

**Addressing Workplace
Violence From a Health
Management Perspective** 4

Workplace violence, especially if broadly defined to include threats and harassment, is pervasive and potentially a major problem for business and other organizations. If viewed as another form of occupational health problems, workplace violence and prevention may be addressed under existing wellness and health programs. Business literature on the subject tackles this issue from a variety of approaches — procedural, policy or program, and public health — and also examines related issues from the viewpoint of work environment, personality, and wellness.

Gregory O. Ginn and L. Jean Henry

**Marketing to Children Online: 11
A Manager's Guide to the
Children's Online Privacy
Protection Act**

It has not escaped the notice of business that children are a large and growing group of Internet users. By 2005, some 27 million are expected to be online. This has also not escaped the notice of Congress, which enacted the Children's Online Privacy Protection Act (COPPA) to regulate the collection of personal information from children under 12. The regulations address requirements concerning prominent notice of the site's information collection practices, the completeness of the notice, parental control and consent, the appropriateness of the information requested, and the security of the information once gathered. Failure to abide by the letter and possibly the intent of the Act can bring negative publicity and fines.

Joel J. Davis

**Trust and Technology in the 22
Virtual Organization**

In bygone days, employers could keep tabs on their employees' work habits by looking around a room. Now, however, with a computer on every desk and some employees working from remote locations, it's harder to monitor employee activities. Some managements have tried electronic surveillance, but employee reaction is generally negative and could lower productivity. The best approach is to hire people with high ethical standards and sound work habits. HR managers increasingly use predictors to identify such candidates.

Sonny Ariss, Nick Nykodym, and Aimee A. Cole-Laramore

**Instilling Consumer 26
Confidence in E-Commerce**

Consumers in the U.S. have long been used to shopping without stores, but even confirmed catalog users may need a confidence boost when it comes to E-commerce. The main culprits seem to be highly publicized delivery problems in recent years, and, more important, the Internet's awesome potential for information-sharing. Consumers generally do not want data they provide to an e-commerce site made available to other persons or businesses. Confidence-building measures include providing a statement of ethics and a privacy policy on the home page, subscribing to programs or organizations that require uniform standards of conduct, and providing contact information on the Web site, among others.

Donna K. Peebles

Changing the Way We Manage Change

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Change used to be regarded as a process with a beginning and an end — a process that moved an organization from one operating norm to another. But just as quality and control evolved from after-the-fact inspections to a continuous process, managing change must be viewed as continuous if organizations are to succeed in today's competitive and fluid operating environments. A new breed of managers is needed to effect continuous change, and developing such managers will need new college curriculum requirements, continuing professional development, and continuing personal development.

William I. Sauser, Jr. and Lane D. Sauser

Strategic Alliances, Network Organizations, and Ethical Responsibility

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Organizational structure has evolved from vertical integration to multidivisional, to the matrix, to the network, and now to the cellular. Like a living cell, an organization can live alone but can perform more complex functions if it acts in concert with other cells. In many cases, the most efficient way to act in concert is not through mergers but rather through alliances and networks. The downside is that contracts and ethics are more difficult to monitor in these relationships, as responsibility may be fragmented. To counter this, companies need to select ethical partners at the outset and then foster appropriate legal and ethical norms at the individual level and across the relationship.

Anthony J. Daboub

Sexual Harassment and Retaliation: A Double-Edged Sword

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Retaliation against a person who complains of sexual harassment — or other type of discrimination — is, itself, a new form of employment discrimination. While victims of sexual harassment just want it to stop and usually do not want to bring a formal complaint or go to court, victims of retaliation are quick to sue. A 15-year study of 129 women showed that 98% experienced some form of retaliation after airing grievances. Businesses cannot ignore this syndrome, which can have significant costs in terms of low morale, higher turnover, lower productivity, and perhaps hefty legal fees.

Ann C. Wendt and William M. Slonaker

Street Registration and Community Bank Management

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Stocks purchased through third parties, such as a broker, are generally held in "street name" — a name that represents the third party agent — for convenience and cost savings. The company issuing the stock may be disadvantaged, however, by not knowing the names of its owners. These names may be needed in the event of an unsolicited takeover attempt and to meet the ownership reporting requirements of the Securities and Exchange Commission. Are smaller companies, like community banks, aware of these potential problems? A survey of small banks in Texas found low awareness and, therefore, potential vulnerability to unsought problems.

Joe James, James Bexley, and Balasundrum Maniam