

The Good, the Bad, and the Ugly of Incorporating “My Fair Lady” in the Workplace 4

Are manager expectations self-fulfilling? Positive results from positive expectations (the “My Fair Lady” or Pygmalion effect) is quite well documented, but the reverse (the “Golem” effect) is less so. These effects were investigated at a large U.S.-based foodservice company. Close to 300 field managers were subjected to different treatments of expectations from their supervisors. The dependent variable was self-efficacy (basically a person’s view of their own abilities). The study confirmed the Pygmalion effect but also the harmful Golem effect. Tests in other industries should be helpful.

Dennis Reynolds

Dot-Com Companies: Are They All Hype? 10

Without a doubt, the advent of electronic commerce is ushering in an era of massive change in retailing. No longer principally the domain of business-to-business commerce, the Internet has launched a new retail avenue. Some companies use this avenue exclusively (pure-plays), and some (click-and-mortar) use it to supplement their brick-and-mortar facilities. A successful e-commerce strategy must be tailored to the business using it — what the company sells, who buys it, how the buying decision is made, how the business will receive payment, from whom, etc. Nothing attests as strongly to the importance of careful research and planning than the dot-com meltdown in 2000 and 2001. The high failure rate suggests that click-and-mortar strategies may have an edge over pure-plays in the retail world.

Sam Nataraj and Jim Lee

Facing the Challenges of E-Government: A Case Study of the City of Corpus Christi, Texas 15

Given the highly interdependent relationship between citizens and their local governments, e-government Web sites would seem to be a natural. But creating an effective one can be a struggle in which e-business experience is often irrelevant. Based on a close look at Corpus Christi’s start-up pains, major challenges include control and coordination among city departments; service levels, including response times and interactive forms; maintaining fiscal and political support; and selecting the most appropriate and efficient technology.

Daniel J. Jorgensen and Susan Cable

Managerial Issues for Expanding Into International Web-Based Electronic Commerce 22

If you build a Web site, they will come — “they” often being international customers. Through e-commerce, many businesses find themselves with actual or potential customers from abroad, but these businesses are often unprepared. Several major issues should be considered when attracting or seeking global customers. First, Web site design and content must address language needs, icon familiarity, telephone numbers, formatting of time and dates, measurement units, currency, and accessibility of online forms. Financial issues include making available acceptable and convenient forms of payment. Transportation issues to cover include customs practices and duties, export licenses, and insurance, among others. Finally, legal matters must be considered, including content regulations in other countries, consumer privacy, advertising claims, and so on.

Lannette A. Sheldon and Troy J. Strader

The Effect of Internet Usage 31 on Cooperation and Performance in Small Hotels

In a competitive environment with many big players, how can small business use their resources most effectively? Can the Internet help them cooperate despite their go-it-alone ethic? A study of small hotels in one South Carolina region suggested an important role for the Internet in activities such as providing access to an affluent customer base, an efficient marketing channel, low transaction costs, and wider market knowledge, among other pluses. Internet usage seemed positively related to the hotels' competitive moves and performance but not to any cooperative moves. Outside factors, such as the local environment and personal relationships, may play a more important role here.

Darla Domke-Damonte and Virginia B. Levens

Academic Internships With 40 the Equal Employment Opportunity Commission: An Experiential Approach to Teaching Human Resource Management

For many years, managers have pointed out a major gap in students' business and management courses: practical experience and real-world skills. A well-designed internship course can supply this missing piece, but not if the students are given trivial or meaningless tasks. The course must foster critical thinking, give internees real responsibilities, and require constant feedback and evaluation by managers or mentors. Reflecting its rigorous structure and careful monitoring, an internship course offered by the University of Houston with the Houston District EEOC office seems to meet the requirements to provide successful hands-on managerial experience.

Teri J. Elkins