พฤษภาคม 2556

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1.Title [Handing the Keys to Gen Y.](#)

Author Nayar, Vineet

Journal Harvard Business Review; May2013, Vol. 91 Issue 5

Abstract
The article presents the author's perspective that Generation (Gen) Y, meaning the generation of people born in the 1980s and 1990s, is a challenge and an opportunity in the workplace. He says Gen Y is skilled in collecting information, making sense of it, and responding in real time which can trump experience. He also says Gen Y is not satisfied with the status quo and can be positive change agents if they are motivated enough to make a difference. The author then focuses on management's role in building organizational commitment in Gen Y employees by appealing to their sense of connectedness with the world and by placing trust in them to do the right thing. He also notes HCL Technologies firm's Power of One program that lets employees participate in social cause activities.

2.Title [Understanding the Arab Consumer.](#)

Author Mahajan, Vijay

Journal Harvard Business Review; May2013, Vol. 91 Issue 5

Abstract
In the post-9/11 world, companies have been jittery about investing in the 22 countries that constitute the Arab League. Political turmoil and misconceptions of a closed society where people are taught to hate Western products and culture have led many to conclude that the region is unstable, chaotic, and closed for business. But Arab consumers have the same demands as people everywhere, and the region's markets are growing, globally interlinked, and intensely competitive. To do business in the Arab world, companies must understand the inseparability of Islam and Arab society and business. Consumers yearn for progress, modernity, and inclusion, but they don't wish to abandon their deeply held religious traditions, as expressed in the five pillars of Islam. Companies that conflict with any of the pillars by, for instance, insulting the prophet Muhammad or interfering with daily prayers will damage their reputations and fortunes. But several of the pillars present opportunities for foreign businesses and organizations: The hajj, or pilgrimage, draws more than 1.5 million visitors to Saudi Arabia annually; most retailers in the Arab world sell as much during the month of Ramadan as they do the rest of the year; and the annual philanthropic donation required of all Muslims, zakat, creates possibilities for the global social sector.

3.Title [Make Yourself an Expert.](#)

Author Leonard, Dorothy | Barton, Gavin | Barton, Michelle

Journal Harvard Business Review; Apr2013, Vol. 91 Issue 4,

Abstract Almost every organization has people it can't do without-specialists with "deep smarts," who are the go-to experts on critical issues. But because their knowledge is experienced-based, it's often instinctive and unarticulated, and never gets passed on. Capturing it is a challenge for both the organization and for colleagues who wish to become in-house authorities themselves. This article offers a methodical system for acquiring deep smarts from an expert. It involves observing that person extensively to understand what makes him successful, practicing the behaviors he exhibits on your own, partnering with him to solve problems, and ultimately taking responsibility for some of his tasks. Describing the experiences of one executive as she takes this journey with a mentor, the authors show how you too can gain the wisdom that will make you indispensable to your firm.

Sage Online Journals

4.Title [Best Practices in Diversity Management in Customer Service Organizations](#)

Author Juan M. Madera

Journal Cornell Hospitality Quarterly May 2013 vol. 54 no. 2

Abstract An analysis of diversity management programs used by fourteen companies cited for diversity found a suite of practices used by nearly all of them. Using a benchmarking assessment, this study analyzed the diversity management programs from a sample of hospitality and customer service organizations that were named by Diversity Inc. to be top companies for diversity. The analysis of the organizations' specific practices revealed the following seven complementary and highly related categories of diversity management practice: corporate diversity council, diversity training programs, supplier diversity, employee networking and mentoring, cultural awareness, support for women, and lesbian, gay, bisexual, and transgender network programs and same-sex benefits. The result of these policies is a highly diverse workforce and relatively diverse management in the sample firms.

5.Title	Got Support? The Impact of Supportive Work Practices on the Perceptions, Motivation, and Behavior of Customer-Contact Employees
Author	John W. Michel	Michael J. Kavanagh	J. Bruce Tracey
Journal	Cornell Hospitality Quarterly May 2013 vol. 54 no. 2

Abstract While scholars know a great deal about the operational challenges faced by customer-contact employees in the hospitality industry, there is much to be learned about the factors associated with the work context that influences employee motivation, performance, and retention. In this study, the authors examined the nature and impact of perceptions about an organization's customer service climate on ratings of self-efficacy, customer service job performance, and intentions to leave among employees in customer-contact positions. Results demonstrated that employees' perceptions about the climate for service quality were significantly related to motivation, supervisor ratings of service job performance, and self-rated intentions to leave. The results offer insights regarding the role of service climate perceptions and the means for effectively managing customer-contact staff and generating higher levels of retention.

