

Navigating China's Feudal Governance Structures: Some Guidelines For Foreign Enterprises **4**

The "culture space" in which a company conducts transactions reflects the extent to which information is codified and widely diffused. Widely diffused information and well-defined laws define a market culture, for example. Other types of defining cultures include the bureaucratic (China before reforms), the clan (strong in Japan), and the feudal. With poor or no codification of laws and weakly diffused information, key individuals can wield much power in their "feudal" areas. Ironically, China's reforms, which devolved power from its central government to provinces and localities, have fostered a feudal-type of culture. Seemingly arbitrary rules, regulations, taxes and fees, often directed at foreign enterprises, can seriously disrupt a business unless it takes steps to understand and work with its local social and power structure.

David Ahlstrom, Michael N. Young, and Anil Nair

Privatization in Russia: Its Past, Present, and Future **14**

Westerners can be pardoned if they are skeptical about the private sector in Russia, since the past decade of privatization was replete with mismanagement, self-dealing, and fraud. Nevertheless, privatization of former state-owned businesses may be, as the authors believe, the key to Russia's future economic and political development. A review of the four stages (commercialization, late 1980s-1992; mass privatization, 1992-1994; cash privatization 1994-1997; and case-by-case privatization, 1997-present) reveals many past and current problems but points toward brighter prospects for the future.

Ken I. Kim and Anna Yelkina

Reducing Internet Abuse in the Workplace **22**

Now that virtually every employee's desk has a computer, and that computer has Internet access, employers are faced with potential abuse of such access. Misuse and abuse could lead to lower productivity, or, worst case, damaging lawsuits. A survey of 66 companies investigated use of four strategies addressing abuse — deterrence, prevention, detection, and remedies — and their effectiveness. Results showed widespread efforts to limit abuse but also a wide range of effectiveness. Most companies have the ability to tract Internet usage but must weigh the costs of doing so versus costs associated with abuse.

Dinesh Mirchandani and Jaideep Motwani

Building Collaborative New Product Processes: Why Instituting Teams is Not Enough **27**

Recognizing that the traditional linear-sequential approach to new product development is often inferior to cross-functional teams, many high-tech firms adopted the team approach to generate innovative products in a faster, smoother, more efficient manner. A study of 10 midsize to large high-tech firms confirmed that teams fail in their purpose unless management prepares the ground so that collaborative teamwork is perceived as rewarding to all participants. Changes may be needed in terms of attitudes, commitment, organizational structure, leadership selection, reward systems, accountability, and other areas.

Avan R. Jassawalla and Hemant C. Sashittal

Project-based Workplace Learning: A Case Study 47

While there is considerable literature addressing learning in the workplace, most of it fails to make a meaningful connection between theory and practice. Managers realize their organizations must be smart and agile to compete successfully but need pragmatic approaches that integrate real projects with learning and change. A case study involving an Australian public sector agency illustrates a successful approach to project-based workplace learning in three pilot sites. The approach built on a consensus regarding the organization's core capabilities (and gaps), current culture and real environment, management and employee team involvement, and final assessment of the learning and changes effected.

Chrys Gunasekara

An Analysis of Employment Discrimination Claims Associated with Layoffs 49

Employers today are well aware that layoffs perceived as discriminatory invite complaints and lawsuits. Generalizations based on discrimination claims documented in the authors' Ohio Employment Studies show that age and race are more likely than gender to be named as the basis of discrimination. But the startling finding is that employees overwhelmingly say they were given no reason at all for their dismissal. Since lack of information may contribute to suspicions of discriminations, managers have an opportunity here for improved communication and intervention.

Scott David Williams, William M. Slonaker, and Ann C. Wendt

The Strategic Training of Employees Model: Balancing Organizational Constraints and Training Content 56

The quality of an organization's people — at all levels — ultimately determines its success or failure. So why do some organizations shortchange employee training and development? There may be genuine constraints, or management may be penny-wise and pound-foolish. To be efficient and effective, the strategic training of employees model (STEM) encompasses any constraints and directly links training with management's strategic objectives. STEM is built on the four P's: place (training location); product (content); promotion (organizational support); and price (determining and analyzing costs versus benefits).

Dan Wentland