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Prefatory Note

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Prefatory Note

GLOBAL ORGANIZATIONS increasingly affect the lives of all of us. Many of us may eventually work for global organizations. Some will assume roles as global managers. Danica Novotny's essay, which opens this volume, evaluates staffing strategies for global organizations. Novotny focuses on the problems associated with selecting managers to work abroad and with repatriating them when they complete their assignments.

The equally important question of how we can improve white collar productivity is the subject of Brian Joy's essay. Joy documents a decline in white collar productivity and predicts that a shrinking workforce in the future will force all organizations to pay greater attention to the productivity of managers, professionals, and staff employees. Restructuring work is his solution to the problem.

Trent Booher addresses the complex and troubling question of how managers can and should respond to Acquired Immune Deficiency Syndrome (AIDS) in the work place. Booher's essay argues that managers need to be proactive in responding to this health crisis. He considers a number of laws, programs, and policies that should be reviewed by managers interested in developing sound responses to this challenge.

The final essay, by Claudia Ruggless, reviews a more technical topic than the others. Ruggless examines computer aided software engineering (CASE) tools. Her review focuses on how, when, and why organizations may wish to implement CASE. Ruggless tries to dispel some of the hype surrounding CASE. She argues that computer aided software engineering tools can improve the quality of software in organizations, but that implementing CASE involves much more than just buying a software package.

Each of the articles in *Draftings in Management* deals with an important contemporary management issue. Although our students may take positions that can be (and are being) debated, we are certain readers will agree that their work is thoughtful and provocative, and that it makes a contribution to the public discussion.

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