

LIBRARY BULLETIN NO. 27

July - September, 2005

TABLE OF CONTENTS

		<u>PAGE</u>
01.	Accounting & Business, June, 2005.....	1
02.	Accounting & Business, May, 2005.....	1
03.	Advanced Management Journal, Vol.70 No.2, Spring, 2005.	1-2
04.	Bank Director, Vol.15 No.2, 2 nd Quarter, 2005.....	3
05.	The Banker, Vol.155 No.953, July, 2005.....	3-5
06.	The Banker, Vol.155 No.952, June, 2005.....	5
07.	The Banker Supplement, July, 2005	5-6
08.	Bullion, Vol.29 No.1, January – March, 2005	6-7
09.	Consulting to Management, Vol.16 No.2, June, 2005.....	7-8
10.	Credit Risk & Lenders’ Deskmate, Vol.4 No.6, April – June, 2005.....	8
11.	Harvard Business Review, Vol.83 No.7, July-August, 2005.....	8-10
12.	Harvard Business Review, Vol.83 No.6, June, 2005.....	10
13.	Journal of Applied Corporate Finance, Vol.17 No.2, Spring, 2005.....	11
14.	Journal of Banking, Vol.1 No.1, 2005.....	11-12
15.	The Journal of Banking and Finance – JBF, VOL.7 NO.2, 2004.....	12-13
16.	Management Focus, July / August, 2005.....`	13
17.	Management Today, June, 2005.....	13
18.	The RMA Journal Vol.87 No.9, June, 2005.....	13-14
19.	The RMA Journal, Vol.87 No.8, May, 2005.....	14-15
20.	The RMA Journal, Vol.87 No.7, April, 2005.....	15-16
21.	Strategy & Leadership, Vol.33 No.4, 2005.....	16-17
22.	Strategy & Leadership, Vol.33 No.3, 2005.....	17-18
23.	Training, Vol.42 No.6, June, 2005.....	18
24.	Training, Vol.42 No.5, May, 2005.....	18
25.	US Banker, Vol.115 No.5, May, 2005.....	19

factors on two groups of employees – those intending to stay and those intending to leave. pp. 13-20

013. Organizational commitment among married dual-career employees: traveling commuter versus single residence / Dyanne J. Ferk

Once a rarity, commuter marriages among dual-career couples are increasingly common. Many choose to maintain separate residences instead of living in hotels. Employers sometimes worry that such arrangements will hurt their employee's organizational commitment. They shouldn't. A study of 82 commuters and 39 non-commuters in dual-career marriages found that traveling employees in commuter marriages have higher levels of "effective" organizational commitment – the desire to be identified with an organization – than those residing with suggests commuter employees reward organizations than give them the understanding and flexibility needed to maintain family ties. pp. 21-27&35

014. A new look at harassment by supervisors: focusing on partitioning damages rather than assigning liability / James F. Morgan [and] others

Both employers and employees deserve a legal and ethical framework that provides a certain, reliable unambiguous, and equitable means for distributing the rights and responsibilities of the respective parties. A recent decision by the California Supreme Court, in the State Department of Health Services v. Superior Court ("McGinnis"), provides a provocative yet workable process for achieving this important public policy objective. The California high court elected to resolve the issue of employer liability for supervisory harassment in favor of the victim by eliminating any employer defense against liability. It also focused on the more critical question of apportioning damages resulting from the harassing behavior. pp. 28-35

015. Profiting from past triumphs and failures: harnessing history for future success / John A. Parnell [and] others

Dismissing past events with a "that's history" attitude can be costly to managers and their organizations because a thoughtful examination may save future mistakes. Ironically, past successes are not as instructive as mistakes, since success may hide a company's vulnerabilities and exposure to

compliance?, and what could be done to improve corporate pension scheme. pp. 34-42

026. Commodities firms migrate to capital market funding / Helen Dunne

Commodity financing looks ready to surge as firms take advantage of the latest market trend. The author considers companies' alternatives, with investors swarming and demand set to outstrip supply. pp. 46-48

027. MiFID insists banks show their hand / Chris Skinner

The author reviews the new European legislation aimed at protecting the buyer by ensuring transparency on off-exchange trading of equities, equity derivatives and money markets. pp. 55-56

