

**The Benefits of Collaboration      4**  
**Between For-Profit Businesses**  
**and Nonprofit Arts- or Culture-**  
**Oriented Organizations**

*Given the increasing importance of human capital in our knowledge-based economy, the business community can gain useful skills, including creativity, while meeting social responsibilities through alliances with arts-oriented nonprofit organizations. At the same time, the potential tax-deductibility of donations may help the bottom line. The nonprofit partner in such an alliance may gain financial support, managerial advice, a source of volunteers, and operational skills, to list some possibilities. Alliances may fail if the partners are not a good fit, but several organizations can help establish mutually beneficial collaborations.*

Larry Weinstein and John Cook

**Coping Strategies of Executive      26**  
**Survivors in Downsized**  
**Organizations in India**

*It goes without saying downsizing is stressful on the victims, but what about the survivors? They also experience stress resulting in behavioral, physical, and psychological strains. A study of 208 executive survivors of downsizing in four Indian manufacturing companies found that coping strategies — control-oriented or emotion-based — varied by age group and management group level. Overall, mid-age executives felt the most stress and also made the greatest use of “help-seeking” coping strategies. Also, survivors’ use of the four major coping strategies differed significantly by management level, but the “avoidance/resignation” strategy was least used by all groups.*

Sushmita B. Waraich and Gopa Bhardwaj

**Transformational Leadership      10**  
**and Organizational Commitment:**  
**The Case of Turkey’s Hospitality**  
**Industry**

*Can a transformational leader, the kind who can — by one definition — recognize a need for change, create a vision for change, and execute the change, also increase employees’ commitment to their organizations? To accomplish this, such leaders need to inspire trust, increased motivation, and even higher ethical and moral behavior. A statistical study of employees (a sample) from all levels of a key industry in Turkey found that transformational leadership does improve commitment and loyalty, particularly when the leader has charisma and demonstrates consideration for employees as individuals. The study also revealed many other important characteristics of transformational leaders that can increase commitment and help lower turnover.*

Muharrem Tuna, Issam Ghazzawi, Aysen Akbas Tuna, and Ozan Catir

**Rural Downtown Revitalization:      35**  
**Strategies for University and**  
**Community Collaboration**

*Many small towns struggle as nearby malls steal trade from their downtowns, resulting in vacant storefronts. Nevertheless, towns that are home to a college or university or have one nearby have a leg up on revitalization — provided they can collaborate with that institution. Research conducted for a Main Street Merchants Association located in a western Pennsylvania town near a university provided some productive approaches for such collaboration. The 2007 study incorporated a baseline economic assessment, a student interaction survey, benchmarks from similar community-university relationships, a best-practices summary, and steps for developing a business — and potential business — inventory.*

Kevin J. Roth

## Comparing Management Curricula With Management Practice

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*One of the most enduring debates is over the gap between academic management theory and management in practice. Is there a gap? How big is it? Why does it persist? How can it be eliminated? After verifying the existence of this gap, the authors 1) identify specific licenses and certifications job applicants often need for entry-level positions but which they lack despite their management degrees; 2) assess the size of the gap between management curricula and managers' actual needs; and 3) make 14 recommendations for business schools that should help them meet the needs of their students and the business community. The research is based on an analysis of corporate job descriptions, business course syllabi, and business textbooks.*

**Fred R. David and Forest R. David**

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