

LIBRARY BULLETIN NO. 32
September – December, 2006

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ACCOUNTING AND BUSINESS NOV/ DEC, 2006

001. MBA: gilding the lily? / Richard Young

In the US, it is considered a must-have for ambitious managers. But is an MBA really that useful for finance professionals who already have a business education? The UK Government thinks pretty highly of the title 'master of business administration'. Having an MBA from one of the top 50 'b-schools' in the world automatically qualifies you for the Government's Highly Skilled Migrant Programme, allowing you to work for a year in the UK whatever your status. PP. 16-19

002. At the cutting edge of the diamond / John Prosser

In this crucible of constant change, Allen Blewitt ACCA's CEO does not underestimate the challenges ahead, but he is confident that the Council's strategic lead, ACCA is moving in the right direction and it is clear he relishes the prospect of ACCA shining in Istanbul as Diamond Sponsor of the World Congress. PP. 20-22

003. Alpha females / Richard Willsher

While there is much talk of cracks in the glass ceiling, research seems to suggest that progress in women reaching senior or business positions has been slow. Whether a story like this will lose all validity in the short-term is debatable however. It will be a while yet before people start writing about men running major companies against all the gender odds. PP. 24-26

004. Train your brain / Richard Brass

If you are ever in any doubt about the power of the human brain, take a look at Nintendo. Until very recently, things were not looking too good for the company that brought the world the wonders of Super Mario and Pokemon. Troubled by a narrow customer base and intense competition in the fast-moving world of computer games, Nintendo was struggling. Mental attitude and self efficacy are critical. If there are any positive effects from this kind of brain training things, they would sure be from there. PP. 28-30

005. Poverty among riches / Andy Wynne

Since 2002 the UK's National Health Service (NHS) has benefited from one of the most

sustainable periods of increased funding since its foundation. In cash terms the budget for this financial year is over 50% higher than that of 2002/03. And yet many NHS bodies have to make significant cuts to their budgets with the associated threat of job losses and even redundancies. Why is this? PP. 34-35

006. IAS 39 / Graham Holt

Looking at some of the more complex areas of IAS 39 including de-recognition, impairment, derivatives and hedge accounting. The accounting entries of the above elements of the standard are relatively straightforward. The difficulty comes in determining how the standard should be applied. PP. 36-39



ACCOUNTING & BUSINESS OCT, 2006

007. Polluter pays? / Mike Truman

Green taxes appear to be the favourite solution to the problem of pollution at the moment. Far from criticising

the UK government for introducing them, both the Conservatives and Liberal Democrats are arguing for more green taxes, which is probably the nearest that we can get to political unity, even though politicians have, of course, to claim that they all agree. PP. 16-19

008. Trail-blazer / Colette Steckel

Anand is one of the most respected and admired auditors among the Supreme Audit Institutions in the developing world, yet he knows that the opportunities available to him as a young man growing up in Guyana, on the northern coast of Southern America, could have put him on a very different career path. He talks about his lengthy career as Auditor-General in Guyana and his role today as Executive Secretary to the United Nations Board of Directors. PP. 20-22

009. Will flat tax work? / David Creighton

It is fundamental question governments across Europe and indeed the wider world are asking themselves – should they replace a tiered tax system with a flat tax? The economic divide between Western Europe and the

former Communist countries of the continent may be constantly narrowing, but when it comes to the issue of adopting the flat tax there is still, for the time being at least, a clear split between the two regions. PP. 24-26

**010. Empire building /
Lesley Meall**

Being an entrepreneur is not easy; you need determination, vision, the support of family and friends and the capacity to get by on very little sleep. When accountants decide to become self-employed, practice is the most popular route. For the true entrepreneur this may not create enough of a challenge. PP.28-29

**011. Lease accounting /
Sarah Perrin**

In the third quarter of 2008, the international and US standard setters plan to issue jointly a discussion paper on lease accounting. Lease accounting is important, not least because of the size and reach of the leasing industry. According to the US Equipment Leasing Association, of the \$850bn spent by American businesses on productive assets in 2006, \$229bn (or 7%) is estimated to be

acquired through leasing. PP. 31-32



**ADVANCED MANAGEMENT
JOURNAL VOL. 71 NO. 3
SUMMER, 2006**

**012. Strengthening the
case for workplace drug
testing: the growing
problem of
methamphetamines /
Elaine Davis**

Methamphetamine abuse is a growing problem across the United States and has grave implications for companies, especially major employers in rural areas. Employers see their labour pool shrink as potential employees are passed over due to a positive drug test, or existing employees begin using and are fired for excessive absences, low productivity or other costly behaviours. PP. 4-9

