

# Journal of the North American Management Society

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## Editor's Preface

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## Journal of the North American Management Society Editor's Preface

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The *Journal of the North American Management Society [JNAMS]* is an online journal published by the North American Management Society [NAMS]. NAMS is a scholarly organization that focuses on management scholars and practitioners, primarily in North America—the United States and Canada—but also from other nations in the global economy. Most members are from smaller educational institutions and from practitioners in for-profit and not-for-profit organizations.

NAMS is an inclusive “group” of “management” scholars in learning and practicing organizations. The Society fosters the development and distribution of new knowledge in management. Our mission statement states that we are an inclusive group of management scholars and practitioners who foster the development and distribution of new knowledge in all fields of management. We value new knowledge that comes from practitioner innovations as well as formal and informal research activities in schools, colleges, and universities. We recognize that new knowledge in management occurs as the result of dialogues between individuals as well as experimentation in the field by scholars and practitioners; by studies in laboratories; and by observations of individuals, groups, and institutions.

In support of the NAMS mission, the *Journal of the North American Management Society* is a multidisciplinary, online journal of interest to scholars, professionals, students, and practitioners in a broad range of management thinking. The fields of study that *JNAMS* encompasses include human resources, general management, organizational, ethics, leadership, entrepreneurship, global strategy, nonprofit, and public administration. *JNAMS* is committed to the development of theoretical and practical knowledge about management in all its forms.

This issue contains five papers presented at the 2007 meetings of the North American Management Society in Chicago on March 28 - 30, 2007. NAMS annual meeting is held in conjunction with the annual meetings of the affiliates of MBAA International. These papers were selected through a double-or-triple blind review process and determined to be the best papers submitted in their category.

David O’Gorman’s paper, “Bridging the Gap Between Theory and Practice: The Role of Protocol Materials in Business Education for 2010 and Beyond,” received the Best Overall Paper Award on the Conference Theme by MBAA International. The paper proposes a way to significantly reduce the gap between theory and practice through the use of new technology and a thirty-year old concept called protocol materials.

Linda Balsamo received the 2007 Distinguished Paper Award in Human Resources for her paper, “The Efficacy of Accommodating Deaf and Hard-of-Hearing Employees in the Workplace via Note-Taking.” Dr. Balasamo’s examines information which is impromptu or short in duration that is transcribed by note takers. Her study results provide organizational managers with additional information when making decisions regarding accommodations for their deaf or hard-of-hearing employees.

Tung-Chun Huang received the 2007 Distinguished Paper Award in Management for his paper, "The Relationship of Quality Work Life Programs and Organizational Commitment: The Moderating Effects of Personal Traits." This paper also received a McGraw Hill Irwin Award. This study examines the impact of quality of work life on organizational commitment and explores the moderating role of personal attributes such as gender, age and educational level on the relationship between quality of work life programs and organizational commitment. The findings of his research provide managers a meaningful decision choice on QWL program design to get a better organizational commitment outcome.

Jim Maddox received the 2007 Award for Best Global Strategic Employee Impact for his paper, "Strategic Alignment: A Model for Linking Behaviors to Strategy to Drive Organizational Success." He examines a model linking behavior to strategy to help drive organizational success. To effectively implement strategy, all areas of the organization and all employees must be aligned and linked to the strategy. His model takes the linkage one step further and links strategy to specific employee behaviors.

Jacqueline Stavros, Jane Galloway Seiling, and Patricia Ann Castelli received the 2007 Award for Best Nonprofit Management submission. Their paper, "Capacity Building for Organizational Accomplishment: Lessons from a Network of Nonprofit Organizations," undertakes a study to capture the essence of capacity building specifically for nonprofit organizations. They employed an "appreciative inquiry process" with favorable results toward assisting an organization to accomplish its mission of serving stakeholders effectively by building on collaborative strengths, talents, and skills of the human resources of nonprofits.

We solicit all of you who read this journal to let us know your interest in reviewing papers submitted for publication. Please send your resume and a paragraph or two emphasizing your area of expertise in order to help us assign manuscripts or other submissions appropriately. The review process is viewed as an important way to nurture up-and-coming authors by giving them the opportunity to be mentored as their articles are improved for publication in *JNAMS*. Our Guidelines to Contributors may be found at the end of this issue. We seek your suggestions, ideas, and critique to assist in making this journal best serve your interests and needs.

Specific recognition must be given to Baker College Online and Dr. Julia Teahen, its President, for accepting the important role of host and technical editor for this online publication. Needless to say, you would not be reading this journal if not for Baker College's willingness to provide the technical expertise and computer servers to facilitate *JNAMS* publication.

