

**Is There Anything Left to Learn from Japanese Companies?**      **4**

*In the 1980s, U.S. businesses and academics fell all over themselves to praise and emulate Japanese business methods. Potential weaknesses were largely overlooked. Then came the 1990s, and Japan's long slide into lethargy after the economic bubble — powered by real estate speculation — burst. The laudatory articles all but dried up. But underneath the surface of the long recession, many Japanese companies of all sizes were flourishing and competing successfully. And many American successes reflect Japanese business techniques. U.S. businesses can ignore the continuing strengths of Japanese companies only at their peril — particularly now that Japan's economy seems to be recovering.*

**Pavel Strach and André M. Everett**

**Curing the Ethical Malaise in Corporate America: Organizational Structure as the Antidote**      **14**

*The wave of corporate malfeasance that dominated the news in recent years undermined public confidence in Corporate America. Enron, Tyco, WorldCom and others shocked all investors and caused severe financial hardships to many, especially their own employees. Legislative remedies were immediately sought, culminating in the Sarbanes-Oxley Act of 2002. But common sense and research show that ethical behavior cannot be legislated; it has to come from within the individual and within an organization's culture. Research suggests that to the extent organizational structure can promote ethical behavior, a decentralized structure is best. When decisions reflect consensus, and accountability is shared, self-dealing should be curtailed if not eliminated.*

**Jane Herring Stanford**

**Gender, Ethnic Diversity, and Career Advancement in the Workplace: The Social Identity Perspective**      **22**

*Both the U.S. and the U.K. have laws promoting equal opportunity employment, and most large companies actively pursue this goal. Nevertheless, research in a U.K. company employing over 2,000 (20% belonging to ethnic minorities) found large gaps — at least in perceptions — among the experiences of various groups. Using social identity theory as a structure, the study found significant differences in a number of areas. For instance, there were disparities in perceptions among gender and racial and ethnic groups regarding promotions received, commendations deserved, degree of consultation, support from colleagues and managers, access to external information, work atmosphere, and attitudes toward work. In this company, diversity was evidently not contributing to the company's overall drive for success.*

**Irene Hau Siu Chow and Ronald B. Crawford**

**Alternative Dispute Resolution: How Small Businesses Can Avid the Courts in Resolving Disputes**      **32**

*Even though the world is becoming increasingly litigious, the desire to achieve financial or judicial redress need not automatically lead to a court of law. Alternative dispute resolution (ADR) strategies offer a less costly, less time consuming, and less antagonistic option than proceeding to the courtroom. Although these strategies — negotiation, mediation, arbitration — are attractive for all organizations, they are especially so for small businesses operating under significant resource constraints. Professional ADR service providers can help organizations decide which strategy is most appropriate for their situation.*

**Wyatt McDowell and Lyle Sussman**

## **The International Consumer      40**

### **Market Segmentation**

### **Managerial Decision-Making**

### **Process**

*Past literature on the subject of marketing abroad has tended to assume that businesses first select a country and then analyze its market segments. In fact, case studies of six multinational firms find the process is much less linear and less clear cut. The decision-making process often involves three steps—country, segment, and degree and type of management control over the segments. Some companies are “going after business and . . . don’t really care where it is located or what other business we have there.” The three-step decision process, regardless of the order of the steps, seems to result in identifying more specific and actionable market segments.*

**Stephen H. Craft**