

LIBRARY BULLETIN NO. 25

January - March, 2005

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**ACCOUNTING AND
BUSINESS DECEMBER/
JANUARY, 2005**

**001. Is image letting
accountants down/ Richard
Brass**

It used to be tediously predictable. Tell most people outside the profession that you were an accountant and even if they were polite or sober enough not to say it, you knew what were thinking. Beancounter. Number-cruncher. No life, no creativity, no aspirations, just one of those grey people who scurries in at audit time and scurries out again and nobody notices they were even there. But is this now an out-moded stereotype. pp. 20- 22

**002. Reach and reputation/
Allen Blewitt**

We are totally committed to convergence. We believe that there will be some pain but the greater good and the public interest require full commitment to IFRS if capital markets are to regain confidence in the behaviour of accountants. 24-25

**003. Compliance concerns/
Lesley Meall**

Should you buy dedicated

compliance software, or develop your core business systems to support your present and future compliance efforts? The author considers the options. pp. 26-27

**004. Islamic banking-
dynamics of growth/ Mushta
Parker**

The author continues his report on the growth of Islamic banking in a post-9/11 international financial environment. pp. 28-30

**005. Boardroom society/
Margot Cairnes**

The difference between success and failure lies not in what you can see and measure but in the nebulous, imprecise area of relationships, says the author. p. 31

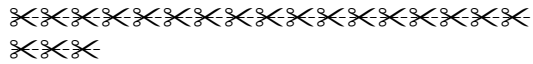
**006. Rat race avec
difference/ Catherine
Chetwynd**

A better quality of life is not as elusive as it might seem. The author speaks to professionals who have moved to the continent. pp. 34-35

**007. Effective government
spending/ Michael Parry**

Acquiring an integrated financial management system on behalf

of a government is not a decision to be taken lightly, reports the author. pp. 38-40



ADVANCED MANAGEMENT JOURNAL/ VOL.69 NO. 4 AUTUMN 2004

008. Leadership challenges in global virtual teams: lessons from the field/ Kenneth W. Kerber and Anthony F. Buono

Managing a team is always a challenge, but never more so than when the team members are scattered across the globe, unlikely ever to meet. A case study of a virtual team found that leaders can take some steps to counter the forces tending to fragment the team and undermine its effectiveness. These include making sure the team is working on issues its members find personally compelling; jointly defining and committing the team to an identity, goals and processes; managing performance with a process that recognizes the team members routines and daily work; creating a lavish information flow; and binding the process with the leader's unmistakable commitment. Allowing time for virtual

socializing during phone or video meetings, for instance also fosters team cohesion. pp. 4-10

009. How should business respond to a more religious workplace? /James F Morgan

To begin with, the U.S is one of the most religious nations in the world. In addition, the rise in foreign born workers from non-European countries is changing the composition of faiths represented as well as the assumption that religion and work should be separated. Finally, the concept of spirituality not necessarily connected with an established faith is becoming more pervasive. Title VII of the Civil Rights Act of 1964 forbids discrimination based on religion, and EEOC guidelines also include moral or ethical beliefs. Employers are required to make reasonable accommodation for an employee's religious needs, and most litigation under Title VII pertains to this requirement. Following a set of five recommendations may help managers navigate in these choppy and clouded waters. pp. 11-19

010. Career development of women in information technology/ Jennifer A.

Muryn Kaminski and Anne H. Reily

As an ever widening range of industries need employees with information technology (IT) skills, employers should be aware of the main issues affecting IT as a vocational choice as well as turnover rates among IT employees. Furthermore the crucial role played by these employees in productivity and innovation suggests that women, now underrepresented, will become more important. A survey of 20 individuals in the IT field sheds light on the issues and perceptions that determine whether women choose this field and whether they are satisfied with their IT positions. Balancing work and family and equality of career opportunities are among the main ones for women. pp. 20-30

011. Cultural assessment: differences in perceptions between boards of directors and other organisational members/ B.S. Sridhar, Don Gudmundson, and Dale Feinauer

Given the harsh glare of publicity recently accorded boards of directors, an examination of how they perceive the companies they oversee seems timely and

appropriate. Among the many responsibilities of a board is to help develop and implement strategy. Can they do this successfully without an accurate understanding of the organisation's culture? A study of cultural perceptions of directors and employees in three Midwestern credit unions showed significant disparities between the two groups that could inhibit organisational success. Further research could investigate whether boards develop their own cultures through which their perceptions are filtered. pp. 31-39

