

**Improving the Odds of
 Maintaining AACSB
 Accreditation** **4**

Schools seeking to maintain their accreditation by the Association to Advance Collegiate Schools of Business (AACSB) may be anxious about the fifth-year review process. Heeding the suggestions in this article by veteran members of review teams should allay fears by assuring relevant and productive preparation and positive conduct during the actual review. Extensive data from past reviews also provide guidance for schools facing the process, especially a table showing which standards were cited most often for schools placed in a sixth-year review status. Above all, start to prepare at least 18 months before the review date!

Berkwood M. Farmer and Moustafa H. Abdelsamad

**Assessing Interorganizational
 Collaboration in Regional
 Economic Development
 Service Delivery** **16**

The expansion of sometimes overlapping public-sector development programs has been accompanied by calls for greater efficiency. One solution is greater collaboration – strategies to manage multiple people or organizations with shared interests or goals. How do those involved in such collaborations view the arrangement? A survey of participants in Pennsylvania’s 2011 Partnerships for Regional Economic Performance (involving five economic development organizations) found highly positive perceptions of partnership synergy, use of nonfinancial resources, and decision-making processes. Although concerns were expressed in a few areas, benefits far outweighed limitations.

Kevin J. Roth

**Management’s Pitfalls in
 Cyberspace: A Primer** **12**

It’s hard to find a business these days that doesn’t use and even depend on technology. But it’s not hard to find ones that neglect IT (information technology) security, despite the significant risks of cyber-crime and the ready availability of programs and procedures to reduce or prevent it. Managers would do well to review the ways they can secure their technologies, as outlined by the authors. Taking these steps could save their organizations and also help limit their exposure to liability for breaches of their IT programs. Business schools should also pull up their socks and include IT security in classroom discussions.

Michael A. Williams and Christine A. Bequai

**An Empirical Study on the
 Relationships between
 Authentic Leadership and
 Organizational Trust by
 Industry Segment** **26**

Studies of authentic leadership—leadership by conviction—are relatively new and largely theoretical. How does an authentic leader actually affect an organization, its members and their trust? Further, does authentic leadership predict organizational trust? Are there significant differences in such leadership behaviors among different types of industries? This empirical study using random samples of participants in different industries from a nationwide database affirms authentic leadership as a predictor of trust. Although authentic leadership styles differ among industry segment, such leadership remains a reliable predictor of organizational trust.

Michael Onorato and Jishan Zhu

**Innovating Our Thinking
about Management:
A New Model**

40

Although much is written about management, there is no agreement on a definition of "management," and the volume creates a trees-and-forest problem, often obscuring "the big picture." The three-part model presented here attempts to give the big picture along with enough supporting detail to be useful—while remaining brief. The parts are 1) the PEAR process (plan, execute, assess, react); 2) managers' knowledge and skills that form the managing infrastructure, and 3) the sources of the managers' knowledge and skills. So far the model has worked well in a classroom setting and should lend clarity and depth to the analysis of management outside academia.

Edward L. Powers

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