsible policies must also differ to be effective in a particular culture. Using data from the Global Manufacturing Research Group, this study examines the extent to which firms make socially responsible investments and how such investments correlate to major cultural dimensions, as defined by Hofstede’s indices: power distance, individualism, masculinity, uncertainty avoidance, and long-term orientation. Results can help guide managerial decision-making around the globe.*

**Ann M. Hackert, Dennis Krumwiede, Joanne Tokle, and Robert J. Vokurka**

## Enhancing Ethical U.S. Education and Practice: Integrity Capacity and HRM Professionalism

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*Starting from the premise that human resource managers bear major responsibility for hiring (and retaining) the people responsible for the '07 – '09 financial crisis and recession, this article argues for major changes in training and education for these professionals. In particular, the "capacity" for integrity is regarded as a foundation of appropriate HR education, along with a pluralistic perspective as opposed to a "monotonist" (single) perspective. Based on an analysis of HR roles in four types of capitalism (community, entrepreneurial, regulatory, and investor), the author recommends seven best practices for morally responsible HRM education that include drawing the best from international labor practices.*

**Joseph A. Petrick**

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