**013. The relationship
between entrepreneurial
orientation and firm
performance in China /
Irene Hau-siu Chow**

In the existing literature, entrepreneurial orientation can be captured by the propensity to act autonomously, the willingness to innovate and

assume risk, and the tendency to be aggressive toward competitors and to pursue market opportunities proactively (Covin and Selvin, 1991). PP.17

014. Exporting firms' strategic choices: the case of Egyptian SMEs in the food industry / Amira Kazem

In both developing and developed countries, promoting Small and Medium-sized Enterprises (SMEs) is one of the most viable strategies for achieving national development goals such as economic development, strengthening the industrial base, and local production structure (Hallberg, 2000). PP. 21-29

015. Knowledge management: the case of the Acushnet Company / Omah Khalil

This paper reports on an investigation of knowledge management in Acushnet Company, a midsized, North-eastern company. Results suggest that knowledge is moderately managed in the company. The company has adopted a number of mechanisms and practices to facilitate knowledge acquisition, documentation,

transfer, creation and application. PP. 43-44

016. Competitive and performance implications of business definitions / Noel Houthoofd

Scholars and practitioners agree that sound business definition is important. By explicitly considering their business domain, firms may improve their competitor analysis and streamline their competitor intelligence. Furthermore, significant threats and opportunities will be detected on a timelier basis, and the formulation of appropriate short-term tactics and long term strategy will have a better foundation (Sidhu, 2004). PP. 45-52



THE BANKER VOL. 156 NO 969 NOVEMBER, 2006

017. Friendly foreigners or alien invaders? / Karina Robinson

Guillermo Ortiz, head of Mexico's Central Bank, is a regulator with a host of complaints about foreign banks. This is perhaps unsurprising since the three largest banks in Mexico are owned by foreign banks. PP. 24-25

018. Robert Morse / Geraldine Lambe

The CEO of Citigroup Corporate and investment banking, Asia-Pacific, states how the firm's strategy is enabling it to thrive across the board in the Asia-Pacific region, where even its once lagging prime brokerage business is now up to speed. PP. 28-29

019. Is private equity the medicine that Germany's banks need?

A mini revolution took place in Germany this summer. Private equity firm JC Flowers and four other investors bought a large stake in public sector neither bank HSH Nor bank. Christopher Flowers and his consortium spent 1.25bn pounds on the holding, which gave them 24.1% of the banks share capital and 26.6% of the voting rights. PP. 30-32

020. Refinancing for the future / Russell-Walling

For a company with a past, the convertibles market can be more welcoming than the straight bond market. While bond buyers are obsessed with history, convertibles investors are more inclined to look to the future, as offshore engineer Acergy discovered

recently when it sold \$500m of convertible notes. PP. 36-37

021. Corporate Access to Swift is still the hot debate / Dan Barnes

The announcement of a new Swift access model for corporates will prove helpful to larger companies but smaller players will need to look for alternatives. Technology providers are on hand to assist but the challenges of cost; standardization and awareness are still proving a challenge. PP. 42-44

022. Kremlin nurtures venture capital / Ben Aris

Russia plans to launch a series of state-backed venture capital in the coming months as part of the kremlin's effort to revive the intellectual might that made the Soviet Union a superpower. PP. 64-66

023. Local competition sparks drive for diversification / Karina Robinson

South Korea's Shinhan Financial Group is planning to increase its foreign earnings substantially to diversify its sources of income away from the fiercely competitive domestic market, even as it integrates LG Cards, the credit card company is bought

several months ago. PP. 70-72

024. Public banks feel the pressure of success / Elizabeth Johnson

Brazil's public banks are striving for efficiency in an increasingly competitive market. PP. 74-76

025. Movers and shakers / Sophie Roell

Profiles of the 10 most important movers and shakers in Latin America. PP. 78-82

026. Colombia on the comeback trail / Courtney Fingar

Economic growth in Colombia is brisk: purchasing power is up and inflation is at its lowest for 40 years. But what of the security issue? PP. 84-85

027. More mileage left in Islamic market / Joseph DiVanna

Islamic banks today are basking in the lime light of media attention as they attract new customers, bring products to the market and expand their presence into new markets. PP. 98-100



THE BANKER VOL. 156 NO. 968 OCTOBER, 2006

028. Is Swift living in the past? / Dan Barnes

Technology has been transformed into three decades since Swift was launched. Can the network drag itself into the modern era, as its users demand, or is it destined to become a relic of a bygone age? PP. 20-26

029. Banks take up the payment challenge / Frances Maguire

Increased regulation, higher consumer expectations and the multiplication of delivery channels from non-banking participants are forcing banks to transform their payments businesses to remain profitable. Incremental spending linked to a sharp revenue decrease means that enlightened business-as-usual is no longer sufficient. PP. 28-29

