Corporate E-Learning

Luther Tai

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Item type: book

This book examines how corporate e-learning is developed, implemented and how effectiveness is determined at IBM. It addresses the following questions: Why e-learning? How is e-learning developed? How is e-learning implemented? How is e-learning effectiveness determined? What are the lessons learned? E-learning is a tool to be used along with other means of learning. It is used when it is the best way to learn for a particular application. It is a way to save costly face-to-face time for optimal use. There is no one size that fits all. IBM is an early adopter in use of e-learning for training its global workforce. IBM, like other corporations, has its own unique e-learning solutions. Strategic vision, clear business objectives, well defined learning organization, strong leadership, corporate support, prudent use of e-learning, quality of content, ease of access, interoperability, accountability of learners and instructors, and a well defined measurement system all matter. Successful integration of these ingredients is essential for effective e-learning. Ignoring any of these key ingredients can lead to failure. IBM has its own rationale and approach to using e-learning. It has its growing pains. Experience in e-learning at IBM provides a unique context for leveraging e-learning to train employees. IBM has been successful in using e-learning in the context of their business objectives and business environments. IBM's experience and lessons learned should serve as an important guide to those who are implementing e-learning.

Bayesian Nets and Causality

Jon Williamson

Published in print: 2004 Published Online: September 2007
Item type: book
This book provides an introduction to, and analysis of, the use of Bayesian nets in causal modelling. It puts forward new conceptual foundations for causal network modelling: The book argues that probability and causality need to be interpreted as epistemic notions in order for the key assumptions behind causal models to hold. Under the epistemic view, probability and causality are understood in terms of the beliefs an agent ought to adopt. The book develops an objective Bayesian notion of probability and a corresponding epistemic theory of causality. This yields a general framework for causal modelling, which is extended to cope with recursive causal relations, logically complex beliefs and changes in an agent's language.

INTRODUCTION
Jon Williamson

in Bayesian Nets and Causality: Philosophical and Computational Foundations

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Item type: chapter

This chapter describes the central claims of the book. From a philosophical point of view, the book argues for an objective Bayesian interpretation of probability and an epistemic interpretation of causality, and claims that these offer a firm foundation for causal modelling. From the computational point of view, the book investigates the relationship between Bayesian nets and maximum entropy methods, and develops a general computational framework for probabilistic and causal reasoning.

TWO-STAGE BAYESIAN NETS
Jon Williamson

in Bayesian Nets and Causality: Philosophical and Computational Foundations

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Item type: chapter

Objective Bayesianism yields a justification of the causal Markov condition: in certain circumstances, the objective Bayesian net is just the causal net and so the causal net is an appropriate representation of rational degrees of belief. However, the resulting Bayesian net may not yield accurate enough predictions. This motivates a two-stage methodology for using Bayesian nets: first construct a causal net, then refine this net to better represent physical probability.
Bayesian epistemology aims to answer the following question: How strongly should an agent believe the various propositions expressible in her language? Subjective Bayesians hold that it is largely (though not entirely) up to the agent as to which degrees of belief to adopt. Objective Bayesians, on the other hand, maintain that appropriate degrees of belief are largely (though not entirely) determined by the agent's evidence. This book states and defends a version of objective Bayesian epistemology. According to this version, objective Bayesianism is characterized by three norms: (i) Probability: degrees of belief should be probabilities; (ii) Calibration: they should be calibrated with evidence; and (iii) Equivocation: they should otherwise equivocate between basic outcomes. Objective Bayesianism has been challenged on a number of different fronts: for example, it has been accused of being poorly motivated, of failing to handle qualitative evidence, of yielding counter-intuitive degrees of belief after updating, of suffering from a failure to learn from experience, of being computationally intractable, of being susceptible to paradox, of being language dependent, and of not being objective enough. The book argues that these criticisms can be met and that objective Bayesianism is a promising theory with an exciting agenda for further research.
has many advantages. It is suggested that using one subjective and two objective measures, and looking for overlap between at least two measures is a very promising way of assessing disadvantage within possibly each category of functioning.