028. Funds need all-round solution to defuse pensions time bomb / Dan Barnes

The fear of pension funds falling into deficit is a very real one. With no single solution on the radar, funds need to look at all the services available to help with their structure and strategies. pp. 61-64

029. Credit bureaux law is flawed / Ben Aris

Rumours of mounting bad debt problems in retail banking have led Russia to pass a law allowing credit bureau to set up – but their proliferation is getting out of hand. pp. 92-93

030. Obstacles to overcome / Alexander Sobol

Russia's banking system has learnt the lessons of the 1998 crisis but there is still a long way to go before it matches the success of banks in the developed world. pp. 96-99

031. Persistent banks reap rewards / Ben Aris

Russia's banks have been working to boost their reputation on the international capital markets. The author reports how their bonds have surged in popularity. pp. 102-103

032. India's credit clean-up / Kala Rao

Efforts by Indian banks to sort out-performing assets and laws to protect creditors' rights have made the lending climate more favourable. pp. 108-109

033. Riding a wave of optimism / Monica Campbell

Banks in Trinidad and Tobago are enjoying economic stability to make them the envy of many

of their regional counterparts. And in the midst of all this optimism, there is still room for growth in credit cards, mortgages and wealth management. pp. 130-132

034. Micro-financiers overtake their commercial peers / Elizabeth Littlefield [and] Martin Holtman

In Africa, the poor are proving to be reliable, stable customers who make micro-finance institutions twice as profitable as commercial operations. pp. 147-148

035. Slashing the cost of procurement / Wendy Atkins

The author looks at how credit cards can help both governments and corporations to save money and time, while keeping tabs on overall spending in a transparent, auditable way. pp. 163-164

036. Basel II: increasing challenges, rising rewards / Accenture

As banks the world over work their way towards Basel II compliance, the sheer scale of the task involved is only now starting to become clear. However, new research by Accenture suggests that the payback for getting the Basel II programme right – and for

looking beyond mere compliance to the real business benefits – will be greater than originally anticipated. pp. 166-171

037. Banks use their connections / Dan Barnes

Applications can now be built from components that can be recycled and reused. The author reports on how banks are reducing the need to design systems from scratch. pp. 175-178

039. The evolution of Europe's markets / Eden Riche

The author describes the changes undergone by the European banking and capital markets over the last few years – which were speeded by the introduction of the euro. pp. 189-191

040. Basel shifts market focus / Ronald Thompson

The securitisation market is constantly evolving to meet the challenges of prevailing economic conditions but the approach of Basel II is also driving change. pp. 192-194

041. Treasury taming / Mat Knowles

is essential to the realization of an efficient, reliable, prompt, accessible, secure, and cost effective payments system. A functional ICT infrastructure is very crucial, as this would facilitate the adoption and acceptance of non-cash products by enabling: Interoperability; Reliable payments validation capabilities; Ability to centralize customer profiles; Accurate and comprehensive audit trails; Generation of centralized transaction data; and Data storage and disaster recovery capability. pp. 8-20

061. Domestic electronic payment in Nigeria: the challenges / Uji Musa Amedu

The payments can be enhanced in Nigeria through the use of electronic instruments as a means of leapfrogging from the current, mainly cash-based payments system to a modern electronic payment system. pp. 21-33

062. The role of payments in liquidity management: Central Bank perspective / O.J. Nnanna [and] M. Ajayi

The Central Bank of Nigeria (CBN) has taken giant steps to ensure the smooth running of the payments system. Some of the actions taken include the establishment of clearing

houses across the country and sponsoring of legislations aimed at ensuring the soundness and stability of the banking system. The introduction of the wide area network in the banking system has also reduced the cycle-time for intra-bank settlement. pp. 34-45

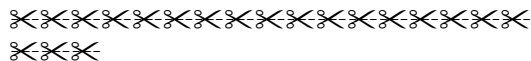
063. The new settlement framework: the journey so far / S.O. Alade