030. Exchange Traded Fund (ETF) development is fired up by commodities interest / Edward Russell-Walling

The number of exchange-traded vehicles is growing and more asset managers are

entering the market. Growth has been extraordinary and more innovations can be expected in the future. PP. 54-56

031. JPMorgan reaps rewards of its success in Germany / Edward Russell-Walling

JPMorgan recently followed up an IPO deal for Germany retailer Metro's divestment of its DIY business, Praktiker, with an advisory role in the latter's acquisition of a privately owned competitor. The team tell of their successive mandates. PP. 58-59

032. Search for scale drives M&A / Silvia Pavoni

Competition is pressuring private banks to seek economies of scale. This article looks at the latest research on consolidation and expansion opportunities around the world, and at what bigger banks can offer their wealthy clients. PP. 65

033. Competitive edge gets sharper / Silvia Pavoni

Individual wealth is a fast-growing market, with room for wealth managers big and small. This article reports on

developments that mean business opportunities are increasing, new products are more numerous and competition is becoming even tighter. PP. 66-67

034. New answers for old questions / Matthias Niklowitz

Structured products are useful tools for improving the risk-return of a client's portfolios and growing profitability, as private banks face an increasingly challenging environment. PP. 68-70

035. Fit to compete / Eric Sarasin

The wealth of high net individuals is on an upward trajectory – but financial services providers wishing to benefit from this trend must have the right mix of skills and services. PP. 71-73

036. Italian banking comes of age / David Lane

The recently announced merger of Banca Intesa and Sanpaolo IMI marks progress in the Italian banking sector: it is market driven and looks good for the bulk of the banks' investors. PP. 74-75

37. Cyprus benefits from

safe-heaven reputation / Nick Kochan

Location has always proved crucial to Cyrus's property, and the recent crises in Lebanon highlighted its role as a safe place to do business for banks, corporate and private investors. PP. 88-89

038. Government grasps regulatory power / Jan Cienski

Concerns are growing over the creation of a new unified financial industry regulator that will reduce the independent overseeing powers of the Central Bank and its chief. PP. 90-91



BANK DIRECTOR 2ND QTR. 2006, VOL. 16, NO. 2

039. Lighting on the horizon / John R. Engen

Record profitability has bought the industry sometime, but bank boards will increasingly find themselves under pressure from restive shareholders. PP. 26-35

040. It pays to be paranoid / Charles Keenan

Banks are spending mucho dollars on sophisticated

technology to protect customer data from theft while often times ignoring more mundane details like leaving the back door unlocked. PP. 36-42

041. Extreme makeover / John R. Engen

The directors at Matrix Bancorp weren't happy with the wholesale mortgage company's profitability or prospects for the future, so they adopted a radically different business plan, undertook a risky recapitalization – and ended up with a brand new company. PP. 44-54

042. Hail and farewell / Jack Milligan

Choosing a new CEO is one of the most important decisions that directors can make, and in the Post-Enron era an increasing number of corporate boards are taking direct responsibility for succession planning. PP. 56-60

043. Using technology to sniff out money laundering / Chris Costanzo

A new generation of anti-money-laundering software can help community banks meet the strict requirements of the Bank Secrecy Act – although human intervention is still required. PP. 62-63



**FINANCIAL WORLD
NOVEMBER, 2006**

**044. A drag on vitality /
Henry Kaufman,**

The US economy has provided plenty to cheer about this year unemployment is low and growth has been better than expected. Corporate profits and financial markets have remained buoyant; liquidity and credit availability are high. PP. 8-9

**045. The web we weave
/ Amanda Scott**

The success stories of Internet 2.0 are companies that embrace its power to harness collective intelligence. By capturing the network effects they create value. Financial services must create the architecture of participation. Co-operation and demonstration, rather than control, are the buzz words of Internet 2.0. PP. 12-15

**046. Netting profit / Dave
Birch**

Dave Birch peels away layers of computer technology to construct a vision of how financial services will be conducted on the internet. PP. 18-20

**047. Bye bye bonds /
Tony Jackson**

Yields are still very low and there is little demand from investors driven by risk. The corporate bond market is becoming a strange place these days. According to recent research by Merrill Lynch, AAA bonds now account for just 8 per cent of the global total. In the mid 1990s it was 15 per cent. PP. 27

**048. End of free world /
Ross Tieman**

The end of free banking is nigh. A quarter of a century after the deregulation and demutualization of building societies triggered a free for-all in which banks vied for customers by offering free current accounts, the writing is on the wall. PP. 28-30