Value-Free Science?
Harold Kincaid, John Dupré, and Alison Wylie (eds)

Published in print: 2007 Published Online: January 2009
Published by: Oxford University Press
Item type: book

It has long been thought that science is our best hope for realizing objective knowledge but that, to deliver on this promise, it must be free of the influence of any values that are not purely epistemic. As recent work in the philosophy, history, and social studies of science shows, however, things are not so simple. Values surface in numerous aspects of the scientific enterprise. This book asks where and how non-epistemic values are involved in science; it explores the roles these values play at the heart of science, in the assessment of evidence and explanations, and it examines the implications this has for ideals of objectivity. In the process, it considers a range of concrete examples drawn from fields as diverse as development economics, evolutionary biology, medicine, neurophysiology, environmental science, and the social/historical sciences, including empirical studies of scientific practice. While the contributors to this book differ on many specifics, the chapters share the general perspective that a defensible middle ground lies between the dichotomous views that often dominate debate: that values have no place in science, or that science is nothing but covert politics.

Reason’s Debt to Freedom
Ishtiyaque Haji

Published in print: 2012 Published Online: September 2012
Published by: Oxford University Press
Item type: book

To have free will with respect to an act is to have the ability both to perform and to refrain from performing it. This book argues that no one can have practical reasons of a certain sort—“objective reasons”—to perform some act unless one has free will regarding that act. So we cannot have objective reasons to perform an act unless we could have done otherwise. This is reason’s debt to freedom. the book argues, further, for the thesis that various things we value, such as moral and prudential obligation, intrinsic value, and a range of moral sentiments
that figure centrally in interpersonal relationships, presuppose our having free will. They do so because each of these things essentially requires that we have objective reasons, the having of which, in turn, demands that we have alternatives. Finally, the book distinguishes between two sorts of alternative, strong or incompatibilist alternatives and weak or compatibilist alternatives. Assuming, on the one hand, that obligation and some of the other things we value require strong alternatives, the book concludes that determinism precludes these things because determinism expunges strong alternatives. If, on the other hand, they require only weak alternatives, a chief compatibilist agenda of establishing the compatibility of these things with determinism without appeal to alternatives of any kind—the semi-compatibilist’s agenda—is jeopardized.

Conclusion
Ishtiyaque Haji
in Reason’s Debt to Freedom: Normative Appraisals, Reasons, and Free Will
Published in print: 2012 Published Online: September 2012
DOI: 10.1093/acprof:oso/9780199899203.003.0008
Item type: chapter

The final chapter summarizes the book’s principal argument and it draws some general conclusions.

Shareholder Litigation and Corporate Governance
Arad Reisberg
in Derivative Actions and Corporate Governance
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DOI: 10.1093/acprof:oso/9780199204892.003.0002
Item type: chapter

This chapter is concerned with an indefinite but fundamental: what purpose lies at the heart of the company's cause of action which justifies the use of derivative actions? Section 1.2 firstly identifies the limitations of the traditional view of the derivative action. Subsequently it explicates the relation between the derivative action and two concepts, namely ‘control’ and ‘agency costs’. Section 1.3 outlines some major techniques of accountability, which share the goal of reducing agency costs. Section 1.4 focuses on one such major alternative as it examines whether it is true that the market for corporate control may constitute an effective functional substitute for litigation. As will be seen, from a governance
perspective (as opposed to a narrowly legal one), the interaction of the derivative action with the market for corporate control raises some interesting issues.

Transforming Management in Central and Eastern Europe
Roderick Martin

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Publisher: Oxford University Press
Item type: book

This book analyses changes in enterprises in seven European countries since 1989 — Bulgaria, the Czech Republic, Hungary, Poland, Romania, Russia, and Slovakia. Economic trends have differed vastly between these countries, but nevertheless, there are common objectives, common problems, and significant similarities in developments. This book shows the continuities, as well as the discontinuities, between the Socialist and post-Socialist periods. It argues that Central and Eastern European countries are developing a distinctive, hybrid form of post-Socialist economic system, largely dominated by enterprise managers in alliance with state administration DS politicized managerial capitalism. Privatization has not transformed management practices, but competition has.

