

**“Did You Shoot Anyone?”      4**  
**A Practitioner’s Guide to**  
**Combat Veteran Workplace**  
**and Classroom Reintegration**

*Since the attacks of 9-11, more than 1.6 million men and women have taken part in the ensuing military operations arising from the war on terror. Many were on active duty longer than most veterans of other post-WWII conflicts, and return in hopes of resuming their previous activities and employment. About 40% may suffer some degree of post-traumatic stress disorder, known as shell-shock or battle fatigue in the past. How should teachers and employers relate to these veterans? The authors offer guidance based on research as well practical experience, including eight categories of behavior and response to help teachers and employers.*

**Cristina L. Lafferty, Kenneth L. Alford,**  
**Mark K. Davis, and Richard O’Connor**

**Strategies for Regional      12**  
**Innovation: Using the Baldrige**  
**Criteria to Develop an**  
**Organizational Framework**

*Cities, towns, states, and regions are often locked in competition to attract job-creating enterprises. Whether they realize it or not, they are also competing globally. Cooperation rather than competition could benefit needy areas. A case study of such cooperation is the recently launched Highlands P-16 Quality Initiative, intended to provide infrastructure for development in the rural, impoverished Upper Cumberland Region of Tennessee. The seven Baldrige criteria — leadership, strategic planning, customer market focus, measurement-analysis-knowledge management, workforce focus, process management, and results — form the structure for cooperation among the many participants.*

**Susan A. Elkins, Robert R. Bell, and**  
**Curt Reimann**

**Leadership in the Apparel      20**  
**Manufacturing Environment:**  
**An Analysis Based on the Multi-**  
**Factor Leadership Questionnaire**

*Global competition pressures many U.S. industries, but few have been hit as hard as U.S. apparel manufacturers. To what extent does an industry’s leadership affect its performance on the global stage? An empirical study of leadership in four U.S. apparel manufacturing firms investigated this question. Building on the work of Avolio and Bass, leadership styles in each company, e.g., transformational, transactional, laissez-faire, were evaluated by CEO direct reports using the multi-factor leadership questionnaire (short form). Each style was correlated with specific performance outcomes, such as whether the direct reports were inspired, willing to exert extra effort, and so forth. Findings are significant for all managers.*

**Jack McCann**

**Empowering Women’s      31**  
**Leadership: A Case Study of**  
**Bangladeshi Microcredit Business**

*Bangladesh is one of the least developed countries of South Asia, yet half the population, women, is routinely prevented from contributing to the GDP by prevailing cultural norms. Microcredit programs, which largely originated in Bangladesh, can help free women from their dependent roles by empowering them economically and politically. A study of 7,300 participants in the microcredit programs of one NGO, Nari Uddog Kendra (NUK) — in English, the Center for Women’s Initiatives — found that these women were empowered through higher family income, land ownership, political participation, increased freedom of movement, and greater roles in family decision-making. Successful features of the NUK program could well be emulated by other microcredit efforts.*

**Denise M. Lucy, Jayati Ghosh, and**  
**Edward Kujawa**

**A New Approach to Examining Whistle-Blowing: The Influence of Cognitions and Anger** 40

*What motivates whistle-blowers? Now that the process of whistle-blowing is becoming institutionalized and the rights of whistle-blowers have some legal protections, managers need to understand motivations. Using data from 244 non-managerial employees responding to hypothetical situations, this empirical study examined how perceptions of intention, feelings of anger, and judgments of responsibility contribute to whistle-blowing, as well as the presence or absence of controllable, stable factors in the workplace. Even if there is no wrong-doing in a company, an employee may perceive that there is. Managers must establish policies and practices to address whistle-blowing before it happens as well as after.*

**Michael J. Gunlach, Mark J. Martinko, and Scott C. Douglas**

**Bringing Lead-User Innovations to the Market: Research and Managerial Implications** 51

*For some time, researchers have recognized the importance of lead users in gaining market acceptance for a new product or service. In fact, lead users often adapt the innovation to their own needs, sometimes creating yet another product. Because of this, it would seem that involving lead users early in the innovative process would be productive. Selecting the most influential lead users is a key to success, as those who are themselves innovative and can generate positive word-of-mouth information should be most desirable. Lead users may be categorized as mainstream versus leading-edge; development and marketing managers must understand the advantages and disadvantages of each before adopting a strategy.*

**Salah S. Hassan**

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