Since the introduction of Nigeria Automated Clearing System (NACS), which allowed all banks not only to participate directly in settlement activities, but also maintain settlement accounts with the CBN, without providing adequate collateral to reduce the CBN exposure to the banks and prevent frequent injection of high powered money into the system. The new settlement framework has brought to focus the need for a holistic payments system reform to achieve a robust system, especially the establishment of an efficient and effective legal and institutional framework so as to reduce settlement risk for all stakeholders to a minimum and further enhance the efficiency of the payment system. pp. 46-55

064. Tackling the barriers to the achievement of the vision of NEPAD: issues of agricultural concern to

African countries / Bamidele Ganiu Amoo

The paper examines the vision and mission of the New Partnership for Africa (NEPAD) and considers the imperatives for success. It looks at the strategy of NEPAD within the framework of Comprehensive African Agricultural Development Programme (CAADP), to provide the strong political and financial support to the principles of these strategies. pp. 56-66



**CONSULTING TO
MANAGEMENT, VOL. 16
NO.2, JUNE, 2005**

065. Mastering consulting / Keith Merron

The primary goals of many consultants employing the typical rules of consulting are to add value and to make a lot of money. The consultant typically offers help in the form of expert advice or an expert process. pp. 5-12

066. In search of the consulting blockbuster / Fiona Czerniawska

The idea that genuinely change clients' lives for the better come from client themselves, not

from the think tanks of consulting firms or business schools. pp. 14-17

067. The punctilious professional / Alan Weiss

Consultants have a propensity to create order out of chaos, but then they also attempt to create regimen out of normalcy. pp. 18-20

068. Establishing your "smart" equity / Michael Cucka

As a service marketer, you have the power to present your consultancy's services in a clear and compelling way. You can help your target prospects build a mental model of your offerings that allows them to see the value of what you are selling. pp. 21-24

069. The more things change ... The more they stay the same!: Part Two / G. Bruce Friesen

B2C offers potential for more value, this potential remains largely unrealised. It will fall to the new wave of B2C entrepreneurs, tinkering with hybrid business processes, to spread B2C to the general economy. pp. 25-30

070. Improving your client’s supply management practices / Lesley Kees

Many clients are unaware of how supply management practices can affect new products, profitability, and cash flow needed for success. This shortcoming is emphasized as companies increasingly outsource their production and service functions. pp. 31-34

071. Turn quantitative data into meaningful information / Carrie Beam

Many consultants use surveys to measure customer service, product usability, sales efforts, and other items. Consultants who make the best use of this information report far more to their clients than an average value and a sample size. An easy-to-implement best practice is to make sure your survey size is large enough to give you the results you need. pp. 35-38

072. Lessons in revenue risk management / Ford Harding [and] Gary Pines

Sometimes consultants underestimate revenue risks because the thought of a revenue collapse is just too horrible to face, and sometimes just because it is a lot more fun to focus on managing growth. But to provide good

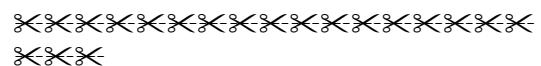
management of your firm, your practice, and your career, planning for and managing revenue drops is a crucial as planning for revenue increase. pp. 39-42

073. More on standards-based IT consulting / Rick Freedman

For the IT consultants, the existence of an accepted model by which to rate the maturity of a client’s IT processes is a considerable boon. While we’re often called upon to assist on very specific projects, such as the migration of a database or the development of a software application, we rarely do this work in isolation from the client’s IT capabilities. pp. 43-46

074. 10 easy steps to the right business software / Vin D’amico

Selecting the wrong business software presents more than cost issues, however. It can negatively affect morale and productivity, contributing to poor client service, high error rates, and lost business. Many consultants have fought one or more of these battles and discovered that their client information was accidentally corrupted or deleted. pp. 47-58



CREDIT RISK & LENDERS' DESKMATE, Vol.4 No.6, APRIL - JUNE, 2005

075. How are Nigerian banks managing risks? / Capital Vanguard Associates

The management of risks under a well-articulated framework is not only a critical function of banks for long-term corporate survival, but also a regulatory imperative for financial system safety and soundness. The latter was indeed a major reason for the current bank consolidation processes triggered by the Central Bank of Nigeria in June 2004. Perhaps only the guidelines to be issued by the Central Bank of Nigeria will provide a uniform approach. pp. 6-14