Competing by Design
David A. Nadler and Michael L. Tushman

Published in print: 1997 Published Online: October 2011
Publisher: Oxford University Press
Item type: book

If the defining goal of modern-day business can be isolated to just one item, it would be the search for competitive advantage. Competition is more intense than ever—technological innovation, consumer expectations, and government deregulation all combine to create more opportunities for new competitors to change the basic rules of the game. At the same time, most of the old reliable sources of competitive advantage are drying up: the strategies employed by GM, IBM, and AT&T to maintain their positions of dominance in the 1960s and 70s are now obsolete. The authors of this book argue that the last remaining source of truly sustainable competitive advantage lies in “organizational capabilities”: the unique ways each organization structures its work and motivates its people to achieve clearly articulated strategic objectives. The book argues that managers must understand the concepts and learn the skills involved in designing their organization to exploit their inherent
strengths. All the reengineering, restructuring, and downsizing in the world will merely destabilize a company if the change doesn't address the fundamental patterns of performance—and if the change doesn't recognize the unique core competencies of that company. The authors draw upon specific cases to illustrate the design process in practice, and they provide a set of tools for using strategic organization design to gain competitive advantage. They present a design process, explore key decisions managers face, and list the guiding principles for incorporating the design function as a continuing and integral process.

Trade Union Merger Strategies
Roger Undy

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Item type: book

This empirical study of British trade union mergers examines the causes of mergers; the search for merger partners; merger negotiations; and merger outcomes. These developments are set within the context of declining union membership and an associated loss of unions' political and economic influence. The contribution that union mergers can make to union performance and union revitalization is assessed by reference to changes in merged unions' job territories, political objectives and means, democratic ethos and government, administration, and union leaders' imperatives. The choice of merger process, either a transfer or an amalgamation, is found to be an important factor influencing the reforms which merged unions can subsequently implement. Transfers, which are far more numerous than amalgamations, tend to provide the minor transferring union with significant gains, but offer little opportunity to transform the performance of the major partner. Amalgamations have a greater transforming potential for all partner unions. However, this transforming potential is difficult to achieve in practice. Many amalgamated unions experience financial and political difficulties post-merger, which can take several years to resolve. As for the wider trade union movement, the contribution of union mergers to its revitalization is both incidental and problematic.

Amalgamation Strategies
Roger Undy

in Trade Union Merger Strategies: Purpose, Process, and Performance

Published in print: 2008 Published Online: September 2008
Publisher: Oxford University Press
The potential for amalgamations to transform union organization is discussed before outlining the main characteristics of the ten amalgamated and two aborted amalgamations at the heart of the study. Amalgamations involving primarily private sector unions are considered prior to exploring amalgamations organized by unions concentrated in the public sector. The different factors motivating the partner unions are assessed by reference to their job territories; political objectives and means; democratic ethos and government; administration; and leaders' imperatives. Merger objectives and strategies are found to vary between partner unions in some significant respects.

“Testifying” and “Testimony”:
Moses N. Moore, Jr.

in Teaching African American Religions

Autobiographical narratives and related materials such as journals and diaries have proved to be valuable, but often problematic, resources for the studying and teaching of African American religious experiences. This chapter identifies a number of these resources and illustrates some of the historiographical and pedagogical issues related to their use. In this chapter, “testifying” alludes to the confessional tradition within the black religious experience and is used in reference to the “subjective” self-representations, interpretations, and experiences found in autobiographical narratives and related materials. “Testimony”, meanwhile, has more “factual” connotations and refers to resources and interpretations that are ostensibly more “objective” and hence subject to critical historical assessment. Both types of material are presented as valid, valuable, and complementary resources for studying the African American religious experience. This chapter also includes pedagogical reflections on varied classroom experiences that incorporate both types of resources in courses situated in two university departments of religious studies.