012. Business-domain definition and performance: an empirical study/ Jatinder S.Sidhu

The purpose of an explicit business-domain statement is to answer this question by identifying competitive boundaries. Does having such a statement boost the bottom line? An empirical study based questionnaires sent to CEOs of small and medium-sized multi-media firms in the Netherlands supported the hypothesis that an explicit business domain statement was associated with higher performance. Further research using a larger sample and also companies in other industries and other countries should continue to explore this thesis. pp. 40-45

Central Bank of Nigeria, tells the Banker why he is increasing banks' minimum capital requirement. p. 12

022. Mixed reaction/ The Banker

The Banker investigates how the new rules for banks are being received among bankers. p. 13

023. Action on debt/ The Banker

Nigeria is weighed down by a huge burden of public debt, which the government is now wrestling to control. pp. 14-16

024. Exchange of ideas/The Banker

The Nigerian Stock Exchange has seen rapid growth and is working hard to maintain investor' confidence. pp. 16-17

025. Informal sector is high priority/ The Banker

Small and medium enterprises are key to the economy but in the past have received little state support. Reform plans aim to change that. pp. 18-19

026. Clean-up effort still to pay off/ The Banker

The government knows that it

must stamp hard on corruption if it is to build a reputation of trustworthiness in international business. pp. 20-21

027. Private lessons/ The Banker

Lessons from past failures are being put to use in readying big state-owned enterprises for privatisation. pp. 2-23

028. Strategies for growth/ The Banker

The country is banking on developing private sector business to provide the diversity of economic base that it needs for the future. pp. 24-25

029. The hard sell/ The Banker

The government has launched a campaign to counter negative perceptions of Nigeria abroad and make it more attractive to investors. pp. 28-29

030. Full flow ahead? / The Banker

Oil and gas are still the mainstays of Nigeria's economy and the government has embarked on ambitious plans to develop the sector. pp. 28-29

innovation/ John Hagel and John Seely Brown

Companies get better at what they do- and improve faster than their competitors-by working with outsiders whose capabilities complement their own. The trick is to harness the creative power of the inevitable clashes. pp. 82-91

059. Should nonprofits seek profits?/ William Foster and Jeffrey Bradach

That exciting product your nonprofit is selling may seem more like a resource sink once you factor in overhead and the costs of diverted managerial energy. Don't believe all the hype -earned -income ventures aren't right for every organisation. pp. 92-100

060. Change through persuasion/ David A. Garvin and Michael A. Roberto

Change requires more than just a great turnaround plan; it also requires a persuasion campaign to make the change stick. The impressive turnaround at a world-renewed teaching hospital shows how to plan a change campaign- and carry it out. pp. 104-112

061. Transforming an

industrial giant/ Thomas A. Stewart and Louise O'Brien

The author shares his insights about portfolio restructuring, his lessons from competing with GE, and the pros and cons of being based in Europe versus America. pp. 114-122

062. Two executives, one career/ Cynthia R. Cunningham and Shelly S. Murray

For six years, the two authors shared an executive job at Fleet Bank, effectively acting as one person. Not only did that arrangement work well for them, it earned millions of dollars for the bank. pp. 125-131

063. Strategic sourcing: from periphery to the core/ Mark Gottfredson, Rudy Puryear, and Stephen Philips

There's just about nothing a company does that couldn't be outsourced anymore. Here's a systematic way to identify which functions your company needs to own and protect, which can be best performed by what kind of partners, and which could be turned into new business opportunities. pp. 132-139

HARVARD BUSINESS REVIEW, JANUARY, 2005

064. The new road to the top/ Peter Cappelli and Monika Hamori

Headed to the top? Take along this map of the job terrain. It shows how corporate attitudes and hierarchies are shifting how to determine your next job move, and what experience the top brass is looking for. pp. 25-32

065. The best advice I ever got/ Daisy Wademan

Where does the best advice come from and how does it help business leaders as they make their way to the corner office- and then as they sit in it? From snowy days to fortune cookies, the answer may surprise you. pp. 35-44

066. Almost ready: how leaders move up/ Dan Ciampa

Out of the many talented, hardworking CEO hopefuls, only an elite few get –and keep – the top job. Here, the author writes on what it takes to go from number two to number one. pp. 46-53

067. Overloaded circuits: why smart people underperform/ Edward M. Hallowell

When you're overscheduled and overburdened, your brain can't work the way it's supposed to. Apply a simple set of strategies to help you and your company cure attention deficit trait, a newly recognised phenomenon that's epidemic in today's workplace. pp. 54-62

