

## In this issue

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### **Oral, Kettani and Poulin's "Globalization, competition and collective decision"**

In their article, *Globalization, competition and collective decision*, Oral, Kettani and Poulin have tried to present the dynamic between the context of globalization, competitiveness imperatives, new strategies of networking and the process of collective decision. Globalization and competitiveness imperatives require individuals and organizations to constantly rationalize their activities and the resources they use. "Networking" is successful precisely because it enables entities to concentrate on activities for which they have particular expertise, thus giving them a competitive advantage and allowing them to maximize their role in the value chain of the product involved. However, in light of the phenomena of globalization, competitiveness and networking, a whole host of questions arise related to help in decision making, and especially collective decisions. The article attempts to provide some answers. In particular, the need to promote consensual decisions in order to ensure the greatest chance of success for the collective actions that direct individuals and organizations, is emphasized.

### **Liouville and Bayad's "Human resource management and performances"**

Liouville and Bayad, in their article *Human resource management and performances: proposition and test of a causal model*, suggest a model that explains the relationship between practices in human resource management and the performance of a company at the social, organizational and economic level. In support of their model the authors present the results of an empirical large scale study that was carried out in small and large French companies. The authors conclude their ar-

ticle with a number of recommendations for company managers and an agenda for researchers.

### **Roy, Roy and Bouchard's "Human factors in business process re-engineering"**

Marie-Christine Roy, Katherine Roy and Lyne Bouchard, in their article *Human factors in business process re-engineering*, note that a number of enterprises had to make major changes in the way they operate in order to meet the challenge of globalization and competitiveness. Rather than focusing on the economic implications of these changes, the authors analyze their impact on the human dimension. They support their analysis by presenting a number of cases, four of which involve setting up a process of business re-engineering. These cases show that although the human dimension is generally considered a critical factor, the steps underlying the process of re-engineering are mostly technical.

### **Gadhoum's "Corporate governance and top managers"**

In the article *Corporate governance and top managers: potential sources of sustainable competitive advantage*, Yoser Gadhoum notes, that there is very little in the literature related to manager loyalty, commitment, and initiative. The results of a major study carried out by the author show a certain opportunistic attitude on the part of managers in doing business. This attitude may affect the performance potential and the competitiveness of the company. This study also reveals that companies that are owner-controlled perform relatively better than those controlled by managers.