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**Major Changes in AACSB Standards (2003 Compared to 2013)**      4

*In this article, the authors share their extensive experience and considerable knowledge regarding AACSB (Association to Advance Collegiate Schools of Business) accreditation. They highlight key 2013 AACSB standards, note differences between the 2013 and 2003 standards, identify myths concerning the new standards, and provide suggestions for all those involved in preparing for initial accreditation visits or continuous improvement reviews.*

**Moustafa H. Abdelsamad, Berkwood Farmer, Ronald McNeil, and George E. Stevens**

**A Six-Stage Business Continuity and Disaster Recovery Planning Cycle**      23

*Can your business survive the widespread losses caused by a catastrophic event—natural or man-made? Does it have a plan to deal with such an eventuality? About 75% of businesses lacking such a plan fail within three years after a disaster strikes. Creating a comprehensive but workable plan isn't easy, and after creating it, a plan must be supported by upper management, tested regularly, and adjusted as circumstances change. Employee training is ongoing. Anyone with risk management responsibilities should review the six stages presented here before tackling this task. The six stages were based on a literature review, 21 semi-structured interviews with a wide variety of companies, and two positivist case studies.*

**Jack Cook**

**Sticky Ethics, Innovation, and Corporate Responsibility**      12

*“To assume that any given effort to ‘do good’ will meet with applause would be naïve.” Why this is so, and why the development and execution of organizational ethics and corporate responsibility is so complex is examined in this article. The discussion, which draws many research threads together, leans on an integrative model involving values as function, structure, interaction, and cognition. These value sets interact and, in turn, may evolve from individual ideas into institutionalized ethical norms. At the same time, the evolution of corporate (or organizational) responsibility is influenced by already existing “norms.” Innovative, entrepreneurial organizations may be less influenced by existing value systems and more by those of key individuals, and the organization itself is typically in flux. On the other hand, large, established organizations with substantial resources may have greater ability to buck sticky values and norms if they so wish.*

**David L. Torres**

**Supply Chain Risk Management Framework: A Fishbone Analysis Approach**      34

*Now that the supply chains for many companies stretch around the world, managing these chains—both upstream and downstream—is more crucial and challenging than ever. This article offers a flexible framework for organizing oversight to mitigate and address problems such as product defects, counterfeits, delays, faulty communication, unexpected catastrophes, and so on. The “fishbone” diagrams help identify areas that need attention, so that resources can be focused on root causes and specific responsibilities of organizational units. This focus, plus the accompanying, detailed responsibility and action-planning matrices, should also help managers form plans to address potential or actual problems.*

**Kiran J. Desai, Mayur S. Desai, and Lucy Ojode**

**The Relationship Between  
Managerial Orientation and  
Productivity: An Examination  
of Captains from Discovery  
Channel's Deadliest Catch**

57

*Given a captain's classic authority over his ship, examining a captain's particular management style seems like an almost ideal way to search for connections between style and workplace results. Blake and Mouton's managerial grid that focuses on two styles, task and relationship, was applied to data analyzed from five seasons of the Deadliest Catch reality TV show plus similar data from a survey of real fishermen working in the Chesapeake Bay commercial fishery. A 10-parameter rubric was used to categorize the behavior of the TV captains, and "success" (productivity) was measured by the monetary value of each vessel's catch per net tonnage. A regression analysis found that the managerial orientation of the captain was not a statistically significant factor in the productivity of the fishing vessel.*

**Sydney Covey and Paul L. Ewell**

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