**049. Ageless workplace /
Alexandra Carn**

Discrimination is very much a part of working life: the Equal Pay Act 1980 was the forerunner in this field and since then discrimination law has been expanded to encompass sex, marital status, race, disability, fixed-term and part-time working, religion and belief, and sexual orientation. PP. 36-37



050. Gathering clouds / David Kern

Global economic risks may be worsening but fears of recession are unwarranted. This article examines the critical challenges facing the world economy over the next 12-18 months. PP. 12-14

051. Credit where it's due / Tony Jackson

What happens when the credit cycle turns? The question is perhaps a little imprecise. But it matters a great deal, if only because we have lived in a world of loose credit for along time and that tends to breed bad habits. PP. 15

052. Trichet on guard / Stewart Fleming

While Washington is dithering in its commitment to fight global inflation, Trichet is not. The ECB made it clear at the end of August it was still determined to resist global inflationary pressures and would keep raising interest rates to do so. PP. 19

053. Cosy time / David Lascelles

The competition authorities

enjoy mounting raids on companies that they judge to be in cahoots with each other over prices. These military-style exercises usually take place at dawn and include the now familiar scenes of officials carting away cardboard boxes full of files and hard drives. PP. 21

054. Clasp the ASP / Tim Jones

In retail banking there is less evidence, but if relationship management is key, why not create a boutique retail bank? It could buy all the back-office stuff from the same outsources providers servicing the big banks today. PP. 25

055. Fannie's lessons / Robert Feinberg

Financial scandals still reverberate around US markets. One of the biggest occurred at Fannie Mae, the provider of mortgage finance, which notched up nearly \$11bn in overstated profits from 1998 to 2003. PP. 30

056. Language barrier / Robert Bruce

Kurt Ramin is currently chairman of XBRL International. In September, the IASB completed the taxonomy of IFRS for XBRL

purposes. "Companies can use it and file under IFRS with the SEC," said Ramin. PP. 34-35

057. Red alert / Leticia Lozano

South American governments' ability to turn economic growth into gains for ordinary people is crucial – more so than shifting either to the right or to the left. Wealth dispersal would bring stability and foreign investment, encourage sophisticated financial markets and lay the basis for long-term progress. PP. 38-39



FINANCIAL WORLD SEPTEMBER, 2006

058. A private affair / Barry Riley

Private equity funds have become a force in the markets, but how dangerous are they? There is no reason for panic. The Bank of England comments in the FSR that the exposure of the UK financial system to corporate shocks has only "increased slightly". PP. 7

059. Spoilt for choice / Dave Birch

The push for biometrics in the

financial services sector is based on security. But for the customer, it is convenience that matters. So how does it affect the ways financial institutions incorporate biometrics? PP. 8-9

060. Identity crisis / Chris Swann

A stable global economy is not good news for the IMF and World Bank. A few enjoy the spectacle of angry protestors outside their office window. But employees of these two institutions may one day look back with a hint of nostalgia to the 1990's when they aroused such passion. PP. 12-14

061. With my little eyes / Tim Jones

The financial sector's anti-terrorism strategy is well known, and therein lies its weakness. But, is increased US surveillance the answer? PP. 30-31

062. Three countries come blinking into the light / Roberto Herrera-Lim

Analysts from Eurasia Group, the global political risk consultancy, discuss the emerging markets of Vietnam, Turkey and the Democratic Republic of Congo, and what each must do to reach the

sunlit uplands of economic progress. PP. 37-38

063. Banking on the future / Steven Davis

Banking consultants do not like gazing into the crystal balls. But for those with a track record that shows they can manage corporate transactions as well as organic growth, to which there are bound to be limits, the discount deserves to narrow. And that could be one of the most intriguing factors over the next five years. PP. 42-43



HARVARD BUSINESS REVIEW VOL. 84 NO. 11 NOVEMBER, 2006

064. The region of zero tolerance (HBR Case Study) / Ben Garson

Actions that damage a company and its employees should be stamped out, everyone would agree. But should the people responsible be stamped out too? PP. 39-52

065. Innovation: the classic traps/ Rosabeth M. Kanter

Every few years, innovation resurfaces as a prime focus of

growth strategies. And when it does, companies repeat the mistakes they made the last time. Here's how to avoid those errors. PP. 73-83

066. Managing multicultural teams / Jeanne Brett

Teams whose members come from different nations and backgrounds place special demands on managers especially when a feuding team looks to the boss for help with a conflict. PP. 84-91

067. Breaking the trade-off between efficiency and service / Frances X. Frei

Service businesses struggle with a reality that is foreign to manufacturers: Customers "interfere" with their operations. To deliver consistent quality at sustainable cost, companies must learn to manage that involvement. PP. 93-101

