

**Sexual Harassment in the European Union: The Dawning of a New Era**      **4**

*In October 2002, the European Parliament and Council published a Directive recognizing sexual harassment as a form of gender-based discrimination in the workplace and seeking to harmonize Members' laws concerning equal treatment of men and women in the workplace. European Union Member States have until October 2005 to enact the legislation, regulations, and administrative provisions needed for compliance. While the Directive provides definitions of harassment, organizations seeking guidance on the issue can turn to legal precedents already established in the U.S. In addition, the EU's 1992 Code of Practice offers measures for combating sexual harassment. Between now and 2005, employers have their best opportunity to influence the shape of their country's final rules and regulations.*

**James M. Owens, Glenn M. Gomes, and James F. Morgan**

**A Balanced Scorecard for Leaders: Implications of the Malcolm Baldrige National Quality Award Criteria**      **12**

*Organizations that win the Malcolm Baldrige National Quality Award undoubtedly have solid if not superior leadership. So it makes sense for leaders to use Award criteria to assess their personal effectiveness as well as their organization's leadership system. These criteria in conjunction with the "four faces of leadership" model provide a series of "dashboard indicators" to help leaders with their assessment. The four faces include facing upward (toward superiors), inward (peers), outward (customers, suppliers, etc.), and downward (subordinates).*

**Robert R. Bell, and Susan A. Elkins**

**Implementing a Strategic Planning Model for Small Manufacturing Firms: An Adaptation of the Balanced Scorecard**      **18**

*Because financial data is readily available, managements often use it as a guide to overall performance. This can bring unfortunate results, as other perspectives are also crucial to performance, such as customer satisfaction, business processes, and employee learning and growth — perspectives included in the balanced scorecard model. However, measuring nonfinancial perspectives usually requires gathering and analyzing large amounts of data, so small firms often forgo this approach. A study of small Midwestern manufacturing firms suggests a framework for strategic planning using the balanced scorecard but without the need for extensive data.*

**William Davig, Norb Elbert, and Steve Brown**

**International Market Selection for a Small Enterprise: A Case Study in International Entrepreneurship**      **25**

*In the past, most exporting was done by large companies. Now much of the growth in exports from developed countries is fueled by smaller enterprises, often in technology. These firms need international markets for growth but may lack the resources for extensive research and testing before plunging into global trade. To plug the literature gap, the author suggests an affordable model for analyzing and selecting global markets based on actual experience in a real company (referred to by a pseudonym, Celectronics). Tapping free government information and the experiences of large multi-nationals, and then developing separate business plans for each target market and exploring alliances are some of the suggestions.*

**Ilan Alon**

## **The Class Talk Show: A Pedagogical Tool**

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*How do you reach first-year Generation Y college students who were raised on instant gratification and speed — The Internet, Palm pilots, cell phones, video games, reality-talk shows — and who often watch TV while on-line. One answer may be to co-opt something they are used to, the talk show, and adapt it for learning purposes. By informing panels of volunteers, who are charged with presenting their own experiences and viewpoints to discuss topics that parallel course subjects, students can be engaged, involved, and learn from each other. It's important for the instructor to set the rules and moderate the discussion, but after that the students and their audience generally run the show. Experience has shown students respond very positively to this approach.*

**Susan P. Eisner**

## **Sarbanes-Oxley: Effects on Financial Transparency**

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*After a year of high-profile accounting frauds and earnings misstatements in the corporate world, Congress passed the Sarbanes-Oxley Act in July 2002 to address financial transparency and other issues. A close look at how the Act affects eight primary concepts of financial transparency suggests that investors and others can look forward to improvements in the clarity and accuracy of financial disclosure. The Act's major areas affecting transparency are: accounting standards and oversight; reporting timing standards; responsibility standards; conflict and independence standards; document standards; and inspection, discipline, and enforcement.*

**Raymond S. Kulzick**