



Global Leadership: A New Framework for a Changing World 4

With organizational leaders increasingly required to be skilled in global management, more sophisticated and complex leadership development is needed. While most leadership studies have focused on two levels of intelligence, cognitive and affective, this study offers a global leadership model based on four domains (task, relationship, awareness, and purpose) and six types of leadership intelligence (moral, existential, metacognitive, cultural, emotional, and intellectual). These intelligences are used to construct a global competency index that can help identify high-functioning global leaders.

Troy E. Dunn, Christina L. Lafferty, and Kenneth L. Alford

Transformational and Transactional Leaders in Higher Education 15

With increasing pressure on university presidents to provide educations that meet 21st century needs as well as to keep their institutions viable, an understanding of transactional and transformational leadership skills is necessary. While transformational skills are highly regarded for their vision and sense of mission, transactional skills focusing on the exchange of work for various types of rewards should not be dismissed. This Delphi study sought opinions of university presidents to arrive at a consensus regarding their ranking of major transactional and transformational management practices and concepts, major issues confronting them, and effective group and individual leadership skills. A number of actionable results and implications should interest university presidents and also business managers.

Lloyd Moman Basham

The Role of Social Network and Collaborative Culture in Knowledge Sharing and Performance Relations 24

Common sense suggests that the more members of an organization share their knowledge, the better they and the organization will perform. Nevertheless, the relationships between the types of knowledge, learning, the motivation to learn, and types of social networks within organizations all affect the knowledge sharing—performance equation. This study sheds light on these relationships by analyzing responses from 168 employees in four companies in Taiwan. The findings highlight the crucial differences between explicit and tacit knowledge and suggest ways to make sure each type is shared. In addition, the study emphasizes the positive role of social networking within collaborative cultures in furthering knowledge sharing and enhancing performance.

Irene Hau-Siu Chow

Language Diversity in America: Challenges and Opportunities for Management 38

As the U. S. workforce includes a growing number of people for whom English is a second language at best, employers have developed language policies to try to minimize potential conflicts in the workplace as well as possible negative effects on safety and productivity. Title VII of the Civil Rights Act of 1964 prohibits discrimination on the basis of national origin, and English-only policies may run afoul of EEOC enforcement unless they are carefully crafted, announced, and enforced. The EEOC has published guidelines for English-only policies. In addition, employers should review the case law summarized here and the authors' list of acceptable business justifications before implementing a language policy.

Bahaudin G. Mujtaba, Frank J. Cavico, and Stephen C. Muffler

The Use of Entrepreneurial Separation in Transfer Technology Programs 48

Many breakthrough inventions and discoveries—intellectual property (IP)—originate in laboratories operated by universities or governmental institutions. Licensing such promising new IP as a step toward potential commercialization is a complex and risky process. Entrepreneurial leave agreements may help facilitate the process by allowing the inventor or scientist to explore commercial development of his or her new technology or invention. The authors tracked 35 start-ups that resulted from entrepreneurial separation programs to ascertain the effects of such programs from 1994 to 2010. They found that 16 still existed, 11 did not (although eight were acquired by other companies), and eight could not be tracked. In contrast to results of other studies, including one by the authors, only one scientist returned from the start-up to his or her original lab.

Jodi Potter, Marcel Minutolo, and Emily Mainier

Moustafa H. Abdelsamad, *Editor-in-Chief*
Dina M. Abdelsamad, *Database Advisor*
Jane B. Fant, *Manuscript Editor*

Elwin Myers, *Assistant-to-the-Editor*
Angie Dick, *Assistant-to-the-Editor*

SAM Advanced Management Journal, ISSN 0749-7075 is published quarterly by the Society for Advancement of Management, Texas A&M University-Corpus Christi, College of Business, Corpus Christi, Texas 78412-5807, USA. Subscriptions: \$64.00/one year, \$117.00/two years, \$169.00/three years. Single copies: \$18.00 (\$15.00 SAM members). Foreign: Add \$20.00 per subscription for surface mail and \$30.00 for Air Mail for each year to the above subscription rates.

Subscriber claims for nonreceipt of the *Journal* will be honored up to six months from date of publication. Requests for subscriptions, changes of address (submitted eight weeks in advance), additional copies and all manuscripts and correspondence relating to editorial or other matters should be addressed to Dr. M. H. Abdelsamad, SAM President and Dean, College of Business, Texas A&M University-Corpus Christi, 6300 Ocean Drive, Corpus Christi, TX 78412-5807, USA.

Printed quarterly in U.S.A. 2012 by the Society for Advancement of Management®. All rights reserved.