

FROM THE EDITOR'S DESK

The effect of performance evaluation and reward systems on organizational performance has always been important to managers. A study by **CHEE W. CHOW**, **KAMMAL HADDAD**, and **HOWARD TOOLE** breaks new ground in assessing this relationship. They introduce a far broader set of assessment variables than heretofore used, allowing for more detailed and useful analysis by management.

Do board directors in manufacturing companies have different attitudes towards corporate social responsibility than their counterparts in service corporations? That is the question **NABIL A. IBRAHIM** and **JOHN P. ANGELIDIS** examine in their survey of 600 directors. The authors offer explanations for the key differences and similarities.

In today's highly competitive environment, more firms are focusing their strategies on developing distinctive capabilities rather than merely being cost efficient. **THUONG T. LE** studies the implications of this strategic shift on the firm's logistic strategies and discusses the roles of third-party services, logistics partnerships and turbo-logistics within the context of an overall quest for competitive advantage.

Japan and the United States have often been used as antipodal models of government regulation of business. An insightful review by **STEVEN P. MASER** debunks this presumption, showing many US-Japan similarities both in the activities regulated, and the tools of regulation.

The globalization of the world economy is affecting the pattern of international trade in favor of cooperative relationships. **YADONG LUO** and **FARIH SADRIEH** investigate the influence of some key strategy variables on the performance of International Joint Ventures operating in China. Utilizing the General Linear Models procedure, their study tests various hypotheses and finds that intensity of sales force, marketing,

preferential terms of payments and product quality are significant in explaining joint ventures' performance.

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