

## From the Editor

### This Issue

Welcome to the January issue of the *Journal of Behavioral and Applied Management*. I thank everyone who contributed to this issue—authors, potential authors, reviewers, past Editors, and particularly Associate Editor Len White for his technical expertise and efforts in putting together every issue. Len is constantly enhancing our systems and his work is greatly appreciated.

This issue focuses on performance and factors impacting performance. The first article, “Personality, Leader-Member Exchanges, and Work Outcomes,” by Kenneth J. Harris, Ranida B. Harris, and David M. Eplion all of Indiana University Southeast is an empirical study. The authors examined personality variables and LMX as well as potential for LMX to mediate the associations between different personality variables and organizational outcomes.

Continuing that focus, Eric G. Kirby and John K. Ross, III, both of Texas State University, present, “Kiasu tendency and tactics: A study of their impact on task performance.” In this empirical study, they examine the use of an extreme competitive spirit to achieve a competitive advantage in student task performance.

Our third article, “The Role of Gender and Work Experience on Career and Work Force Diversity Expectations,” by Lori J. Sallop of Cisco Systems, Inc. in Research Triangle Park, North Carolina, and Susan L. Kirby, Texas State University, examines factors that may impact performance. Specifically, they examine the effects of gender and work experience on salary expectations, career characteristics, job search methods and intensity, internship participation, expected hours required and willing to work, and sensitivity to gender issues.

The last article, “The Joint Influence of Control Strategies and Market Turbulence on Strategic Performance in Sales-Driven Organizations,” is by James M. Pappas, Karen E. Flaherty, and C. Shane Hunt, all of Oklahoma State University. They present the results of a survey indicating that self, professional, activity, and output control systems have varying effects on participation in strategic activity.

Finally, we offer you a teaching case titled “D & H Management and D & R Patio Homes: To Dream the Impossible Dream?” Herbert Sherman, Brooklyn Campus – Long Island University, and Daniel James Rowley,

University of Northern Colorado, present a case focusing on small business strategy and business planning. The teaching note (available from the first author) is quite lengthy since it includes a sample business plan of a real estate management firm.

### **A Sad Note**

As noted in the following, "In Memoriam," one of those who originally conceived the formation of the organization that became IBAM, Dr. Barry Armandi, has passed on. In an effort to recognize his mentorship, caring personality, and dedication to early IBAM efforts and as a broader recognition of the many IBAM founders, officers and board members, and members that contribute positively to the culture, collegiality, and intent of the founders of IBAM, the IBAM Board has moved forward by creating a fund that will be utilized to recognize an outstanding IBAM contribution in the form of an award plaque and scholarship. If you'd like to make a donation to this fund in recognition of Dr. Armandi, please email your pledge to [engert@maine.edu](mailto:engert@maine.edu), and mail your check (noting that it is in memory of Dr. Barry Armandi) to:

Dr. Frank Engert  
IBAM Treasurer  
University of Maine at Farmington  
270 Main Street  
Farmington, Maine 04938  
207-778-7412  
[Engert@maine.edu](mailto:Engert@maine.edu)

If you would like to make a contribution by credit card, please contact Linda Hoffner at Cottonwood Travel by calling 970-353-7500 or 1-800-223-6982.

As always, we hope you enjoy this issue and find it useful. If you have not already become a part of IBAM in some capacity, we encourage you to do so.

David D. Van Fleet, Editor