076. The imperative of effective credit marketing / Alaba Olusemore

Effective marketing entails delivering services or products that you can sell. It is not about selling products that you can make. Rather, effective credit marketing is about selling products that meet customers' business needs. The greatest tragedy could be recorded where a bank sells the right products to wrong prospects or sells the wrong products to the right people. pp. 17-23

077. Asset-based lending: what is it? How3 can it help me as a banker / Bill Draxler

The people and system required to manage an ABL loan are more expensive to operate than those for unmonitored secured loans or unsecured loans. Loans must be priced to pay for these higher costs and the grater inherent risk. Typically, the role of originator, underwriter, account officer, and collateral analyst are combined in a bank loan officer. Yet each role requires a different set of skills. pp. 24-31

078. Accounts – receivable secured lending: looking over your shoulder / Mark Zoeller

Account receivable secured lending is the bread and butter of asset based lending, which can also include inventory lines. It is not, however, riskless. When done right, A/R secured lending is about risk assessment, risk management, and return on the risk. A bank can take steps to reduce losses, and a bank may be able to price for losses, but cannot eliminate losses. pp. 32-37

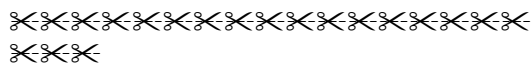
079. Who listens to the customer? / Adewoye Rotimi

When banks say they are relationship management

driven, is this really so in practice? Can the customer relate with such profession? Is relationship management only for the big corporate account or only when the going is good? As this Sour Grape tells, it can make a difference to a credit cycling out or not. pp. 39-40

080. Enhancing the Judicial process for debt recovery / Yemi Osinbajo

One of the major frustration of bankers in loan recovery is a sluggish and unreliable judicial process that, very often, worsens the magnitude of bad loans and significantly diminishes the present value of recoveries. pp. 42-46



HARVARD BUSINESS REVIEW, VOL 83 NO.7, JULY-AUGUST, 2005

081. Feed R&D – or farm it out? / Nitin Nohria (HBR Case Study)

RLK Media built its reputation on brilliant innovation in high-end consumer electronics. But with customers defecting to mass-market products, RLK has to rethink its approach. Will outsourcing R&D save the company or destroy it? pp. 17-28

082. Towards a theory of high performance / Julia Kirby

What does it mean to be a high-performance company? Twenty-three years after *In Search of Excellence*, we're still searching – and, just maybe, getting closer to answers. pp. 30-39

083. When failure isn't an option / Michael R. Hillmann [and] others

Teams in all kinds of non-business settings – from stock car racing to wedding planning to hostage negotiating – rely on flawless preparation and execution. Here's how they consistently achieve the highest standards. pp. 41-50

084. Designing high-performance jobs / Robert Simons

Improving the performance of key people is often as simple – and as profound – as changing the resources they control and the results for which they are accountable. pp. 54-62

085. Turning great strategy into great performance / Michael C. Mankins [and] Richard Steele

Companies typically realize only about 60% of their strategies' potential value because of

defects and breakdowns in planning and execution. By strictly following seven simple rules, you can get a lot more than that. pp. 64-72

086. Moments of greatness: entering the fundamental state of leadership / Robert E. Quinn

Leaders are at the top of their game when they act from their deepest values and instincts. Usually they tap into these fundamental qualities during a crisis, but it's possible to do so anytime – in the right frame of mind. pp. 74-83

087. Learning in the thick of it / Marilyn Darlin, Charles Parry [and] Joseph Moore

After-action reviews identify past mistakes but rarely enhance future performance. Companies wanting to fully exploit this tool should look to its master: the U.S. Army's standing enemy brigade, where soldiers learn and improve even in the midst of battle. pp. 84-92

088. Collaboration rules / Philip Evans [and] Bob Wolf

Extraordinary group efforts don't have to be miraculous or accidental. An environment designed to produce cheap, plentiful transactions unleashes collaborations that break

through organizational barriers. pp. 96-104

089. Manage your human sigma / John H. Fleming, Curt Coffman [and] James K. Harter

When the Gallup organization applied Six Sigma principles to sales and service groups at several companies, it learned how much performance variation exists between seemingly similar work groups. Managing that variability can raise overall performance by orders of magnitude and can create organic growth. pp. 106-114

