This study provides a framework for the adoption of advanced information technology by global problem solving teams. The purpose of this research is to provide clear and concise answers to managers faced with deriving results in this environment. The study, which examines current research, draws from two theories: cultural differentiation and adaptive structuration. In addition, a cohesive model for practitioners is proposed. Four primary action areas are covered—work environment, technology features, social and technology structures, and cultural collaboration—to establish the groundwork for the faithful adoption of technology. In addition, the interrelationships of these four areas provide a roadmap for both researchers and practitioners. Overall, this paper integrates the rigor and knowledge from research with the experience and wisdom of practice.

William J. Harris

Big data is a step in the progression from database to data warehouse. It is known by its five main characteristics: volume, velocity, variety, veracity, and value. It is result of low-cost storage, growth rate of data, and technological innovations combining to create value-added data contents. Unlike relational database technology based on the relationships presented as a well-defined model, big data combines structured and unstructured and requires analytics to transform it into useful information for a variety of applications. This paper explores the big data concept from the perspectives of types of applications used in problem solving and decision making by managers in multiple organizations.

Mayur S. Desai and Kamala Raghavan

29 ESTABLISHING INNOVATION AND ENTREPRENEURSHIP PROGRAMS WITH LIMITED RESOURCES

At a time when innovation is driving the economy and is central to AACSB-stated goals for contemporary business and management education globally, there is a dearth of publicly available information geared toward small and mid-sized undergraduate business (SMB) schools working to advance innovation and entrepreneurship education with limited resources. This paper offers theoretical and empirical insights and examines options that under-resourced SMB schools can consider when seeking to establish programs that stimulate innovation and entrepreneurship. The study found a compelling rationale for SMB institutions to deliver such programs, that these programs can be cost effectively constructed, and that doing so is possible by implementing programs and organizational structures most conducive to the goals and resources of one's institution. Specific practices are shared, along with strategic approaches to overcoming challenges that constructing innovation and entrepreneurship programs may encounter.

Enrique Nunez and Susan Eisner

41 CRISIS? WHAT CRISIS? STRATEGIC CRISIS MANAGEMENT, AND THE GM INGNITION SWITCH CRISIS

An organizational crisis can threaten firm survival, making crisis management a strategically critical issue for organizations. Sense-making is a cognitive mechanism that allows action to continue amid the chaos of a crisis. Sense-making may inform crisis management theory and practice by providing methods to improve comprehension when a crisis appears unmanageable and provide direction on how to take control of a crisis that appears uncontrollable. This paper is an initial effort in developing a model of managing crises in sense-making terms. The 2014 General Motors ignition switch crisis, when GM recalled almost 2.6 million vehicles, is used to illustrate sense-making's role in crisis management. Managerial and research implications are discussed.

W. Scott Sherman and Randall D. Harris

50 ANTECEDENTS AND CONSEQUENCES OF CORPORATE SOCIAL RESPONSIBILITY REPORTING BY CORPORATIONS: THE ROLE OF MANAGEMENT STRATEGY AND ORGANIZATIONAL CHARACTERISTICS

In recent decades, awareness of sustainability issues and the impact that business has on the natural environment and communities has been of growing concern to consumers. Customers are expecting that the businesses they patronize will be responsible corporate citizens while providing goods and services in an efficient and economic manner. Corporations have responded to these demands and pressures by engaging in voluntary corporate social responsibility (CSR) activities, and then as part of their stakeholder communication initiatives, they are reporting on the CSR participation. However, there are questions about the benefits to a corporate entity of engaging in CSR initiatives and questions about the benefits of reporting on those activities. Investors are not completely convinced that CSR engagement is the best use of corporate resources, and critics of voluntary reporting often cite concerns about disclosing sensitive information to competitors and regulators. Literature on the benefits of reporting is inconclusive, mostly due to variations in research methods. Some corporations and even some business sectors appear to benefit more than others. This paper provides a conceptual framework addressing the relationships between antecedents and consequences of voluntary CSR reporting. The proposed model helps in understanding the role of organizational characteristics and management strategy as antecedents in determining if a corporation will engage in voluntary reporting. The relationship between reporting and two expected outcomes of reporting—reputation and financial performance—are also delineated in the framework.

Rosita Nunez and Avinandan Mukherjee