Edward Heler, Ph.D.  
Journal and Proceedings Editor

## Guidelines for Contributors

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*The Journal of the North American Management Society [JNAMS]* is the official journal of the North American Management Society [NAMS]. *JNAMS* is a multidisciplinary, online journal of interest to scholars, professionals, students, and practitioners in a broad range of management thinking. The fields of study encompasses human resources, industrial relations, general management, organizations, ethics, leadership, entrepreneurship, global strategy, nonprofit, and public management. This is not an exclusive list. *JNAMS* is an inclusive journal publishing peer-reviewed articles from any discipline that addresses management issues. Non-peer-reviewed materials such as essays, research-in-progress, pilot studies, or commentary are also published after review for quality and appropriateness. *JNAMS* is committed to developing theoretical and practical knowledge about management and welcomes the full and equal participation of scholars and practitioners alike.

### General Information

Submissions should be written in standard American English, following the style outlined in *The Publication Manual of the American Psychological Association*, 5<sup>th</sup> Edition. The reference style of all papers should follow APA style, except that no line of the reference should be indented; all lines in the references should be flush left.

### JNAMS Invites Submissions in the Following Categories

#### Peer-Reviewed Articles:

Full-length manuscripts are sought on research, theory, or reviews of the literature. In *human resource management*, manuscripts are sought on topics that encompass compensation and benefits, international HR and labor relations, labor and industrial relations, legal issues (EEO, ADA, FLMA, etc.), performance appraisal, collective bargaining, recruitment and selection, safety and health, training and career development, HRM applications, HR new technologies, and teaching HR.

Under *general management*, manuscripts are sought on topics that encompass organizational behavior, managing quality initiatives, organizational theory, organizational change and development, organizational communication and decision making, organizational culture and climate, managing diversity in organizations, organizational management applications, managing organizations, emerging organizational forms, and teaching management.

Under *ethics* and management, manuscripts are solicited that address ethics in management in all forms; ethical decision-making in relation to suppliers, employees, customers, and investors; in ethics and the law; and teaching ethics in the management curriculum.

In *nonprofit management*, works are invited which address areas of volunteer management, fund development management, board and staff selection and training, planning and outcomes assessment, as well as other topics related to the realities and challenges in the management of nonprofit organizations.

Under the broad topic of *global strategy*, manuscripts are invited on the topics of business functions, communications, organizational management, distance learning, human resource management, information management, industrial/organizations psychology, operational management, and business education.

For the broad topic of *entrepreneurship*, manuscripts are solicited in the topics of theories and models of entrepreneurship, identifying and developing entrepreneurs, family-owned businesses, small business planning, small business life cycles, innovation and entrepreneurship, corporate entrepreneurship/intrapreneurship, entrepreneurship and economic development, new venture finance, cyberpreneurship, entrepreneurial applications, and teaching entrepreneurship.

*Leadership* manuscripts are invited on the topics of leadership and leading, studies of leaders in real-life settings, paradigms of leadership, leadership applications and practice, research methods, cross-cultural leadership practices, leadership development, leadership strategy, leadership education and training, leaders as change agents, leadership in different contexts, entrepreneurial leadership, and teaching leadership in the management curriculum.

The above-listed topics are not all-inclusive; rather, they are suggestive of the fields of study and instruction from which manuscripts are invited. Case studies in any of the topic areas are also invited. All manuscripts submitted for peer-reviewed publication will be reviewed by at least two anonymous reviewers.

**Length:** No more than ten, single-spaced pages, excluding references and appendices.

#### **Non-Peer-Reviewed Articles:**

These articles include: pilot studies, research-in-progress, studies with a small number of subjects, as well as essays or commentaries that discuss management studies and management-related experiences based on the author's experience or opinion. All non-peer-reviewed material will be reviewed by the Editorial Board for quality and appropriateness. Such submissions are not guaranteed publication.

**Length:** 3,000 to 5,000 words

#### **Letter to the Editor:**

A letter to the editor should be a direct response to a paper that was recently published in *JNAMS*. The authors of the paper referred to are given a chance to respond to the letter in the same issue in which the letter appears. Letters may be edited for length and style, and are not guaranteed publication. Letters are not peer reviewed.

**Length:** Varies

**Book, Film, or Video Review:**

These submissions include an evaluation of a recent book, film, or video that assesses its value for *JNAMS* readers. Scholarly books and videos should be sent to the Journal Editor for consideration. Any book, film, or video on a management studies-related topic will be considered. Send inquiries about reviewing to the Journal Editor.

**Length:** 500 to 750 words

**News and Notes:**

Unsigned short pieces announcing new publications, programs, resources, and events related to the broad field of management studies will be considered for publication. The submission should be made to the Journal Editor and may not be used in its entirety, but will be used as source material for staff-written items.

**Length:** Varies

**Calls for Papers:**

Announcements of management-related calls for papers for conferences, journals, symposia, funding, etc., will be published as time and space permit. Such submissions should be sent to the Journal Editor.

**Length:** Varies

**Submission Information**

Authors should a copy of their submission via e-mail in Microsoft Word. Authors agree to a copyright transfer that gives *JNAMS* copyright to the paper once it is published. *JNAMS* does not consider manuscripts that are simultaneously submitted elsewhere or previously published elsewhere.

**Contact Information**

Submissions transmitted by e-mail should be sent to:

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