068. Facing ambiguous threats / Michael A. Roberto

Firms often ignore small signs that may not portend danger to their markets or reputations. Here is a systematic way to analyze and respond to weak signals. PP. 106-113

**069. Disaster Relief Inc.
/ Anisya Thomas**

It's good thing when companies pitch in after natural or other calamities. It would be a far better thing if they partnered with aid agencies to make plans before disaster struck. PP. 114-122

070. How well-run boards make decisions / Michael Useem

Board room decision making processes have largely been shielded from view. Pulling back the curtain reveals several principles that can make your board better. PP. 130-138

071. Mastering the three worlds of information technology / Andrew McAfee

There are three categories of IT, each of which provides different organizational capabilities and demands very different kinds of management interventions. PP.141-148



**HARVARD BUSINESS
REVIEW VOL. 84 NO. 10
OCTOBER, 2006**

072. What serves the

customer best (HBR Case Study) / Paul F. Nunes

Glenmeadie is investing heavily in the front end of its business, enhancing its interactions with customers. But that's drawing resources away from the product innovation that might keep them happy in the long run. PP. 37-50

073. Sleep Deficit: the performance killer / Charles A. Czeisler

Sleep is a stranger to many managers. Research by leading scientists shows just how dangerous that problem is. PP. 53-59

074. Emerging giants: building world-class companies in developing countries / Tarun Khanna

Companies in emerging markets must choose among three kinds of strategies to compete successfully, both at home and abroad. PP. 60-69

075. The tools of cooperation and change / Clayton M. Christenson

Managers can use a variety of carrots and sticks to encourage people to work together and accomplish

change. Their ability to get results depends on selecting tools that match the circumstances they face. PP. 73-80

076. Ideas as art (HBR Interview) / Diane Coutu

Stanford's James March has become a leading business thinker of our time while arguing that the elegance of an idea may be more important than its relevance. PP. 83-89

077. Strategies for two sided markets / Thomas Eisenmann

Companies in industries such as banking, software and media make money by linking markets from different sides of their customer networks, audiences and advertisers, for example. The distinct character of these businesses demands a new approach to strategy. PP. 92-101

078. Meeting the challenge of corporate entrepreneurship / David A. Garvin

When established companies try to spawn new businesses, cultural conflict usually dooms the effort. They can succeed by finding the right balance in setting strategy, operating the

business and designing the organization. PP. 102-112

079. What business are you in? / Theodore Levitt

Executives should put their customers at the center of all they do, and to put marketing at the center of strategy. For all the talk about management as a science, experienced executives know that strategic decisions and tactics depend heavily on context. PP. 127-137



HARVARD BUSINESS REVIEW VOL. 84 NO. 9 SEPTEMBER, 2006

080. Indispensable (HBR Case Study) / John Beeson

Edward Bennett is a talented CEO with a lot on his plate. But he's not getting any younger, and his board can't get him engaged in succession planning. PP. 37-50

081. The decision to trust / Robert F. Hurley

A new model explains the mental calculations people make before choosing to trust someone. PP. 55-62

082. 10 ways to create shareholder value / Alfred Rappaport

Companies profess devotion to shareholder value but rarely follow the practices that maximize it. What will it take to make your company a level 10 value creator? PP. 66-77

083. Rethinking political correctness / Robin J. Ely

Sensitivity to race, religion, or gender is a good thing, but too often it is driven by fear. Rather than walk on eggshells, managers can learn to develop more productive, meaningful relationships at work. PP. 79-87

084. With friends like these: the art of managing complementors / David B. Yoffie

While in-depth analysis of competitors and suppliers is de rigeur in formulating strategy, surprisingly few companies pay much attention to firms that sell complementary products and services. PP. 89-98

085. How to keep "A Players" productive / Steven Berglas

After graduating from Harvard Business School with highest honours, Jane rapidly moved up the corporate ladder at a large advertising firm, racking

up promotions and responsibilities all along the way. By the time she became the company's creative director, she was in everyone's estimation, an "A Player". PP. 105-112

086. Curveball: strategies to fool the competition / George Stalk, Jr.

Critics said that hardball meant playing dirty or mean, neither of which is true. What is true is that hardball lets face it, competition in any form is about winning at the expense of your rivals. Many people these days are a little uncomfortable with such a primitive notion, but hardball practitioners don't apologise for it in the least. PP. 115-122

087. The new science of sales force productivity / Dianne Lendingham

The data, tools and analytics that companies are increasingly using to improve their sales forces will not only help top performers shine, but they will also help drive sales force laggards to the middle of the curve. PP. 124-133