ScienceDirect

6.Title	The Politics of Code Enforcement and Implementation in Vietnam's Apparel and Footwear Factories
Author	Jee Young Kim
Journal	World Development Volume 45, May 2013

Abstract What happens when transnational private regulation of labor standards is put into practice on the factory floor? This article addresses this question with field research data on Vietnam's apparel and footwear industries. The Vietnamese case shows that code enforcement and implementation are highly political processes fraught with conflicts and attempts at evasion. The consequences, moreover, contradict the conventional wisdom of low regulatory effectiveness; heightened legal awareness and strengthened labor law enforcement may result from these processes. This study illustrates two mechanisms (conflict and ritualistic compliance) that can raise the effectiveness of private regulation.

7.Title   The Economics of the Arab Spring

Author   Adeel Malik | Bassem Awadallah

Journal   World Development   Volume 45, May 2013

Abstract   A singular failure of the Arab world is the absence of a private sector that is independent, competitive, and integrated with global markets. This paper argues that private sector development is both a political and regional challenge. In so far as the private sector generates incomes that are independent of the rent streams controlled by the state, it can pose a direct political challenge. It is also a regional challenge, since fragmented markets deny scale economies to firms and entrench the power of insiders. We argue that overcoming regional economic barriers constitutes the single most important collective action problem facing the region since the fall of Ottoman Empire.

8.Title   Governance of Global Value Chains in Response to Food Safety and Certification Standards: The Case of Shrimp from Vietnam

Author   Nhuong Tran | Conner Bailey | Norbert Wilson | Michael Phillips

Journal   World Development   Volume 45, May 2013

Abstract   We use global value chain (GVC) theory to understand governance of Vietnam's shrimp farming industry. We describe this GVC as buyer-driven with important food safety standards imposed by governments of importing countries and new certification systems promoted by nongovernmental organizations (NGOs). Governance relations are clear between governments in importing countries and Vietnam, and between importers and NGOs. Governance relations become more fragmented further down the chain where large numbers of small-scale producers and traders operate. This fragmentation may adversely affect access to the most lucrative markets and have the unanticipated effect of marginalizing small-scale farmers and traders.

9.Title   Emerging university student experiences of learning technologies across the Asia Pacific

Author   B.F.D. Barrett | C. Higa | R.A. Ellis

Journal   Computers & Education Volume 58, Issue 4, May 2012

Abstract   Three hundred students across eight countries and eleven higher education institutions in the Asia Pacific Region participated in two courses on climate change and disaster management that were supported by learning technologies: a satellite-enabled video-conferencing system and a learning management system. Evaluation of the student experience across the region proved a significant challenge, particularly the way the students conceived of the links between the technologies and their studies, and the way they approached the use of the technologies in connected and sometimes disconnected ways. This study examines the results of a quantitative investigation into the student experience and identifies key aspects of the structure of the variables used to evaluate the experience as well as identifying groups of students in the sample population who reported qualitatively different experiences. Significant outcomes reveal that cohesive conceptions of the learning technologies tend to be related to more effective ways of using both the video-conferencing and learning management systems, and that both at the level of variables, and at the level of groups of students, these experiences tend to be related to relatively higher outcomes. The results have important implications for both the design and teaching of technology-mediated courses and offer ideas for courses that combine systems such as learning management and video-conferencing.

Taylor & Francis

10.Title   Validity of admission decisions based on assessment of prior learning in higher education

Author   Tova Stenlund

Journal   Assessment & Evaluation in Higher Education   Volume 38, Issue 1, 2013

Abstract   Assessment of prior learning (APL) refers to the process of validating individuals' learning in a variety of contexts, representing a relatively new practice in many countries. In higher education, APL is used to receive access and credits based on skills and knowledge acquired mainly outside of formal academic settings. This paper focuses on validity of admission decisions based on this type of assessment in higher education. The study examines decisions made by higher education institutions for approximately 600 applicants who have used APL in order to receive admission to, and credits in the vocational teacher education programme in Sweden. The results are analysed and presented in relation to a validity discussion. A conclusion is that the existing practice of APL needs improvements in order to obtain validity and trustworthiness in the decisions made in relation to APL.