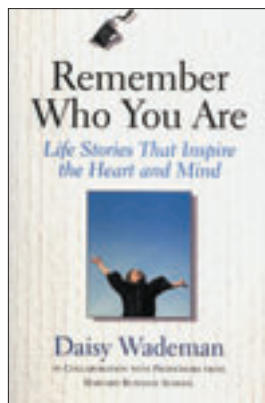


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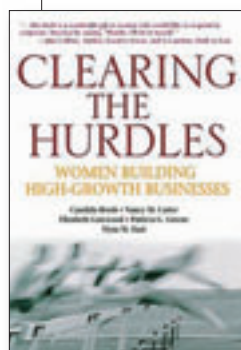


Daisy Wademan's

Remember Who You Are might be considered the ultimate graduation present. Inspired by the example of Harvard Business School professors who spend the last class hours sharing personal stories with their students, Wademan has collected essays from 15 HBS professors. Alternately moving, hilarious, and reflective, each story is as inspiring as an after-hours tête-à-tête with the most respected senior leader you've never had the chance to get to know. From Jeffrey Rayport's description of a bewildering final exam to Rosabeth Moss Kanter's experience of delivering a crucial speech by telephone, each essay offers an intimate look at a key event in the life of a gifted and thoughtful business school professor. The life lessons, though sometimes familiar, remain profound. Savor the moment. Understand yourself. Care about the people around you. Follow your dreams. Be open to possibilities. The lessons are even easier to learn when presented in such a charming format. (Harvard Business School Press, \$19.95)

In general, women make less money than men do, and that's even more true when they open businesses as entrepreneurs. While 39 percent of all U.S. firms in the U.S. had revenues exceeding \$1 million in the year 2000, only 26 percent of the firms owned by women broke that mark. Why would this be? Five professors with a background in entrepreneurship attempt to answer the question in *Clearing the Hurdles*. Candida

Brush, Nancy M. Carter, Elizabeth Gatewood, Patricia G. Greene, and Myra M. Hart examine attitudes about women as well as women's traditional roles in the workplace and juxtapose these against the specific skills and commitments required by any individual bent on founding a fast-growing, high-stakes enterprise. They note that women historically start businesses in service-oriented sectors like flower shops and day-care centers, and often are content to keep them relatively small and controllable. But they also point out that other women with grander plans are frequently thwarted by stereotypical attitudes about women's roles in society that make it



difficult for women to secure funding and develop essential social networks. As the title of the book suggests, the authors have plenty of advice about how women can overcome the obsta-

cles clustered in their path and launch the next superstar business. (Prentice Hall, \$24.95)

Even the most self-reliant entrepreneur determined to go it alone depends on a vast and essential network of governmental agencies, community groups, and educational systems. According to Jonathan M. Tisch, Chairman and CEO of Loews Hotels, collaboration and cooperation are the basic building blocks of any successful enterprise. In *The Power of We*, he describes how his

organization has been strengthened by key partnerships with employees, customers, host communities, other businesses, government, and the owners of the parent company. Tisch is not above being goofy—in one memorable chapter, he describes how he dressed up as his mother in a video designed to pitch Loews as the best contender to build a new hotel. Nor is he aloof—he spent a week doing the front-line jobs of his bellmen, housekeepers, cooks, and waiters. But his message is serious. Only through partnering with every stakeholder, from taxi drivers to city planners, can a business develop a strong staff that can weather economic troubles and nimbly move to take advantage of fresh opportunities when they present themselves. (Wiley, \$24.95)

Most corporate leaders seeking to grow their companies are desperate to innovate their businesses and introduce new products. Not so fast, warns Sergio Zyman in *Renovate Before You Innovate*. The man who oversaw one of the most disastrous new product introductions in recent memory—New Coke—strongly believes that most innovation is a recipe for ruin. Instead, he favors renovation, in which companies examine their core essences and identify growth opportunities consistent with products consumers already want from them. “The philosophy of renovation is, ‘Let’s find out what we can sell and see whether we can make it,’” he writes. While CEOs might think they already know how consumers view them, Zyman suggests carrying out research to discover what emotional benefits, physical benefits, and attributes consumers associate with



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their brands. Only then should they consider growing their businesses organically with new products that make sense. (Portfolio, \$24.95)

■ **While top executives may spend a great deal of time constructing their organizational charts, much of the real**

work of any enterprise gets done through informal social networks.