088. When your contract manufacturer becomes your competitor / Benito Arrunada

Contract manufacturers cut OEMs' costs and free up capital. But the hungry ones are starting to bite the hand that feeds them. Smart OEMs know how to keep such hazards under control. PP. 135-145



JOURNAL OF APPLIED CORPORATE FINANCE VOL. 18 NO.3 SUMMER, 2006

089. Leveraged buyouts in the U.K. and continental Europe: retrospect and prospect / Mike Wright

During the past two decades, European buyout markets have continuously adapted to changing conditions, including challenges relating to deal sourcing, the entry of new players, and the generation of returns. PP. 38-55

090. The financial and economic lessons of Italy's privatization program / William L. Megginson

This paper surveys Italy's massive program and draws financial and economic lessons that should prove useful to countries in Asia and the Middle East that are now embarking on their own privatization programs. PP. 56-65

091. Canadian business trusts: a new organizational structure / Paul Harpern

The business trust structure has demonstrated strong and continued growth in the Canadian market. In effect, it provides investors with what amounts to a combination of subordinated, high-yield debt and high-yielding equity that has the virtues of paying out excess corporate cash and capital while minimizing corporate and investor taxes. PP. 66-75

092. Public vs. private equity / John J. Moon

In this paper, executives are expected to reconsider the conventional notions of public and private equity and re-evaluate the potential roles of each for their companies. PP. 76-82

093. Avoiding the "synergy trap": practical guidance on M&A decisions for CEOs and Boards / Mark L. Sirower

Major acquisitions are only one of many governance issues on the plate of today's boards – but it is a big one. Directors now understand they will be held accountable by shareholders, especially for

"bet the company" decisions.
PP. 83-94

094. Demutualization and public offerings of financial exchanges / Reena Aggarwal

The success of the demutualization process is too early to evaluate. There are several issues that will need to be followed closely. One of the major open questions is how best to regulate privately owned exchanges.
PP. 96-106

095. Evidence on what CFOs think about the IPO process: practice, theory, and managerial implications / James C. Brau

Surveying CFOs about their views on the IPO process provides a window into their perceptions and understanding. It enables us to observe where perception might deviate from reality, and how this might lead to less than optimal decisions during the IPO process. PP. 107-115



RMA JOURNAL VOL. 89 NO. 2 OCTOBER, 2006

96. Making sense of

interest rate risk / Edward B. Dumas

This article seeks to develop intuition about the meaning of interest rate risk and then establish a framework for applying that intuition. PP. 52-55

097. Stressed LGDs in capital analysis / Gary Wilhite

The new Basel capital Accord is built around concepts used in banks' economic capital systems. One feature of the accord that differs from many economic capital implementations is the required use of a stressed LGD (loss given default). PP. 56-61

098. Retail Banks / Hans Helbekkmo

Strategy tactics and specialization are three reasons why more retail bankers are using economic capital. This article looks first at how economic capital addresses those considerations and then at the challenges it presents. PP. 62-68

099. The effect of multiple relationships on targeting existing customers / Ezra Becker

This article tackles the initial

question of revenue generation. Two banks' portfolios are analyzed. While the banks remain anonymous, this study is based on two actual examples of reported trade lines in Trans Union's files as of April 2004, which were revisited and analyzed in April, 2006. PP. 70-73



RMA JOURNAL VOL. 89 NO. 1 SEPTEMBER, 2006

100. Making risk management work for wealth managers – A PwC Survey / Bruce Weather

Value is added to survey results when the sponsoring organization offers its own perspective as well. In a survey of 130 global organizations with a business line in private banking and wealth management, Pricewaterhouse Coopers blends a dose of reality with encouraging prospects for risk management within wealth management units. PP. 16-18

101. Using global cash flow / John Cassis

As long as bankers can successfully defend their approach whichever approach that may be they cannot possibly go wrong. PP. 28-33

102. Tracking politically exposed persons / Rupert de Ruig

It has been said that absolute power corrupts absolutely, but being corrupt and powerful is about to get harder. New financial regulations issued by many countries now focus on tackling the corruption of senior political figures. PP. 37-39

103. Future margin income and the expected losses (EL) charge for credit cards in Basel II / John Mingo

The RMA Capital Working Group, continuing its dialogue with U.S. and international regulators concerning Basel II, focuses here on the pricing structure of credit products with high expected loss rates. This article explores the role of stressed future margin income in covering the full range of expected loss. PP. 46-51