090. Virtuoso teams / Bill Fischer [and] Andy Boynton

High-stakes projects need all-star teams. But all-stars often play by their own rules – and fight like cats and dogs. pp. 116-123

091. Managing for creativity / Richard Florida [and] Jim Goodnight

Over many years, the leaders of SAS Institute have distilled a set of principles for getting peak performance from creative people. Among them: Value the work over the tools, reward excellence with challenges, and minimize hassles. pp. 124-131

092. Level 5 leadership: the triumph of humility and fierce resolve / Jim Collins

What catapults a company from merely good to truly great? A five-year research project searched for the answer to that question, and its discoveries ought to change the way we think about leadership. pp. 136-146

093. Strategic intent / Gary Hamel [and] C.K. Prahalad

Most leading global companies started with ambitions that were far bigger than their resources and capabilities. But they created an obsession with winning at all levels of the organization and sustained that obsession for decades. pp. 148-161

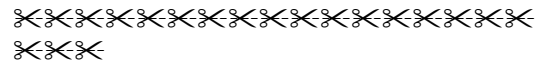
094. The discipline of teams / Jon R. Katzenbach [and] Douglas K. Smith

The highlights what makes the difference between a team that performs and one that doesn't? pp. 162-171

095. The balanced scorecard: measure that drive performance / Robert S. Kaplan [and] David P. Norton

The balanced scorecard tracks all the important elements of a

company's strategy - from continuous improvement and partnerships to teamwork and global scale. And that allows companies to excel. pp. 172-180



HARVARD BUSINESS REVIEW, VOL.83 NO.6, JUNE, 2005

096. Holding fast / John T. Gourville (HBR Case Study)

Crescordia's products are respected the world over. Now, rival have launched a radical - albeit still buggy - new technology. Can the company afford to sit out the revolution? pp. 35-46

097. Managing risk in an unstable world / Ian Bremmer

As emerging markets generate greater shares of global supply and demand, companies need better methods to weigh political risk against financial reward. pp. 51-60

098. Strategies that fit emerging markets / Tarun Khanna, Krishna G. Palepu [and] Jayant Sinha

Fast-growing economies often provide poor soil for profits. The

cause? A lack of specialized intermediary firms and regulatory systems on which multinational companies depend. Successful business look for those institutional voids and work around them. pp. 63-76

099. The surprising economics of a “people business” / Felix Barber [and] Rainer Strack

People-intensive companies and business units ought to be managed and measured in ways that reflect their unique economics. Some standard practices can lead you dangerously astray. pp. 80-90

100. Competent jerks, lovable fools, and the formation of social networks / Tiziana Casciaro [and] Miguel Sousa Lobo

New research shows that when people need help getting a job done, they’ll choose a congenial colleague over a more capable one. That has big implications for every organization – and not all of them are negative. pp. 92-99

101. The coming commoditization of processes / Thomas H. Davenport

Business processes – from making a mousetrap to hiring a

CEO – are being analysed, standardized, and quality checked. That work, as it progresses, will lead to commoditization and outsourcing on a massive scale. pp. 100-108

102. Developing first-level leaders / Andreas Priestland [and] Robert Hanig

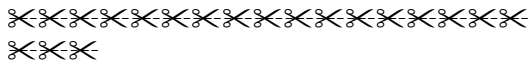
How can you make sure that your company’s frontline managers – the backbone of the organization – feel committed and involved? Here’s how one of the world’s largest corporations answered that question. pp. 112-120

103. Every employee an owner. [really] / Corey Rosen, John Case [and] Martin Staubus

It’s not uncommon for rank-and-file employees to have equity in their companies. But it takes more than that to make them think and act like owners. pp. 122-130

104. Your alliances are too stable / David Ernst [and] James Bamford

Executives often bemoan the instability of their business partnership. But what really makes them hard to manage is their rigidity. pp. 133-141



