Editorial Preface

Fighting Global Terrorism, Social Abnormalities, and Organizational Uncertainty

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The 9/11 attacks on the World Trade Center in America revealed two important aspects of terrorism. Terrorists made a paradigm shift away from individual targets towards random innocent victims. The targets of classic terrorism cells were police officers, celebrities or political authorities. In the 9/11 attacks terrorists changed their ideology towards a morbid way of inflicting suffering to gain public attention. In recent years, terrorists applied these crueler tactics to captivate the attention of the media. This was their ultimate goal – to gain recognition. This terrorism paradigm shift towards random innocent victims has continued to the extent that recently journalists, tourists, businessmen and academics have been captured, tortured and killed. The raises the question: Is anyone safe at work, travelling or on vacation?

It seems that terrorists know less about their victims simply because they are randomly selected. Professor Luke Howie (2011) asserts that terrorists do not want a lot of people dying; instead they want preferably a lot of people watching! In fact, terrorism uses victim suffering only as a necessary tool towards their demands to be recognized and feared. Are terrorists in this paradigm shift becoming modern spin doctors of fear marketing? Are terrorists now trying to improve their fear image by harnessing the crowd surge of fear through the Internet? It seems to take only minutes or seconds to see terrorist hostage images re-tweeted and re-posted on the Internet through Twitter, Facebook and other social media. Is social media the new communications medium of terrorists? Are we helping terrorists by paying attention?

While terrorists are attempting to institute political instability, the media responses to terrorism only further feeds the motivations of terrorists. This represents a big challenge for analysts and experts in terrorism. Researchers, scholars and practitioners need to design studies to investigate this. Should government policy regulators and decision makers censor the channels of communication that terrorists use allow terrorists to promote their goals (Eid, 2014, Howie 2011, Korstanje 2016)?

In this issue our papers start with the global level of analysis (but using national data), then we progress to the continental and finally the organizational level of analysis. All papers explain and apply different research design methods. We believe this helps to inform our readers and author-researchers about how risk and contingency management studies can be accomplished. All manuscripts align with at least some of our IJRCM keywords.

In the first paper Korstanje and Strang explore the nature of terrorism fear culture and its evolution through western sociology and philosophy. They review literature and debate the ethical

perspectives of what may be considered an imminent attack versus a false negative (an unlikely event). The focus is on how developed nations are combating the war on global terrorism, and in particular, they explore the taboo subject of legitimizing torture and reducing human rights as a proactive extreme self-defense weapon against terrorists. The underlying issue of their study seems to be to what extent we torture and reducing human rights can be used to combat terrorism? This begs two more than pungent questions. The first is what should government do if a terrorism suspect refuses to reveal vital information about a future terrorist attack? The second question is, should torture be legally regulated by a democratic government? The authors interrogate the literature on the ethical nature of democracy and its limitations to combat terrorism. However, the real value in their study is they collect substantive empirical evidence (over 3000 survey responses) and test two hypotheses about the willingness of American citizens to sanction extreme self-defense tactics like torture and banning certain religions to fight against the war on global terrorism. The results of their survey and statistical tests may surprise you as it did the authors. The results should generalize to USA policy makers, global policy makers, citizens of developed countries and to other researchers investigating global terrorism.

The second paper that we selected for this issue takes us in a completely different direction yet one that is certainly overlooked by many scholars because it presents serious healthcare and social risks to an entire continent – Africa in this case. The ultimate focus is at the socio-cultural level of analysis in African countries. Belay, Ibrahim, Tiruneh and Kia discuss and critically analyze the risks many African females face when they are subject to the social practice of genital mutilation. This represents a more than interesting topic which remains unnoticed except for only very specialized literature. Female mutilation in Africa highlights a much deeper social uncertainty which needs further attention. The results should generalize to many cultures in African countries, as well as to the healthcare practitioners and researchers investigating this subject. The issues and ideas presented by the authors could generalize beyond Africa.

Malik brings us a short but interesting paper at the organizational level of analysis that centers on a systematic methodology for executing Mega Projects. In his approach project risks are identified and mitigated. The course of actions he suggests to prevent risks is insightful. Malik goes on explain that a HAZOP model helps practitioners to understand how a process may deviate from the originally-designed goals. The results should generalize to organizations and to the project management community.

The fourth article is also at the organizational level of analysis and the authors review the literature to highlight methods to enhance productivity, reduce risks and add customer value to the enterprise. Galli and Kaviani go through a detailed discussion of several Lean Six Sigma techniques and they discuss how this methodology helps top management to improve an organization's resilience against risks. They critically debate the strengths and weakness of Lean Six Sigma techniques for risk mitigation and also to improve security for organizations. The results should generalize to organizations and to the operations research community of practice (including Six Sigma).

