

Letter from the Editor

For Monty Python fans, the line “and now for something completely different” denotes a change in venue, a jump from one ridiculous but hilarious comedic scene to another. Although the Summer/Fall 2002 edition of JBAM is not “completely different”, we have introduced several new types of articles that I hope will provide our readers a wider variety, not only in terms of content but in format as well.

Borrowing a page from the Academy of Management Journal, the first new format is our sixth article in this edition of the Journal of Behavioral and Applied Management, that of the research note. In a short article entitled “Job Insecurity Revisited: Reformulating with Affect”, William D. Reisel and Moshe Banai explore an area of research not previously covered by this Journal by proposing a reformulated approach to measuring job insecurity that introduces affect as part of the measure. They are advocating a multidimensional measurement of job insecurity that includes such variables as job features and powerlessness as part of the construct while offering managers a more parsimonious basis for measuring this variable.

Our second new format moves us from issues of empirical research and instrumentality to phenomenological research and qualitative analysis. I am quite pleased to see JBAM follow in the footsteps of the Case Research Journal (CRJ) and include field cases in our journal. Similar to CRJ and other case journals, we require that extensive teaching notes accompany the case. The seventh article in this edition is a case entitled “Short Circuiting the E-Commerce Department at Sigma Funding” by a graduate student Ann Atkinson, and co-authored by her instructor, Barry Armandi.^[1] The case focuses upon the trials and tribulations of Robert Rose (Director of E-Commerce) and Ann Atlas (Vice President - Advertising, Marketing Communications, Public Relations and E-Commerce) as they implement an E-commerce strategy for Sigma Funding, a company that is under tremendous pressure from its external stakeholders and changes in its external environment.

Our second case offering is a short case (a case incident) and is entitled, “Russian Roulette” by C. Michael Drexel. Dr. Drexel is a new case writer (see his recent book review on *The Art and Craft of Case Writing* in the Academy of Management’s new journal, *Learning and Education*) and describes a situation that many of us who have taught in overseas programs may be able to relate to - the transcultural ethics of cheating from the viewpoint of an American professor teaching in Russia. Although the teaching notes for both cases are not published, they are available from the authors.

“The Influence of Inclusion in Influential Networks: Perceptions of Ability and Personality Traits on Promotions Within Management” by Gita De Souza (the fourth article in this edition) explores a new area of research for JBAM, the impact of inclusion in influential networks on perceptions of managerial ability and the personality traits of extraversion, conscientiousness, agreeableness, emotional stability and openness to experience on the number of promotions awarded to managers. Results indicate that inclusion in influential organizational networks, perceptions of managerial ability and the personality trait of introversion were significantly related to the number of promotions gained within management.

The old adage that the more things change, the more they remain the same is also true for JBAM.

John W. O'Neill, in the first article in this edition, revisits the topic of management strategy discussed by Parnell (2002), Barbuto, Jr. (2001) and by O'Neill, Beauvais, and Scholl (2001) in his article entitled "The Role of Storytelling in Affecting Organizational Reality in the Strategic Management Process" builds indirectly upon Weick's (1995) notion of casual mapping and sensemaking in organizations and Mintzberg's (1987) emergent strategy to develop a comprehensive model describing the different story types and their roles in impacting social reality in organizations. Propositions are constructed regarding how different types of stories might affect socially constructed reality in different ways, and thus may have different types and levels of utility in influencing strategic management processes.

James A. Sundali and Darryl A. Seale continue the strategy discussion in the fifth article in this edition entitled "Is Reciprocity Necessary for Co-opetition? Some Experimental Evidence." They argue that in order to use cooperative strategy in concert with competitive strategy, what some have called co-opetition, an environment of reciprocity is required. Their results show that giving subjects an opportunity for reciprocal interaction improves overall rates of cooperation and lowers the likelihood of rejected demands, and therein not supporting game-theoretic predictions of co-opetitive behavior.

Linda S. Hartenian, Laura L. Koppes, and E. Alan Hartman in the second paper in this edition continue the discussion on virtual teams and productivity (Howard, Turban and Hurley, 2002; Bowerman et. al., 2002; Neimero, 2001) in their article entitled "Performance Feedback in a Virtual Team Setting." Drawing from research findings on cognitive processes and feedback processes, this exploratory study examines how virtual team members react to traditional forms of performance feedback. Hypotheses are developed for recall accuracy and attributions of performance feedback in a virtual team setting.

John E. Barbuto, Jr. (2001) is no stranger to JBAM and neither are experiential exercises (Cox, 2001; Cox and Babrowski, 2000. The third article in this edition, "Identifying the Sources of Motivation in the Post-Game Press Conference: An Exercise for Applying an Integrative Taxonomy of Motivation" provides an innovative application of an integrative taxonomy of motivation sources for use in the classroom or training setting. This exercise was developed for an undergraduate leadership dynamics course as a means for studying motivation. Because the exercise uses the organizational behavior concept of motivation, it may be useful in several organizational behavior, organizational management, management, and human resource management courses that cover the topic.

References

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[1] Herbert Sherman wrote the teaching note.