**JOURNAL OF APPLIED
CORPORATE FINANCE,
VOL.17 NO.2, SPRING 2005**

105. Realizing the potential of real options: does theory meet practice? / Alexander Triantis

Real options provides an important opportunity to improve the science of valuation and the practice of management. Nevertheless, there is – and will always be – much that is art rather than science in this process. Organizations don't adapt very readily to applying any new tool, particularly one as sophisticated as real options. pp. 8-16

106. Real options analysis: where are the emperor's clothes? / Adam Borison

There is a considerable confusion in the current state of real options analysis. While the various approaches are philosophically similar, they differ in fundamental and contradictory ways and, when applied, they provide fundamentally different and contradictory results. In the face of this situation, it would be hard to fault potential practitioners who simply

respond with "a pox on all your houses" and conclude that little if anything of value can be obtained from conducting any analysis under the "real options" banner. pp. 17-31

107. Real options: meeting the Georgetown challenge / Thomas E. Copeland [and] Vladimir Antikarov

The main purpose of this paper is to propose the outline of a standard procedure for defining real options and for valuing corporate projects in which such options are an important source of expected value. pp. 32-51

108. Valuing assets using real options: an application to deregulated electricity markets / George P. Swinand [and] others

Over the last decade, the economic valuation tools for financial assets have been extended to non-financial assets, since real investment decisions are frequently quite analogous to financial options (although the validity of continuous trading and the ability to hedge real options runs counter to the assumptions of financial options valuation techniques). For instance, access to a flexible thermal plant selling electricity into a competitive market can be regarded as equivalent to the

During the period of inflation, the ability of an investment to protect against inflation is of utmost significance to an investor. The investor is not only concerned about the security of his capital and income but also that the value of his investment is maintained in real terms. In order to protect the purchasing power of his income, the investor is also concerned about maintaining the real value of his savings. Whichever move the investor is making, inflation therefore becomes an important factor influencing his investment decisions. Against the background of the persistent inflationary pressure on the Nigerian economy, this study sets to examine the inflation-hedging attributes of investment in real estate, ordinary shares and Naira denominated deposits between 1996 and 2002. pp. 1-28

113. Regulatory framework for interest free banking on Nigeria / Oluyombo, Onafowokan Onabanjo

Nigeria is about to join other countries of the world where interest free banking is in operation and being practised. The need for flexibility and alertness on the part of the regulators, given the emerging nature of the industry, its need to adapt to the needs of the

market it intends to serve and the likely competitive pressure from conventional banks, put extra demand on the regulatory authorities. This paper examines the need for proper supervision, regulation and inspection of profit and loss sharing bank in Nigeria, and further makes relevant recommendations and suggestions as we await the "birth" of the first-full fledged profit and loss sharing bank in Nigeria. pp. 29-53

114. Transfer pricing: some conceptual issues / A.V. Agba

It is better to appreciate the fact that transfer pricing may not be as deadly as often misconceived. It is the view of the author that efforts should be geared towards understanding the extent of its practice in the country among multinational corporations (MNCs) and their affiliates in order to maximize the net benefits of direct foreign investment. pp. 55-80

115. ₦25 billion capital base and the tempo of organizational politics in the Nigerian banking industry / Ik. Muo

This article examines the recent N25 billion capital base policy from the perspective of its impact on organizational politics. It discusses the nature

wish lists for the coming year and offer advice to other institutions seeking to strengthen their responses to compliance risk. pp. 18-25

132. 10 requirements for an effective compliance environment / Rona Pocker

A former regulator maintains that a solid foundation for compliance is likely to keep an institution in the right position to identify and manage all its compliance risks. Here are the nuts and bolts of such a program. pp. 26-28

133. High-octane ALM: the lending division's role / Jim Brown

The following article is an edited summary of remarks made by Jim Brown, a principal of the Darling Consulting Group, during an RMA audio-conference in February. It discusses the value that high-performing asset/liability committees bring to the overall management of the bank. pp. 32-36

134. A 60-minute approach to learning about a prospective borrower and its industry / Dima N. Berdiev

This article offers a five-question list that has helped the author gain a quick understanding of an industry's

chemistry without spending hours reading industry reports. pp. 38-42

135. Surety bonding in today's construction market: changing times for contractors, bankers, and sureties / Marla McIntyre [and] Dev Strischek

