

**What Every Human Resource Manager Should Know about Web Logs      4**

*“Blogs” have been in the news a lot lately with their comments on mainstream media reporting. But the Web log (elided to “blog”) also flourishes in the business world. These informal journals and postings to the Internet come in all shapes and sizes. Some can be harnessed to further corporate objectives, some can boost employee morale, some may be used for recruitment, and some are hostile or critical — but cannot be ignored by today’s managers. Blogs are undoubtedly here to stay, so human resource managers should try to make the best of it.*

**William H. Ross, Jr.**

**The Impact of Cultural Diversity on Web Site Design      15**

*Any organization planning to do business on the Web must pay attention to the cultural attributes of the target audience. What design elements will attract? What may offend? A good place to start before designing a site is with the five cultural dimensions defined by Geert Hofstede: power distance [distribution]; individualism versus collectivism; masculinity versus femininity; uncertainty avoidance; and long-versus short-term orientation. The relative presence or absence of these attributes in a society as indicated in a country-by-country rating chart, can guide site design.*

**Jack Cook and Myke Finlayson**

**The Case Against Pay Inversion      24**

*In the competition for new employees, companies sometimes will offer a higher salary to the new hire than they are currently paying to better-qualified current employees in similar positions. In short, their pay scale is inverted. While various rationales are offered for this practice, such as market pressures or a dearth of suitable prospects, firms should be aware of potentially harmful fallout. This may include higher direct and indirect costs, low employee morale, negative effects on society, and questions about management’s ethics and competency.*

**R. Bruce McAfee and Myron Glassman**

**An Update on Telecommuting: Review and Prospects for Emerging Issues      30**

*Advances in technology have enabled millions of people to work for one or more employers without being physically present. Most telecommuters work from home, but some may have other “remote” office space. This trend has advantages and disadvantages — personal, organizational, and societal — for both the employer and employees that should be considered carefully before either party approves or undertakes telecommuting.*

**William “Rick” Crandall and Longge Gao**

**Strategic Alliances and the  
Management of Intellectual  
Properties: The Art of the  
Contract** 38

*Patents, trade secrets, copyrights, and trademarks often compose as much as 85% of a corporation's economic value. Because product lifecycles have shortened as technology advances ever more rapidly, businesses frequently look to partnerships, joint-ventures, and other alliances to speed development of intellectual properties. But such arrangements should be entered into carefully with extensive due diligence. Court cases underscore the importance of having valid nondisclosure and noncompete agreements prior to exchanging proprietary information.*

**William M. Fitzpatrick and Samuel A. DiLullo**

**Problems of Managing Joint  
Ventures in China's Interior:  
Evidence from Shaanxi** 46

*For several decades foreign firms have been locating in China, often through joint ventures with indigenous firms and usually in the more developed coastal regions. Now, however, the vast resource-rich interior is beckoning, and the central government is encouraging investment there. Given the interior's poor infrastructure, less educated population, and scant exposure to market economy concepts, firms locating there — even through joint ventures — face many challenges. Fifty-four interviews with managers in 24 joint ventures in the interior Shaanxi province reveal the potential pitfalls as well as ways to increase the chances of a successful joint venture.*

**Ying Qiu**