

**Strengthening the Case for
 Workplace Drug Testing: The Growing
 Problem of Methamphetamines** **4**

Recent research reports a sobering message for employers: about three-quarters of illegal drug users are employed, and one in five workers age 18 to 25 uses drugs at work. Among the drugs of choice, meth is the fastest growing and is a target of police nationwide. Meth users may be seeking to relieve workplace boredom, enhance concentration and wakefulness and generally improve performance. Ultimately, however, they are likely to increase a company's accident rate, absenteeism, turnover, health costs, grievance issues, and losses through theft, to name just some of the negatives. Companies can do much to control or eliminate the problem through explicitly written, well-disseminated, and strictly enforced policies, as well as drug testing, employee education, and employee assistance policies.

Elaine Davis and Stacie Hueller

**The Relationship Between
 Entrepreneurial Orientation
 and Firm Performance in China** **11**

Analyzing relationships in China can be tricky because it is a transitional economy and has a mixture of state-owned and non-state-owned firms. Nevertheless, the broad-based study here (over 3,500 firms) sheds light on factors influencing entrepreneurial orientation and how entrepreneurial characteristics may affect profitability. All but one of the hypotheses were supported by the study. As would be expected, an entrepreneurial orientation does affect performance; a more highly educated workforce enhances entrepreneurial behavior and performance; non-state-owned firms are more entrepreneurial than state-owned, and this orientation is more apt to affect performance; but the business environment does not weaken the relationship between entrepreneurial orientation and performance.

Irene Hau-siu Chow

**Exporting Firms' Strategic
 Choices: The Case of Egyptian
 SMEs in the Food Industry** **21**

Does pursuing exports result in higher sales and profits for small and medium-sized enterprises (SMEs)? Are successful exporters more entrepreneurial than less successful ones? SMEs are important to the developing Egyptian economy, but a study of factors affecting their success or lack of success has implications for SMEs everywhere. A standard questionnaire was submitted in face-to-face interviews with 23 randomly chosen SMEs in Egypt's food processing sector, of which 18 were exporters. Much interesting data emerged regarding reasons for exporting and the effects of marketing strategies on export decisions as well as the bottom line. Overall, exporting firms appeared to select more successful marketing and business strategies than nonexporters, and successful exporters were more entrepreneurial.

Amira Kazem and Beatrice van der Heijden

**Knowledge Management:
 The Case of the Acushnet
 Company** **34**

Technology companies aren't the only ones that rise or fall on their knowledge management abilities. Virtually all companies must be able to acquire knowledge, store it efficiently, encourage and share ideas, and apply knowledge to improve processes, performance, and products and services. An examination of knowledge management in a manufacturing company, Acushnet, famous for golf products, sheds light on the kinds of questions managers should ask and the types of improvements that could be made to help knowledge management drive improved company performance.

**Omar Khalil, Allison Claudio, and
 Ahmed Seliem**

Competitive and Performance 45
Implications of Business
Definitions

The advantages of knowing exactly what business you're in would seem obvious. Nevertheless, too many businesses do not define these boundaries, define them incorrectly, or conflate the industry with the domain. This penalizes a businesses' ability to identify and study competitors as well as take advantage of opportunities. It can hurt profitability. In addition to providing guidelines for defining a domain, this article shows the impact of domain choice and definition on the bottom line through a study of 25 Belgian electrical wholesalers.

Noël Houthoofd