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**ABSTRACTS****1. ENVIRONMENTAL, SOCIAL AND FINANCIAL PERFORMANCE OF MULTINATIONAL CORPORATIONS: THEORY AND NEW EVIDENCE**

Detelin Elenkov, University of Tennessee, Knoxville, Tennessee, USA  
Ellen Cook, University of Tennessee, Knoxville, Tennessee, USA  
Nirisha Kuchimanchi, Texas Women's University, USA

**ABSTRACT**

*This paper focuses on the inherent interrelationships among the environmental practices, social policies, and financial performance of multinational corporations (MNCs). Stakeholders increasingly expect MNCs to utilize the principles of Triple Bottom Line (TBL) accountability. A systematic analysis of information on the recent practices and business performance of Coca-Cola and PepsiCo in India exemplifies the interconnection of environmental quality, social justice, and economic performance and highlights the necessity for TBL accountability.*

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**2. ENTRY MODE DECISIONS OF MULTINATIONAL FIRM AND SUSTAINABLE MARKET INTEGRATION**

Eungsuk Kim, California State University-Stanislaus, Turlock, California, USA

**ABSTRACT**

*Recent expansion of European Union exemplifies prominent features of international economic relations in the last few decades. That is, many countries have made a significant move toward Preferential Trade Agreements (PTAs) and try to attract Foreign Direct Investment (FDI). This paper examines strategic entry mode decisions of non-member firms into PTAs and sustainability of PTAs with those entry mode decisions. Using game theoretic model, this paper argues that the formation of a Customs Union (CU) attract FDI from non-member firm but decreases the social welfare of the host country. Thus, a member country in a CU does not have an incentive to maintain a CU. This is surprising result because it has been considered that a CU is more desirable form of a PTA with relatively high levels of trade policy coordination among members.*

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**3. A COMPARATIVE STUDY OF US LABOR DISCRIMINATION LAWS AND FRENCH LABOR LAWS**

Yvette N. Essounga, University of Texas Pan-American, Edinburg, TX, USA

**ABSTRACT**

*This study focuses on labor discrimination laws in the United States and in France. The United States can adequately be considered as being at the forefront of the legislation aiming at curbing discrimination in the work place, while other countries such as France only have what may be called embryonic labor discrimination laws. The conclusion of this study should unearth more similarities than differences between the two countries, while underscoring their willingness to work at improving their respective existing laws. An outlook at some cultural aspects of employment in both countries, the purpose of labor discrimination laws, and the substance of anti-discrimination laws in both countries, and also a glimpse of Europe's impact on French labor laws will constitute the nexus of this study.*

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#### **4. TEACHING INTERNATIONAL BUSINESS: UNDERSTANDING THE IMPACT OF CULTURE IS THE KEY**

Alan G Cant, Central Washington University, Ellensburg

##### **ABSTRACT**

*There is considerable evidence that American undergraduate business students are ill prepared for the global business environment. Business Colleges across the country have programs or specialization in 'International Business', or at the very least are internationalizing their current syllabus. There is broad acceptance of the premise that to prepare students for the reality of international business and the need to think globally it is essential that they appreciate the cultural complexities that companies face when operating outside the U.S.*

*This study presents survey findings that indicate that U.S. undergraduate business students do not have a clear vision of American cultural values and characteristics. This lack of understanding of their own cultural assumptions diminishes their opportunity to understand the values, assumption, beliefs and traditions of other countries. Surveys findings are presented that reinforce the perception that this group of students has a very limited knowledge of other countries. This cultural ignorance is a major impeditive to student being prepared for global careers. The study incorporates an assessment of current practices in international business curriculum. The evidence indicates that a sizable majority of dedicated 'International Business' programs do incorporate humanities subjects that reflect on aspects of cultures and the majority of programs also included a language requirement. A series of recommendations are made to assist in the continuing development of international business curriculum.*

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#### **5. EXPATRIATE FAILIRE IN MULTINATIONAL CORPORATION: HOW REAL IS THE PROBLEM?**

Semere Haile, Grambling State University Marcus D. Jones, Northwestern State University

##### **ABSTRACT**

*Making an expatriate assignment into a success for the individual, the family, and the MNC requires paying attention to many factors from the time of initial selection until repatriation. This paper explores the competencies and characteristics that an expatriate manager should have in selecting for international assignments. It also explores the extent of the expatriate failure: How real is the problem? The paper will analyze the cases of failure in overseas assignments recommending HR practices that would help organizations to select, develop, and rain competent expatriates. It also provides a framework for understanding the effects of national, cultural, political, legal, and global business differences in foreign assignments.*

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#### **6. CHALLENGES FOR WOMEN MANAGERS IN 21<sup>st</sup> CENTURY IN INDIA COMPARED TO DEVELOPING COUNTRIES**