068. What's is your story? Herminia Ibarra and Kent Lineback

If you're changing professional direction, narrative is the way to give shape and meaning to the bare-bones facts of your career. With a well-told story you can convince others-and reassure yourself- that your plans for the future make sense. pp. 64-71

069. How to play to your strength/ Laura Morgan Roberts et al

Most executive focus on sharing up their weaknesses. But when you know and leverage your strengths, your personal best has the power to get even better. pp. 75-80

070. Do your commitments match your convictions? / Donald N. Sull and Dominic Houlder

For many of us, there's a gap between what we really want to

There's no question that globalisation will save your company costs. But what about using it to generate new revenues as well? Here's how. pp. 92- 90

077. How to grow great leaders/ Douglas A Ready

More than ever, companies must synchronize unit's actions with broader enterprise goals. The challenge is to develop leaders who can manage the inherent tensions between the two -and that may require a strategic overhaul. pp. 92-100

078. Building deep supplier relationship/ Jeffrey K Liker and Thomas Y Choi

The authors write on six key steps on how to build relationships with your suppliers. pp. 104-113

079. We're in this together/ Douglas M. Lambert and A Michael Knemeyer

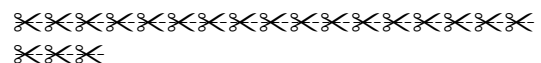
Even when a full-blown partnership with a supplier seems impeccably justified, it can fail if the partners harbour mismatched expectations. A focused day-and-a-half session of frank talk can ensure the relationship's long-term success. pp. 114-122

080. The path to corporate responsibility/ Simon Zadek

Intense pressure from activists in the 1990s forced Nike to take a long, hard look at the way it was doing business. Here's how the company transformed itself to a progressive leader that cultivates and champions ethical business practices. pp. 125- 132

081. Making real options really work/ Alexander B. Van Putten and Ian C. MacMillan

Discounted cash flow analysis is a great way to protect yourself from the downside of a risky growth opportunity but it doesn't do justice to the potential gains. Real options can capture that upside yet can underplay the risks. Rather than apply one method or the other it's far better to combine the two. There's a simple way to do it. pp. 134-141



JOURNAL OF APPLIED CORPORATE FINANCE VOL. 16 NO. 4 FALL 2004

082. Beyond financial reporting: an integrated approach to disclosure/ Amy Hutton

to keep reinventing themselves is relentless. The insecurity his wrecks is bad for the health of both company and staff. How should the corporate leopard change its spots, asks the author. pp. 40-45

**089. New life for old brands/
John Morrish**

If you're the owner of a product with a washed-up image, received wisdom states that you should offload it with the minimum of fuss. But there is an alternative. MT meets the brand whisperers who have put fresh pep into old names ranging from Plymouth Gin via Burberry and Lucozade to post-modernist crooner Morrissey, reports the author. pp. 54-57

**090. Doing business in a low-carbon economy/
Management Today**

A round table conference of executive with a special interest in CSR and pollution control and also on how to help British industry reduce noxious emissions. pp. 58-61

**MANAGEMENT TODAY,
DECEMBER, 2004**

091. Is IT outsourcing still the answer?/Mark Vernon

Business may be booming for the providers of corporate services, but some of their clients are finding that the contracts are beginning to feel like straitjackets, says the author. pp. 56 & 59

092. Making money out of medicine/ David Butcher

The worlds of medicine and business may not appear to have much in common, but some former doctors have hung up their stethoscopes and successfully put their skills to commercial use, reports the author. pp. 61-65

093. Secret of the networkers/ Rhymer Rigby

In modern business, everyone networks, and the ability to make and use connections has become a necessary attribute in the climb to the top. But how do you go from bit part to power player? The author offers advice. pp. 66-71

**THE RMA JOURNAL
FEBRUARY, 2005**

**094. Ex-Im's mission: expand trade, create jobs/
John A McAdams**

Since 1934, Ex-Im Bank has helped financial institutions and

their customers in trade-finance activities. Decades of experience have given Ex-Im an edge on best practices in due diligence so it can successfully take on the risk in both established and emerging markets while creating jobs in the U.S. pp. 20-23

095. Helping hands: in International trade finance/ Beverly J. Foster

Three international trade finance professionals from Wachovia Bank, Sun Trust Bank, and ABN AMRO- provide insights and cautions on getting involved in this increasingly complex area of financial services and on working with the Export- Import Bank of the U.S. pp. 24-26

