

A Five-Factor Model for Success of Internal Consultants 4

Organizations confronting rapid changes in their business environments must also be flexible and willing to change to increase prospects for success. If management decides to use consultants as change agents, they must choose between hiring outside consultants or using inside consultants already on the payroll. The latter have advantages and disadvantages, discussed here, but by using a balanced approach (goal- and relationship-oriented) and incorporating a five-factor model – credibility, relevance, acceptance, circumspection, and support – the internal consultant should succeed in helping to design and implement the change initiative increase.

Christine Miller and Karthik Subbiah

Management Skills' Structure in Chinese Small and Medium-Sized Enterprises 13

To find out which skills are most important at various management levels in small and medium-sized enterprises in China, 1,000 questionnaires were distributed and 635 returned. The study's structure was based on Katz's skills classifications—technical, human, and conceptual—but demographic data were also gathered. Results showed that technical skill was the most critical for the respondents, followed by human (interpersonal) skill and, last, conceptual skill. The latter became more important in age categories over 31—particularly for men.

Han Ping, Bahaudin G. Mujtaba, and Cao Jieqiong

The Direct and Indirect Benefits and Costs of AACSB Accreditation 20

American business schools not accredited by the Association to Advance Collegiate Schools of Business – AACSB International – will undoubtedly face the decision at some point whether to seek this "gold standard" accreditation. The process is lengthy, with direct and indirect costs that are reviewed in this article along with the advantages of becoming accredited. Direct costs include accreditation fees plus ongoing costs associated with higher-qualified faculty and larger library and technology budgets, to name a few. Indirect costs include the time consumed in preparation, strategic planning, developing the required assurance of learning program, improved data collection, and dealing with potential internal resistance. Since the process could alter a school's overall culture, the decision to see AACSB accreditation is a major one.

Jack W. Trifts

Investigating Sexual Harassment Complaints: An Update for Managers and Employers 28

Employers ignore sexual harassment complaints at their peril. They must navigate amid a number of federal statutes that define and affect their responsibility to maintain a harassment-free workplace. Employers must have an effective and well-publicized anti-harassment policy, they must investigate any claims, and they should administer appropriate discipline, as warranted. This article focuses on the crucial investigation stage. It provides detailed guidance on procedures, conduct, and the final written report to help protect employees from such behavior and from false charges, as well as protect employers from suits alleging liability regarding such claims.

Richard Trotter and Susan Rawson Zacur

To date, leadership development has received vastly more attention from researchers than issues related to supervisors. Yet effective supervisors have much to do with employee retention—a major concern for employers. Literature on selecting, training, developing, and promoting supervisors in the transportation/logistic industry is particularly scant. Based on available research, interviews with four industry representatives, and initial feedback from experts and graduate business students, the authors developed a survey instrument based on five questions. This was sent to 480 supervisors and managers. To date, almost 100 results have been received, of which 80% are in the trucking industry. Insights gained from the survey will be provided in a follow-up article and should provide much needed data and guidance for issues concerning supervisors in this industry.

Derek Crews and Disha Bhatia

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