

## FROM THE EDITOR'S DESK

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The **JOURNAL OF BUSINESS AND MANAGEMENT** proudly announces its new affiliation with the Western Decision Sciences Institute (WDSI). Beginning with this issue, the **JOURNAL OF BUSINESS AND MANAGEMENT** will be jointly published by the WDSI and the School of Management at California State University, Dominguez Hills. Every year, one of our two issues will be selected from the best papers of the WDSI annual conference.

Articles for this issue were submitted from throughout the United States and from several foreign countries. Therefore, the affiliations of the contributing authors reveal a broad geographic coverage: University of Missouri, SUNY Buffalo, Georgia Institute of Technology, Middle Tennessee State University, Monmouth College (New Jersey), Arizona State University, Northern Illinois University and the Affiliated Systems Corporation, Houston.

Industrial economic concepts have long dominated strategic management. But **GREGORY DANEKE** contends that a significant gap between research and practice suggests that the economic paradigm has limited real world application, particularly in turbulent environments. In a provocative conceptual piece, Daneke urges a return to systems thinking for this environment using new, non-linear characterizations of strategic choice.

Patterns of attraction towards organizational ideology and commitment are perhaps more common than generally accepted. A study by **ALBERT KING** defines and measures a multiphase model of organizational ideology in a large thermoplastics firm that permits human resources managers to assess which personnel and jobs are most strongly bonded to the organization and which are most likely candidates for intervention and revitalization. The analysis supports the notion of a stepwise movement from loyalty to value congruence to perceived commitment in strengthening ideological attraction to organization.

A new, "soft" side of Total Quality Management (TQM) has begun to emerge, one that emphasizes customer awareness within the organization. **JESS BORONICO** and **JOSEPH MOSCA** provide a model that would contribute to the effective involvement of human resources management in the TQM plan for an existing organization. The model would include a "Customer Care" group that can monitor the progress towards the firm's goal in achieving TQM, and provide feedback at all levels.

What explains the wealth loss that occurs for shareholders and bondholders surrounding the announcement of bankruptcy? The answer lies in the bond covenants, according to **STEPHEN FERRIS**, **NARAYANAN JAYARAMAN** and **VIDHAN GOYAL**. Their survey of 161 bonds issued by firms that subsequently went bankrupt also indicates that another factor in the wealth loss is the frequency of bond issue downgrades by professional rating agencies.

Global collaborative alliances are increasing and may presage a trend in international trading. Yet evidence indicates that the potential for failure of these alliances is increasing. **VERONICA HORTON** examines the possible reasons for these failures, and indicates those most likely to fail. Horton suggests valuable precautions before entering such an alliance.

Because of the hefty toll on American industry exacted by drug abuse, workplace drug testing programs have proliferated. **ISAAC MONTOYA** offers a framework for fashioning an effective program that complies with federal guidelines. Montoya shows how to build consensus for the program while keeping its costs under control.

**FRANKLIN STRIER**

**BURHAN F. YAVAS**