096. Alternatives in trade finance tools/ Jee Meng Chen

Letters of credit are no longer the only game in town and commercial banks are examining and using alternative tools in their international trade financing. This article looks at the applications and risks of alternative structure. pp. 28-32

097. Independent appraisals: why? What? Who? When?/ Beverly J. Foster

In this article, a lender, an appraiser, and a regulator explore the origin and meaning of an interagency advisory letter, Independent Appraisal and Evaluation Functions. pp. 34-42

098. Loan losses: are they luring where you are looking? / Beverly J. Foster

The author discussed the current credit picture for officers, retail, warehouses, and multifamily commercial real estate. They then moved to the consumer portfolio, Basal 11 and other compliance issues, incentives and compensation, and more. pp. 44-49

099. Fighting smart in the war against mortgage fraud/ Jacqueline Dreyer

The author writes that the most important weapon in the war against mortgage fraud has three ingredients: training, quality lending practices, and strengthened legal documents. pp. 50-53

100. Risk education as sales tool: consultative approach looks at bank through a customer's eyes/ Phillip J. Britt

By helping small businesses

understand credit and associated risks, not only can banks mitigate their risks, but they can also attract new customers. pp. 58-60

101. Doing more with less: small business decisioning at the front end/John A O'Connor

This article examines how to improve the operations of small business lending unit in order to produce more effectively-and more profitably. pp. 70-75

**THE RMA JOURNAL
DECEMBER 2004-JANURAY,
2005**

102. What they like and what's ahead: a peek inside the 9th Annual Small Business Banking Conference/ Philip J. Britt

This article shows what small business owners want from their banks and what's on the horizon for this market. pp. 23-25

103. ABS analysis: a rigorous approach/ Ann Rutledge

This article identifies three areas in asset-backed securities structuring that are crying out for standardization. An

introduction to ABS leads to discussion of the three areas: 1) recognising losses and recoveries; 2) ensuring that the subordinate investor's principal cash flows are, in fact subordinated; and 3) eliminating the ratings cliffs. The author concludes that clearer rules of play would make analysis more accessible to banks considering asset-backed securities. pp.26-29

104. From me to you: reflections on a career in lending/ Tom D. Vance

The author offers anecdote-laced advice to help young lenders find their way while striking chords with other bankers who also have been through the decades and cycles. Perhaps, too, this article can emphasize the critical role or mentoring in developing tomorrow's credit professionals. pp. 30-37

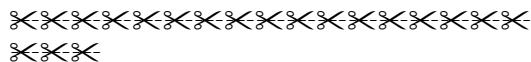
105. Loan and relationship pricing practices/ Thomas A. Hannagan

As the largest point of contact between pilot and airplane, the seat of the pants is where most reactions of the plane are felt in response to pilot action. Flying by the seat of your pants is still a valid tool for pilots-but

generally when bolstered by an array of sophisticated instruments. That idea relates to loan and relationship pricing practices, and this article presents the case for a loan pricing instrument panel. pp. 60-62

106. Appraisals and valuations I have known/ Mark Zoeller

This article draws on the author's actual experiences to provide examples of how appraisals often do not yield proper valuations. pp. 64-69



**THE RMA JOURNAL
NOVEMBER, 2004**

107. Credit risk measurement: avoiding unintended results/ Jorg Behrens, Leif Boegelein and Peter O. Davis

This article shifts focus to unexpected loss-another important credit risk metric. Not all models for measuring UL are the same. A few simple examples demonstrate how failure to understand the complexity and sophistication of an economic capital model can result in a significant misinterpretation of its results-

and therefore of the risk in a given portfolio. pp. 16-19

108. I can see clearer now/ Alan Reinstein

As loan sizes increase, bankers often require audits of financial statements, rather than reviews or compilations. However, for both compilations and reviews, too many CPA's have been performing too little work. pp. 24-25

109. Environmental due diligence for lenders/ Steve Luzkow

This article considers the basic components of environmental risk management, the various factors considered by most lenders, and the information needed to facilitate the closing of the transaction. Although loans may be secured through various means, the author focuses on transactions secured by real estate or real property. pp. 28-31

110. Fact and fiction of master limited partnerships/ David Alexander

Much is known about the investment and tax implications of a master limited partnership yet it's rare to find documented resources that explain this type of partnership from a credit

perspective. This article provides an overview of the master limited partnership business structure, exploring its unique credit characteristics and the credit structuring tools that can be used to successfully mitigate related risk. pp. 38-44

