

Absorptive Capacity: A Proposed Framework for Strengthening the Business Case for Diversity **4**

Over the years, the nation's work force has become more diverse ethnically, racially, and culturally. While this is a positive development, whether it enhances organizational performance has not been explored intensively. The authors offer several propositions based on "absorptive capacity"—a firm's ability to assimilate enough scientific or technical information to create products for new or existing markets that have significantly diverse customer bases. Employees with diverse backgrounds could bring knowledge helpful to such entrepreneurial and marketing activities, as long as the work force has sufficient diversity "density" to generate the needed insights and information, and senior executives recognize and use this potential.

Willie E. Hopkins and Michael A. Gross

Job Crafting: An Unexplored Benefit of Friendships in Project Teams **13**

While often viewed in the past as a potential negative, friendship among project team members is being reexamined as a potentially strong positive. Practitioners and academics are finding benefits in attitudes, commitment, and performance. A specific link between friendship and better team performance is job crafting—exercising initiative to shape tasks so they align more closely with team members' interests and skills. A survey and analysis detailed here supports the considerable advantages of job crafting. It also highlights the increased commitment and open discussions that facilitate these positive organizational outcomes.

Alison M. Dachner and Rosanna Miguel

The Leadership Lab: Immersive Learning in Upper-Level Management Courses **22**

The subject of management organizational behavior is hard to teach or learn without involving the concept of leadership. Alas, at one school of business the self-assessed "motivation to lead" was lower among management students than those in other business courses. Clearly something had to be done. One initiative was The Leadership Lab, in which small student teams perform and problem-solve as leaders, shadow and debrief a leader "in the real world," analyze their experiences and present them to their class in a Final Project, and receive instructional guidance throughout. Results meet AACSB and ACBSP expectations; students and instructors highly endorse the program; and the blueprint has been adapted for nonmanagement courses.

Susan Eisner

Leadership in Collegiate Soccer **32**

Collegiate sports are growing in funding and popularity, and many take on business overtones. Success becomes ever more important; but how do leadership styles affect success? Seeking some answers, the authors analyzed data on coaches in NCAA Division II soccer in the southern region of the U.S. Their study was based on the Full-Range of Leadership Model and related Multifactor Leadership Questionnaire 5X Leader Form—Short (both Avolio and Bass). The predominant leadership style was found to be transformational, which related positively to effectiveness and extra effort. Both transactional and transformational styles related positively to win/loss percentages. The third leadership style, passive/avoidant, did not figure significantly.

Jack McCann, Thomas Kohntopp, and Paul Keeling

Managing the Effects of Social Media in Organizations 42

In recent years, social media have hugely expanded the possibilities for finding information about people. Not surprisingly, employers are among those who have availed themselves to help with hiring, firing, and other decisions. But beware: Browsing Facebook, YouTube and all the others and using the information can create liability issues and run afoul of the National Labor Relations Act, the Civil Rights Act, the Federal Trade Commission, and so on. Managements need to develop clear policies regarding employee use of social media in the workplace and their own use of social media for HR and other purposes. They also need to review their liability to third parties for employee conduct on social media sites.

Marilyn D. Schulz, Jerry W. Koehler, Thomas W. Philippe, and Rina S. Coronel

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- The Business Romantic
- High-Impact Human Capital Strategy
- How to Conduct Stay Interviews
- Values, Vision and Purpose

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