Discovering how connections work among employees at all levels will help managers learn how knowledge gets disseminated and how to encourage collaboration between departments. In *The Hidden Power of Social Networks*, Rob Cross and Andrew Parker dissect the factors—such as knowledge and accessibility—that make certain employees critical parts of the information exchange. They also provide templates for mapping social networks, uncovering bottlenecks, and building bridges between disparate groups. “Managers who target strategic points in social networks can quickly increase an organization’s effectiveness, efficiency, and opportunities for innovation,” write the authors. All the more reason to know who’s discussing what around the water cooler every morning. (Harvard Business School Press, \$29.95)


■ **Why do people perform kind acts? Why are they morally responsible? Are they always motivated by some selfish reason, or is there really a place for altruism in private life—and corporate life as well? Robert H. Frank takes on these questions and more in**

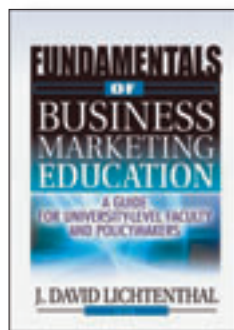
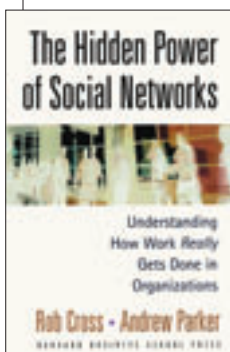
What Price the Moral High Ground? A management professor at Cornell, Frank uses sociological studies about sympathy, commitment, and cooperation to dissect why people keep bargains, why they defect, and why they behave fairly. In one chapter, he even asks the fascinating question, “Does studying economics inhibit cooperation?” (The answer is, it certainly seems to. Economists give less to charities and generally act less cooperatively than others, leading Frank to wonder if exposure to the self-interest model causes people to behave more selfishly.) He applies his analysis of human behavior not only to the ethical dilemmas of individuals but to situations calling for socially responsible behavior by firms. In general, his conclusions are optimistic. “People who are intrinsically motivated to adhere to ethical norms often prosper in competitive environments,” he observes. (Princeton University Press, \$27.95)

■ **In *Fundamentals of Business Marketing Education*, editor J. David Lichtenthal and a host of contributors consider how business-to-business marketing is being taught at the Ph.D., executive education, master’s, and undergraduate levels—and express their view that much improvement needs to be made. At the doctoral level, according to authors Erwin Danneels and**



Gary L. Lilien, “the bulk of research and teaching in marketing focuses on the consumer marketplace.” That’s true even though, in 1995, the financial value of B2B transactions was more than \$6 trillion—twice that of consumer transactions. Other contributors examine how technological advances have changed the marketing classroom and offer a comparative review of existing marketing textbooks. (Best Business Books, \$49.95 hardcover, \$29.95 softcover)

■ **School administrators considering accreditation might want to read Jeffrey W. Alstete’s *Accreditation Matters*. Part of a series of publications on higher education issues, the book takes a look at accreditation in general, although most of its comments are applicable to management accreditation in particular. Alstete reviews the history of accreditation by regional and specialized bodies, discusses its importance and a few criticisms, and then breaks down the key elements necessary for successfully achieving accreditation. “Recently, student learning has been at the forefront of regional and specialized accreditation requirements, and most institutions should make every effort to focus their resources and strategic planning on making this the highest goal of their strategic and operational agendas,” he writes. He sprinkles the text with examples of how one administrator committed the whole school to the accreditation process, or how another school devised a self-study plan. The cumulative effect is to give the reader a good idea of how much work is involved in accreditation—and how much value. (Jossey-Bass, \$26) **



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