111. How much debt can a borrower afford?/ George W Kester, Scott A.

Of the C's of credit (capacity, capital, conditions, collateral, and character), this article focuses on capacity –the borrower's ability to repay the loan. The authors present an analytical framework based on cash flows for evaluating financing alternatives and assessing how much debt a borrower can handle. They then discuss the effects of operating and financial leverage on a company's profits, cash flows, and loan repayment ability, and the importance of sensitivity analysis in dealing with risk. pp. 46-51

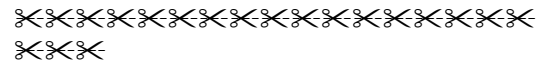
112. Getting behind the numbers/ Frank DiLorenzo

This article seeks to help credit analysts gain a clearer picture of a company's financial condition. pp. 54-68

113. Managing interest rate risk in a rising-rate

environment/ Timothy Griffith

This article provides an overview that both defines and gives strategies for managing interest rate risk in a rising rate environment. pp. 70-73



STRATEGY & LEADERSHIP VOL. 33, NO. 1, 2005

114. Why the best and brightest approaches don't solve the innovation dilemma/ Steve Denning

Innovation remains a management dilemma-long term survival requires a commitment to transformation via disruptive growth but it's a strategy few companies survive. This article examines what six leading management theories have to offer to solve the paradox of disruptive innovation. pp. 4-11

115. Strategies frontiers: the starting-point for innovative growth/ J. Douglas Bate and Robert E Johnson

When CEOs recognise the need to commit to the creation of new internal capabilities for growth they are ready for strategy innovation and exploration of their company's

strategic frontier. The essence of such strategy innovation is providing a new value for customers, which in turn produces non-incremental growth opportunities for the corporation. pp. 12-18

116. Discovering significant and viable new businesses: have faith in strategic planning basics/ Andrew Campbell

In order to promote diversified growth, many consultants urge managers to do more: invest in more projects and take more risks. New research concludes that managers need to assess innovation opportunities more strategically and stop investing in projects that have little chance of success. pp. 25-31

117. Technology brokering and innovation: linking strategy, practice, and people/ Andrew Hargadon

A number of the firms that are most successful at innovation pursue a strategy termed technology brokering. Rather than chasing wholly new ideas, these firms focus on recombining old ideas in new ways. The results have produced a steady stream of growth opportunities. pp. 32-36

118. Metrics for innovation: guidelines for developing a customised suite of innovation metrics/ Amy Muller, Liisa Valikangas and Paul Merlyn

These authors suggest that the real problem isn't a lack of innovation- It's sustaining it by good management, a process guided by measurement. They offer managers both general principles of innovation metrics plus sample metrics for monitoring the effectiveness of their innovation programs. pp. 37-45

**STRATEGY & LEADERSHIP
Vol. 32, No. 6, 2004**

119. Exploring the strategic risk frontier/ Adrian Slywotzky

Instead of just defending against bad risk events, leading companies define and anticipate the upside risks that, when well managed, can deliver the maximum rewards. The discipline of strategic risk management allows firms to raise their growth potential in addition to reducing their economic volatility. pp. 11-19

120. Outsourcing strategies: opportunities and risks/ Brian Leavy

Despite the buzz about calculating the return on your training investment, the payoff is not always worth the effort. Bottom line: It's better to measure strategically than constantly. pp. 16-21

127. Simulations: the next generation of e-learning/ Sarah Boehle

Thanks to proliferating technology and less expensive content, computerised simulations are now within reach of more training budgets than ever before. Here's how to make sure a simulation lives up to your expectations. pp. 22-31

128. The 2010 crossroad/ Edward E.Gordon

U.S employers have yet to face up to the coming mismatch of skills and jobs. Unless we ramp up investments in training and education now, the impact on the workplace of 2010 will be painful. pp.33-35

TRAINING DECEMBER, 2004

129. Individual development plans: the building blocks of development/ Kristine Ellis

Companies that formalize development discussions between employees and managers find these

conversations pay off in performance. pp. 20, 22-25

130. Social intelligence: beyond IQ/ Karl Albrecht

We all know that getting along with people is important to business success. But we're just beginning to understand that this ability represents a particular kind of intelligence one that can be nurtured and developed. pp. 26-31

131. Scaling the great wall: training in China/ William J. Rothwell

At China's current rate of growth it will soon become a training trendsetter rather than a trend follower. Here a panel of experts on training and human performance issues in China answers questions about the opportunities and the challenges. pp. 32-34 & 76