Changing market conditions have led to changes and adaptations in the surety market. This article updates bankers and lenders on the current situation and trends within that constellation of financial organizations writing bonds for the construction industry. pp. 46-52

136. Problem loans under SBA 7(a) Guarantees: centralization and "prudent lending standards" / Thomas Wallace

The SBA's centralization of guarantee reviews continues, accelerating a trend that fundamentally changes lending under the 7(a) program. Lenders must adapt and evolve. pp. 54-58

137. Managing the value of financial institutions - part 3: how CFOs and strategies help create value / Beverly J. Foster

Part 1 of this series discussed the way shareholders value

142. How to survive the growing compliance burden / Phillip J. Britt

It's sink or swim with compliance, especially as it pertains to Bank Secrecy Act regulations. Bankers, consultants, and regulators join voices to help community banks develop a good breast stroke, rather than drowning under hundreds of compliance rules. pp. 30-34

142. 4 / 6 four community bankers, six questions / Beverly J. Foster

What do you do when you have a question (or six) that you'd like to have answered? You do what any other RMA Associates would do: Ask another RMA Associates. In this article, four community bankers provide their perspectives on topics ranging from communicating goals to what makes their institutions appealing to employees. pp. 42-45

143. Setting payments on variable-rate term loans in an environment of rising interest rates / Richard A. Hamm

This article offers community bankers some simple loan-pricing approaches that minimize profit-margin erosion

during periods of rising interest rates. These approaches can be used at the lender level for smaller loans not eligible for the formal hedging techniques used on larger loans and at the top of the bank. pp. 48-50

144. Higher interest rates could affect asset quality, say community bankers / Kathleen M. Beans

Portfolios are performing well today, but rising interest rates are like clouds forming on the horizon. Community banks executives worry that higher rates could affect asset quality and cause a decline in the general economic environment during the next 12 to 18 months. During a recent RMA audio-conference, four community bank executives discussed how they are working to protect their institutions' portfolio. pp. 51-53

145. Economic capital and the assessment of capital adequacy / Robert L. Burns

What will Basel II mean for community banks? This question can't be answered without first understanding economic capital. The FDIC recently produced an excellent analysis of economic capital and Basel II, which *The RMA Journal* is pleased to reprint. It is a must read for all community banks. pp. 54-62

150. Coordinating operations to enhance innovation in the global corporation / Peter Koudal [and] Gary C. Coleman

When companies bet their future on their current innovation projects, those that make significant investment in the supporting processes and infrastructure generate far better business performance, with profit levels dramatically higher than those that don't. The authors identify the most successful innovations as "complexity masters" and show how they manage both "sustaining" and "disruptive" innovation. pp. 20-32

151. A leader's guide to creating an innovation culture / Brian Leavy

Today, CEOs must learn to inspire their organizations to new levels of inventiveness in everything that they do, not just in marketing or new product development. As a start, they need to tap into the creative potential of all the employees and their knowledge about customers, competitors, and processes. The key to success is to establish the right organizational climate. pp. 38-45

152. Innovation networks: good ideas from everywhere

in the world / Stephen Fowles [and] Wayne Clark

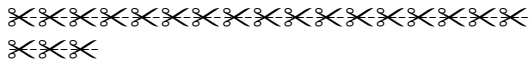
Corporations are now in an ideas-to-market race, in which many of the best and most innovative products and services (and their inspirations) come from new and varied sources. To reap ideas from everywhere leading companies are establishing innovation networks, and taking practical steps that can help protect intellectual property. pp. 46-50

153. Strategies for managing mature products / Ken Hutt [and] Alistair Davidson

The authors illustrate both the challenges that managing mature successful products poses and some of the responses companies need to consider. pp. 51-52

154. Strategize on a napkin / Robert W. Keidel

Business offers abundant examples of leaps of strategic insight that originated when someone sketched an idea on a napkin or the back of an envelope during an informal conversation. Routinely expressing their "Eureka" moments in a freehand drawing is a communications skill that all managers should be encouraged to practice. But save the napkin. pp. 58-59