God and Goodness
Hugh Rice

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Proposes an abstract conception of God, which identifies the will of God with the basic facts about good and bad. I argue that this conception does justice both to the nature of goodness and to the sovereignty of God. And, while it is does not represent God as a person, it allows for the attribution to him of properties that form the key elements of many people's conception of God. I argue that a belief in God, so conceived, is a natural extension of ordinary scientific outlook and a belief in objective value. I defend this belief in objective value and claim that it is reasonable to explain the existence of the world in terms of such value. In the latter part of the book, I discuss the problem of evil, and the question of whether there are good reasons for believing in miracles. Finally, I discuss the value of rational belief in God.

BEARING OF INTERPRETATIONS OF PROBABILITY ON STATISTICAL INDUCTION

Shoutir Kishore Chatterjee

in Statistical Thought: A Perspective and History

Objective statistical induction may be behavioural, instantial, or pro-subjective (Bayesian), depending on the form of judging inferential uncertainty. In the behavioral case, the unknown parameters are fixed and uncertainty is judged by measures of procedural trustworthiness (like significance and confidence levels, power and risk functions), interpreted through repeated conceptual experimentation. Various principles are invoked for optimizing the procedure in different problems. The instantial approach (likelihood inference, P-value testing, and fiducial inference) remains pegged to the instance at hand without visualizing repetition, and weighs uncertainty in non-standard ways, although often like the behavioural approach, it also has to appeal to sampling theory. In the pro-subjective Bayesian approach, the unknown parameters are subjectively random with a known prior distribution, and inference is based on their posterior distribution. Various kinds of priors (improper/proper, impersonal/personal) fit in different tastes and situations. The subjective approach, based on a fully known subjective probability model, ‘previses’ about future observables, conditionally fixing the observations, often assuming exchangeability to simplify the process. Comparison of the different approaches shows that each has a natural setting in which it is advantageous.
The thesis of this book is that it is a necessary condition of self-consciousness that one is intuitively aware of oneself, qua subject, as a physical object. Intuitive awareness of oneself as a physical object involves various forms of bodily awareness in which one is presented to oneself, qua subject, as shaped, solid, and located. These forms of bodily self-awareness are required for self-consciousness because they are necessary for consciousness of one's own identity as the subject of different representations, and for consciousness of these representations as representations of an objective world. This account of self-consciousness helps undermine various forms of idealism and reductionism about the self.

This book defends an account of the self it calls the NEST (Narrative, Evaluative, Self-Constitutive, Teleological) theory. It argues that the self, rather than being a wholly given entity, at least in part 'constitutes' or shapes itself, and does this by endorsing some desires or dispositions and repudiating others. As it is therefore inherently a self-evaluating being it must view itself teleologically, as standing in relation to a standard of value, which it must conceive as having objective authority. Furthermore, as a temporal self-evaluating agent, it must understand itself in narrative terms, though this does not mean that it has complete authorial mastery over its own narrative. Versions of some or all of these ideas have been developed by various influential writers (including Frankfurt, Korsgaard, MacIntyre, Ricoeur, and Taylor) but, while drawing extensively on them and replying to some of their critics, this book develops a version of NEST that is importantly different from others familiar in the literature. It takes its main inspiration from Kierkegaard’s account of the self, which it (controversially) argues belongs in the Platonic rather than the Aristotelian tradition of teleological thinking. So the book makes a case, through close engagement with much contemporary philosophical work, for an ancient and currently
unfashionable view; that the polarities and tensions that are constitutive of selfhood can only be reconciled through an orientation of the self as a whole to an objective Good.

Seneca on the Self: Why Now?
A. A. Long

In urging himself and Lucilius to cultivate a ‘good mentality’ (bona mens), Seneca's principal point is that objective human excellence and authentic happiness depend intrinsically and essentially on the state of one's mind, and only instrumentally and contingently on the health and condition of one's body. This division between mind and body involves the folk psychology recognized in everyday consciousness; and it is compatible with the strict physicalism endorsed both by Stoicism and by most modern theorists. Seneca, moreover, taps completely into the contemporary world when one moves from the academy into popular culture.