Krushna Gandhi, SNTD Women's University, Bombay, India

##### **ABSTRACT**

*All the countries in the world are undergoing social, industrial and technological changes due to which there has been maximum economic development in 20<sup>th</sup> century. In spite of this, it is an ill-shaped reality that the overall development of women has not improved much. It is understandable, that these changes cannot be brought about overnight because the pace of development in a conservative society like India would be slow. Mannerism and culture is so deep rooted that to bring about a major change requires a lot of time, energy and willpower, for which it is the women only who have to strive hard.*

*It is a popular belief that by their basic nature, women are more compromising than challenging; they are more sentimental than intellect, practical and rational. It is easier for them to follow than give orders. Being the 'let go' kind of person, it is easier not to say anything in spite of being right, due to which the man is automatically accepted as the head of the family, organization or society. In such Indian society, when a male or even a female has to accept a woman manager as the "Boss", many questions are raised for both.*

*In this situation, to know about the status of women managers in 21<sup>st</sup> century in India compared to other countries would be apt and very interesting.*

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## **7. ANTECEDENTS OF FIRM-LEVEL POLITICAL BEHAVIOR IN THE GLOBAL MARKETPLACE: A FRAMEWORK FOR UNDERSTANDING PUBLIC POLICY IMPLICATIONS**

Bruce D. Keillor, The University of Akron, Akron, Ohio, USA  
Timothy J. Wilkinson, The University of Akron, Akron, Ohio, USA  
Deborah Owens, The University of Akron, Akron, Ohio, USA

### **ABSTRACT**

*Little empirical attention has been focused on firm-level political behaviors among international/global companies. The purpose of this study is to explore issues related to both firm and market characteristics associated with political behaviors on the part of the firm as they relate to public policy. The results show that foreign government power, political risk, and firm resources are all associated with high levels of importance being attached to political behaviors. Implications for changing the nature of interaction between business and public policy decision makers are discussed, as well as areas for future research.*

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## **8. THE ADVANTAGES AND DISADVANTAGES OF USING THE CASE METHOD TO TEACH BUSINESS COURSES: PRACTITIONERS' PERSPECTIVES**

Morris Kalliny, The University of Texas-Pan American, Edinburg, Texas, USA  
Gilberto de los Santos, The University of Texas-Pan American, Edinburg, Texas, USA

### **ABSTRACT**

*The literature reveals that business education is being criticized for lacking relevancy and neglecting students' needs for practical teaching pedagogy and curricula. In response to this on-going criticism, the authors investigate the case method, its effectiveness and limitations as an instructional pedagogy. A sample of 43 professors who use the case method revealed that the case method has many significant advantages and disadvantages. This study confirms part of what previous research discovered plus two other significant benefits of the case method not previously cited in the literature—that it enhances student critical thinking and increases the retention of information by students.*

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## **9. BUSINESS CREATION AND COMMERCIALIZATION OF TECHNOLOGY AT A UNIVERSITY: IN SEARCH OF THE HOLY GRAIL**

Andres C. Salazar, University of New Mexico, Albuquerque, NM, USA  
Girish Kumar, University of New Mexico, Albuquerque, NM, USA

### **ABSTRACT**

*The research mission of the university along with federal funding support has led to many technological discoveries that the Bayh-Dole Act of 1980 was intended to help commercialize and create a new*

revenue stream for higher education. After twenty-four years, apart from a handful of exceptions, the efforts of many universities have yielded disappointing results in licensing revenue, commercialization and business and job creation. This paper summarizes several reasons that have been proposed in the literature for the notable lack of success and proposes process models that may lead to a better understanding of the factors that contribute to commercializability. In addition, a list of best practices in the commercialization of technology at universities is reviewed. The importance of this subject emanates from the pressure, especially at public universities, to find new revenue sources and to actively participate in regional economic development.

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## **10. LEARNING WITH CHECKERS**

Deborah Pendarvis, Saint Leo University, Saint Leo, Florida, USA  
Ann Pohira, Saint Leo University, Saint Leo, Florida, USA

### **ABSTRACT**

*The authors describe the use of three different versions of the traditional checkers game as an active learning tool: (1) an abridged board version, (2) a one player electronic version and (3) a two player electronic version.*

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## **11. THE IMPACT OF E-BUSINESS ON THE EXCHANGE STRUCTURE AND PROCESS WITHIN STABLE BUSINESS RELATIONSHIPS: A CASE STUDY FROM FINLAND**

Jari Salo, University of Oulu, Finland  
Heikki Karjaluoto, University of Oulu, Finland  
Matti Leppäniemi, University of Oulu, Finland

### **ABSTRACT**

*E-Business as a phenomenon is progressively more important for companies all over the world. Nevertheless, the business-to-business orientated electronic marketplace has not yet lived up to its promises, and thus business relationships once again retain potential for competitive advantage. The primary purpose of this paper is to conceptualize and empirically demonstrate how E-Business impacts the exchange structure and processes that occur within stable business relationships in the context of the steel industry. To address this, we have conducted an extensive literature review as well as a twin case study. The preliminary findings imply that E-Business helps in the routine day-to-day exchange processes.*