104. Active credit portfolio management of middle market exposures: transfer pricing of credit / Ashish Dev

This article shows how an economically fair credit transfer pricing mechanism can be built on the framework of economic capital, through a

suitable transfer-pricing mechanism. PP. 62-63



STRATEGY AND LEADERSHIP VOL.34 NO.6, 2006

105. The model for integrating strategy and intelligence: the executive intelligence officer / Mark Little

There's a dysfunctional disconnect in many large companies between the process of strategy making and that of intelligence gathering and delivery, and it puts the enterprise at risk. In these companies intelligence professionals and strategists operate as if they were on different terms with different goals and agendas. The full consequences of this disconnect only reveal themselves over time. PP. 4-10

106. Ten steps to get more business value from knowledge management / Stephen Denning

Only a short time ago, knowledge management was seen as a falling star – yet one more management fad that didn't deliver on its potential. But now once again, knowledge management is a

hot topic at conferences and workshops. PP. 11-16

107. Using tactical intelligence to help inform strategy / Martha Culver

The value of using tactical intelligence to help inform and support strategies is one of business intelligence's best kept secrets. Tactical intelligence can be defined as information and analysis about competitors that can support the daily operations of a company. PP. 17-23

108. Using scenarios to improve marketing / Andrew Curry

A strategic problem for many organizations is how to ensure that their product development and marketing effort is designed with maximum insight and executed with creativity and discipline. PP. 30-37

109. How leaders use zero-gravity thinkers to stimulate innovation / Cynthia B. Rabe

Why is repeated innovation success so elusive? Why do some companies achieve one breakthrough but can't do it again? There is ample evidence to suggest that the hard-won experience and best

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115. HR Pro works toward Ph. D. in Iraq thanks to Online U / Jacqueline Durett

Working in worn-torn country won't stop Judy Kenney from achieving her educational goals. As an employer relations specialist at KBR, a Halliburton company, means she'll be in Iraq for the indefinite future, she hasn't let that stop her from her academic plans. PP. 17

116. Salary Survey / Joseph Kornik

It's a terrific time to be a trainer at least from a financial perspective. Salaries for trainers have reached an all-time high of \$81,489, up a very healthy 7 percent over last year's total of \$76, 365, according to the findings of Training's Annual Salary Survey. PP. 18-32

117. Sex and money / Margery Weinstein

Men still earn more than women, but when you get to the top level of the training hierarchy, women earn 22 percent more than men. Is this simply an odd statistical fluke? Probably not, considering its'

been that way the last three years. PP. 26-27

118. Feeling the squeeze? Here's how to fatten that pay-check / Jacqueline Durett

Did our salary survey make you feel a little depressed after you discovered what your peers are bringing home? Don't worry, Training magazine offers you these six sure fire tips for negotiating that salary you deserve. PP. 30-32



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119. The coach approach: career counselling is on the money at Deloitte & Touche / Jack Gordon

Are your employees going restless? Perhaps some one-on-one time with an in-house coach whose goal is not only to keep them, but keep them happy, will prevent them from running for the revolving door. It certainly does at Deloitte. PP. 26-30

120. On demand is in demand / Margery Weinstein

Face it: information is power,

and workers are powerless unless they have the right tools at their fingertips. Wikis and blogs are becoming the norm. Is your company embracing its internal and external online communities? PP. 31-35

121. e-learning has its day in court / Holly Dolezalek

When it comes to e-learning, users are more likely to worry about its ease of use and relevant content than whether their particular program is violating a law. But now one company's trademark claim is another company's headache in-the-making. Who knew e-learning was so contentious? PP. 36-40

122. Fill 'er up: how to choose your learning content / Margery Weinstein

Navigating the waters of content purchasing can be rough without some guidelines and parameters. Compatibility is key, and settling for less than what you need is not an option. PP. 42-45

123. Beyond PowerPoint / Stacy Straczynski

Alternatives in software can

make your presentation out of this world. PP. 46-47



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124. Are you ready for the baby boomers to retire? You should be... / Holly Dolezalek

You've probably been hearing a lot about the 2010 workforce crisis. While it may not be as catastrophic as some have suggested, a talent shortage is on the horizon, and you should be ready to deal with it. Here is what you need to know. PP. 18-23

125. Going mobile / Margery Weinstein

Are you mobile? Tetchy gadgets aren't just for kids anymore. MP3 players, iPods and PDAs are the new training tools for companies that are willing to embrace, rather than resist, their workers' favourite toys. PP. 24-29

126. Technically speaking / Margery Weinstein

Trainers at tech firms face unique challenges just keeping pace with all of the changes can be a full-time job. Here's how trainers at four

technology companies stay up to speed. PP. 30-34

127. Whiteboards done right / Holly Dolezalek

Think you know all there is to know about whiteboards? Think again. Wee take a look at 14 of these new, interactive whiteboards that come fully loaded with oversized screens. PP. 40-43