As a corollary to the opening paper, a book review is presented to provide more background on the topic of socio-political ideology and the ethical dilemma of applying extreme self-defense tactics like torture and reducing human rights in the war against terrorism. Returning author and Associate Editor Korstanje reviews book *The Ethics of Self Defense.* In this book review, he discusses the sociological and philosophical debates underlying the challenges and limitations presented by the author about the theory of preemption and self-defense. Unless it is regulated by law-making, in many cases, the idea of self-defense may lead towards a violation of those regulatory protocols that prevent the rise of a dictatorship. In other words, the imposition of an urgent threat, which is not legally justified, undermines the democratic institutions that have socialized and made our current world safe. The key argument Korstanje finds in the book is that the basic principle behind democracy is the correct distribution of power, and this may in some situations be ethical justification for extreme self-defense.

The emerging issues and practices of contemporary risk and contingency management have evolved in the last decade. We feel there are many emerging dynamic global factors that are impacting the modern field of risk and contingency management. These factors include of course the war on global terrorism, as well as the national culture of fear or risk avoidance (e.g., extreme self-defense tactics). Additionally, other unexpected domains are impacting the risk and contingency management practice, including climate change, workplace violence, domestic or social violence (including female mutilation as per the paper in this issue), evolving international commerce-trade agreements/ partnerships, and the big data analytics paradigm which may be creating as many new risks as it is helping to solve. For these reasons we have launched a new edited book to capture these emergent issues, entitled: *Research, Practices, and Innovations in Global Risk and Contingency Management*. The contributors are all authors of IJRCM manuscripts or our IJRCM sponsored research events. The book will be published by IGI-Global.

We wanted to mention that we have extensively reorganized the editorial review board of our journal. As noted in the previous issue, unfortunately we had to remove underperforming reviewers. Although we are volunteers, including the editor, associate editors and review board, we consider ourselves a business and we need to get things done regardless of the constraints. Therefore we needed review board members who were capable, willing, and actually performed. To this end and thanks to the help of IGI-Global Development Editor Sean Eckman, we were able to strengthen our editorial review board as can be seen in this issue. I would also like to personally thank and acknowledge the help of IJRCM Associate Editor Professor Max Korstanje for collaborating again with me on this editorial preface. It was truly enjoyable and through provoking to work with Dr. Korstanje on this as well as other research projects.

In closing, we would thank all of our reviewers and associate editors who have contributed with their opinions to enhance the quality of this special issue. We also acknowledge the hard work of the IGI-Global publishing team for helping us to deliver *IJRCM* to you. Please visit our community of practice web site where we maintain an ongoing multi-year call-for papers (http://ijrcm.multinations.org/).

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Kenneth David Strang has a Doctorate in Project Management (business research), an MBA (honors), a BS (honors), as well as a Business Technology diploma (honors). He is a certified Project Management Professional® from Project Management Institute, and is a Fellow of the Life Management Institute (distinction, specialized in actuary statistics and pension systems), from the Life Office Management Association. His research interests include: leadership, multicultural e-learning, marketing new product development, knowledge management, and risk/e-business project management. He teaches subjects in business, in class as well as online, plus he supervises doctorate students. He has authored numerous manuscripts and books since 1981. Finally, he is an Editor and Associate Editor at several journals.

Maximiliano E. Korstanje is editor in chief of International Journal of Safety and Security in Tourism (UP Argentina) and International Journal of Cyber Warfare and Terrorism (IGI-Global). With more than 700 published papers and 25 books, Korstanje was awarded as Outstanding Reviewer 2012. International Journal of Disaster Resilience in the Built Environment. University of Salford, UK, Outstanding Reviewer 2013. Journal of Place Management and Development. Institute of Place, Manchester Metropolitan University, UK and Reviewer Certificate of Acknowledgement 2014. International Journal of Contemporary Hospitality Management (IJCHM), University of Central Florida, US. Now he co-edits almost 10 specialized journals in such themes as human rights, mobility, tourism and terrorism. Korstanje has been the subject of biographical records for Marquis Who`s Who in the World since 2009. He had nominated 5 honorary doctorates for his contribution in the study of the effects of terrorism in tourism. In 2015, he was awarded as Visiting Research Fellow at School of Sociology and Social Policy, University of Leeds, UK and Visiting Professor at University of La Habana Cuba 2016.