

A Manager's Guide to Workplace Procrastination 4

All procrastinators are not created equal, but all waste a lot of their employers' time and money. The key to managing procrastinators is determining which kind they are: undisciplined, insecure, or well-intentioned and over-extended. Each type has a different psychological profile, and approaches that might work for one could be counterproductive for another. For example, classic time management training may be most effective for the well-intentioned over-extended, somewhat less so for the insecure procrastinator unless combined with counseling, and least effective for the undisciplined type. Other approaches are suggested here, including good job design that increases autonomy, clear accountability, and employee screening.

Mark Skowronski and Agata Mirowska

AGILity and the Organization: Sense-making for Organizational Leadership 10

Academics turn out research addressing organizational issues in "the real world," but evidence suggests the real world doesn't pay much attention. Perhaps the problem is communication. Addressing the organization as a social system with "four key functional areas," the author attempts to bridge the theory-practice chasm. Parsons' 1951 work provides the basic structure needed by any organization: A=adaptation to its environment; G=a mechanism for goal-setting; I=a mechanism for conflict resolution or integration; and L=a way to maintain identity and meaning (latent pattern maintenance). In short, it needs agility. These functions are examined in several companies, including Hewlett-Packard. If practitioners in the real world examine these closely intertwined, commonsense functions in their organizations and make changes where needed, the result should be greater harmony, improved operations, and perhaps a more positive financial picture.

David L. Torres

Limited Capital and New Venture Creation in Emerging Economies: A Model of Crowd-Capitalism 21

Raising capital for new ventures is a challenge in the best of circumstances, but can represent a major hurdle in emerging economies. To overcome the handicap of an underdeveloped financial sector, crowd-funding through the Internet has received attention. But Internet use may not be sufficiently advanced, in which case the authors propose crowd-capitalism. The latter consists of individuals pooling their limited resources to back new ventures in both formal and informal economic sectors. Crowd-capitalism seems best suited to collectivist cultures that value group success over individual success.

Constant D. Beugré and Nandita Das

The Hazards of Sole Sourcing Relationships: Challenges, Practices, and Insights 28

To be more competitive and improve responsiveness to customer needs, companies today work with fewer and fewer suppliers—sometimes sole-sourcing a particular input. By examining a particular case of sole-sourcing, the authors highlight potential drawbacks even when trust is intact and both parties focus on the long term. A major danger is "boundary drift"—a change or blurring of decision-making realms. This, in turn, can impede a firm's innovation, reduce autonomy, and thwart implementation of new strategic goals. Overall, firms should think twice before sole-sourcing any activity that is crucial to its ability to produce a product or service consistently and profitably.

Mark O. Lewis, Scott D. Hayward, and Vijay Kasi

An Analysis of Orientation Programs for Entering MBA Students to Shape Graduate Education 38

Declining applications for two-year Masters of Business Administration (MBA) programs has triggered some soul-searching by sponsoring institutions regarding admissions and retention of students. Improving orientation programs to enhance the students' academic and social integration could boost "self-efficacy"-- confidence in being able to perform specific tasks successfully. Structured interviews with eight faculty members representing 12 MBA programs helped categorize current types of student orientations by separating those focusing primarily on administrative matters from those emphasizing self-efficacy. Pros and cons of each are discussed. This analysis became the basis for a broad, online survey of MBA orientation programs commencing in the fall of 2013.

W. Scott Sherman

Retraction: Understanding Strategic Alliances from the Effectual Entrepreneurial Firm's Perspective – An Organization Theory Perspective 45
By: Eugene Geh

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