128. Make music build teams / Jacqueline Durett

Is your sales staff out of sync? Is your team lacking rhythm? Drum café could be the solution to getting your team back in the groove. PP. 42-43



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129. Its time for marketing timing rules / Karen Krebsbach

Administrators for bank-owned mutual funds are breathing a deep sigh of relief after the Securities and Exchange Commission recently adopted amendments to Rule 22c-2, the redemption-fee rule, under the Investment Company Act. PP. 16

130. Branch banking: renewal a priority / Christine Pratt

The Web and call centres are vital, but the branch is the art of a bank operation. In an excerpt of "Revitalizing U.S. Branch Banking: A little less talk, a little more action," Financial Insights examines branch innovation. PP. 24-28

131. Online options compete with banks / John Adams

Social Security is waning, and employers are getting out of the pension game. That leaves an open retirement market for brokerages, particularly the Web-savvy. PP. 32

132. Marketing: making a brand work / Karen Krebsbach

Two new studies show the importance of a logo that works and a brand that can be trusted, particularly if a security breach strikes. And if that brand is sullied, consumers will walk. PP. 38-40

133. Reality check / John Engen

The Banking industry have

never been more profitable, but with the yield curve inverted and consumer lending stalled, and an economic slowdown in the works, the winning streak looks to be in jeopardy. Are banks ready and will more CEOs opt to sell out? PP. 43-50

134. A nation of debtors: paying now, not later / Michael Sisk

The credit-card culture seems to be drying up, as debit card usage skyrockets. Since debit cards are linked to checking accounts that are good news for small banks wanting to get in on the action. PP. 54

135. Underused tool could provide potential boom to banks / Lee Conrad

Though like-kind exchanges have been around for years, their use is becoming more popular. Still, experts say, banks should be taking advantage even more, both as a participant and as an intermediary. PP. 56-58



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136. Banks' new quandary: retain or destroy?

Storing relevant email is no longer irrelevant. In a recent survey, 24 percent of firms said they were legally required to produce employee email. Banks need to be prepared. PP. 18

137. Protecting laptops is now affordable, easy / Michael Sisk

The risk assessment is in: encryption costs a few hundred dollars per laptop. That's a bargain, given that one data breach can cost millions, not to mention a career. PP. 20-21

138. Marketing: Citi lives richly, with Ad push for second half / Karen Krebsbach

The banking industry is closely watching its largest player - Citigroup- as its advertising budget ebbs and flows. But will its peers follow the leader? PP. 22

139. The 25 most powerful women in banking

Top-performing women in banking rely as much on their intuitive skills as they do their analytical ones. While it is the

profound effect they have on their businesses that garners them attention professionally, it is what is born on their intuition that becomes a significant part of their lasting legacies – socially, economically, politically and environmentally. PP. 28-62

140. If earnings slip in 2007, training budgets will take the hit / Lee Conrad

Due to ongoing demographic forces, community banks are in need of increased training programs like never before, but some observers don't see that happening soon. PP. 66

141. Consumer snag: how to make account openings easier / Lee Conrad

Most banks are not sufficiently integrated with health plans to make the process of creating a health savings account a convenient experience for customers. But can that change?



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142. The inevitability of deposit insurance / Karen Krebsbach

After a nearly 20 year reprieve, most banks will soon return to paying insurance premiums to the FDIC. But is the regulator's new formula fair to banks of all sizes? PP. 24

143. Marketing: MasterCard tweaks its image and re-brands / Karen Krebsbach

As MasterCard celebrates its 40th anniversary this year, one of its units is having an identity crisis. The solution? A name change to better celebrate its authentic image. PP. 28

144. Southern exposure / John Engen

Five years after its merger with Forst Union, Wachovia is winning plaudits for top-flight customer service and organic growth. But Ken Thompson's appetite for deals – most recently the \$26 billion acquisition of Golden West Financial Corp. has raised eyebrows with investors and analysts. Yet proponents say Thompson's ambition, coupled with strong organizational skills, is sure to keep customers and investors satisfied. PP. 33-36

145. No matter the circumstances, some bankers still thrive / Lee Conrad

What makes a successful community bank? U.S. Banker sifts through the chaff to find the three most stellar examples of wheat in the country. But these players have to keep tilling the soil. PP. 42

146. Banks refocus staff and mutual funds sales surge / Lee Conrad

Banks are making a fundamental change in the way they sell mutual funds by streamlining the process and unleashing a bigger, less expensive, sales force. PP. 46

147. SWIFT further expands network to large companies / Lee Conrad

The payments network has been easing rules for corporate access, but companies are still not allowed to communicate with one another over SWIFT. Some wonder if that day is coming. PP. 48