**STRATEGY & LEADERSHIP,
VOL.33 NO.3, 2005**

**155. The networked
idealist's advantage / Alex
Lowy [and] Philip Hood**

Networked idealists are revolutionizing marketplaces around the world using financial transportation and communications networks in novel ways to circumvent normal barriers to market entry. Combining the rascal-like idealism of Robin Hood with the network-based models of early internet, these innovators not only want market share – they, or their customers, want to change the world. pp. 4-10

**156. Transformational
innovation: a journey by
narrative / Stephen Denning**

Transformational innovation requires offering or doing something fundamentally different, entailing a corporate metamorphoses. To accomplish such a difficult task, leaders need to use narrative tools to persuade people to change, work together, transfer knowledge, and envision a compelling new future. pp. 11-16

**157. From breakthrough to
value creation / Robert
McKinnon, Chris Gowland
[and] Ken Worzel**

Increasingly, executives are looking for ways to enhance innovation programs through closer alignment with business priorities, better resource allocation, and a stronger performance-oriented culture. These Marakson consultants propose a fresh three-part approach for combining commercial discipline and scientific creativity in a way that will increase the chances of breakthrough, value creating discoveries. pp. 17-23

**158. Leadership: experience
is the best teacher / Robert
J. Thomas [and] Peter
Cheese**

In an Accenture study of leaders, entrepreneurs, corporate executives, social activists, and elected politicians. It was unanimously agreed that they had learned more about leading from real work and life experiences than from leadership-development courses or MBA programs. So how can companies develop a system for using experience to teach leadership? pp. 24-29

**159. Consumer decision
process modeling: how
leaders can better**

**understand buyers' choices /
Todd Gurley, Spencer Lin
[and] Steve Ballou**

Knowledge which of the hundreds of elements that comprise a consumer's purchasing decision are the key drivers of choice enables leaders to wisely allocate resources and support actions that will propel growth. A new tool developed by IBM Consulting – consumer decision process (CDP) modeling – takes the guesswork out of why consumers do or do not buy. pp. 30-40

**160. How the balanced scorecard complements the McKinsey 7-S model /
Robert S. Kaplan**

What does the McKinsey 7-S Model have in common with the balanced scorecard and can corporations enhance results by using the two together? pp. 41-46

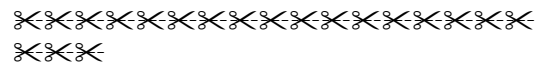
**161. Four futures: privacy battles and chatty networks /
Doug Randall**

New forms of social and business interaction that value networking are challenging the interests of individuals who want to maintain privacy and the requirements of corporate security.. These two completely different views on data collection and distribution – the

lockbox versus the chatty network – pose a dilemma that strategic planners can explore in four scenarios for the future of internet privacy and security. pp. 47-49

**162. Value pioneering – how to swim in your own ocean /
Brian Leavy**

The authors offers practical guidelines for companies that dare to put customers ahead of competition and pioneer compelling new value propositions capable of transforming existing market spaces and creating new ones. pp. 50-52



**TRAINING, VOL.42 NO.6,
JUNE, 2005**

163.Pass it on / Kristine Ellis

Learning professionals are finding innovative avenues for sharing their knowledge. pp. 14-19

164. Do your virtual teams deliver only virtual performance? / Jack Gordon

Technology makes virtual teams possible. Only people can make them productive. pp. 20-25

Chase to understand how its IT systems will interact with those of its new acquisition. That provides valuable insight for tough decisions. pp. 20-22

172. Brand envy / John Engen

Lured by fat profit, new charters and technology, commercial companies are branching out into banking. From BMW and Volvo to Nordstrom and GE, they have enviable brands and deep pockets. But none has the potential to do more damage to banks than Wal-Mart. Can traditional banks compete with this retailer's retailer? pp. 30-36

173. The thousands cuts / Michael Dumiak

Political violence and terror give executives nightmares, rightly so given the most devastating attack on Americans soil – 9/11 – was aimed squarely at the financial industry. But those nightmares are sucking too much oxygen out of conversations about risk management. It's much more likely that financial services firms considering business abroad – and there are more everyday – will face more mundane challenges to keeping people secure and business machinery running. pp. 44-47