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## **12. ONLINE MUSIC: AN APPRAISAL BY COLLEGE STUDENTS**

Stephen L. Baglione, Saint Leo University, Saint Leo, Florida, USA

### **ABSTRACT**

*Eighty-four percent of college students in our sample have downloaded songs for free from file-sharing networks. We found that students who, for example, saw downloading as just (eight-item scale) had larger MP3-formatted collections and were more likely to download in the future than those who saw downloading as unjust; however, those who viewed downloading as just purchased more music than those who saw it as unjust. For many, downloading may be a way to sample music before purchase.*

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### 13. OFFSHORE HEALTH CARE: PROBLEMS AND OPPORTUNITIES

Nazim U. Ahmed, Ball State University, Muncie, Indiana, USA  
Sushil K. Sharma, Ball State University, Muncie, Indiana, USA

#### ABSTRACT

*Healthcare delivery system may change significantly in the U.S. due to advances in information, and communication technology and also due to rapid rise in health care cost. It may be possible that health care providers may successfully manage projects across time zones, ignoring physical distances and achieve significant cost savings. In this paper, we have proposed an e-health care model, and identified several procedures under various medical specialties that could provide technically and clinically viable, cost-effective treatments, and solutions. We believe that the e-healthcare model has promise to offer quality care at affordable prices. The potential problems in an offshore e-health care model are also discussed.*

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### 14. TECHNOLOGY ACCEPTANCE: AN INDIVIDUAL PERSPECTIVE CURRENT AND FUTURE RESEARCH IN MALAYSIA

T. Ramayah, School of Management, Universiti Sains Malaysia, Penang, Malaysia  
Muhamad Jantan, Centre for Policy Research, Universiti Sains Malaysia, Penang, Malaysia

***“Technology and technological systems are integral to everything we do and can do”***  
(Pearson & Young, 2002)

#### ABSTRACT

*This paper delves into the state of the art in technology acceptance research at the individual level in Malaysia and makes suggestion into the future researches that can be undertaken to extend the frontiers of research of technology acceptance at the individual level. Several popular models used to predict technology acceptance are also discussed before exploring the myriad of research done on individual technology acceptance in the Malaysian context. The paper puts forward the notion that the current research although extensive, lacks the completeness in understanding the technology acceptance decision as there are many other areas that has been less researched or left out altogether. The paper further discusses some future areas of research where researchers looking at the individual level technology acceptance can take on to expand the literature in this domain.*

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### 15. EVALUATING INDIVIDUAL CONTRIBUTIONS TO GROUP PROJECTS: THE SUMMARY OF RESPONSIBILITIES

Cheryl L. Buff, Siena College, Loudonville, New York, USA

#### ABSTRACT

*Group projects can be beneficial to both the student and instructor. A project of significant substance can be assigned. In addition to subject specific learning outcomes, one of the many benefits of group work is the development of small group interaction skills. Assessing an individual's contribution to a group project and how the group functioned can be challenging. A Summary of Responsibilities was used with 92 juniors and seniors taking an upper level Retailing Management course. Results suggest that the instrument is useful in both assessing individual contribution to a group project and in providing evidence regarding task allocation and group functioning. Results serve as the basis for group interaction discussions upon task completion.*

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## 16. GLOBAL CULTURAL DIFFERENCES

Semere Haile, Grambling State University  
Marcus D. Jones, Northwestern State University

### ABSTRACT

*The objective of this article is to shed some light on the field of culture and global diversity by reviewing some lately written academic articles and books concerning the concept of a cultural diversity. The structure of the paper is to describe the ways in which global cultures vary, how those variances systematically affect organizations and laws, and how people can recognize, manage, and effectively use cultural variance within their own work environments. It also highlights the variety of ways in which people differ and develops a framework that supports the notion of global diversity.*

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## 17. FORECASTING STOCK PRICE DIRECTION USING A NEURAL NETWORK PREDICTOR

M. Hatami Yazd, University of Tehran, Tehran, Iran  
M. J. Yazdanpanah, University of Tehran, Tehran, Iran

### ABSTRACT

*As long as the profit obtained in a stock trade is concerned, signs of changes in a forecasting process is more important compared with the price prediction. In this paper a neural network is applied to predict signs of changes in a stock price. For the purpose of training an improved back-propagation algorithm called "Bold Driver" is utilized. Prediction is first based on one stock price but the impact of using other stocks in the same industry is also analyzed. The corresponding decision is performed based on the neural network predictions, which is appropriately processed in a trading policy module. Simulation results based on real data of some well-known stock markets reveal that the proposed approach can bring appreciable profit.*

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## 18. AN EMPIRICAL TEST OF THE RELATIONSHIP OF GREEN MANAGEMENT AND STAKEHOLDERS

Chun-Chu Liu, Chang Jung Christian University, Taiwan, R.O.C.

### ABSTRACT

*It has been a key challenge for enterprises to identify and balance environmental protection demands of various stakeholders in the 1990s. This research adopts the classification of Henriques & Sadosky (1999), which divided stakeholders into four categories: regulatory stakeholders, organizational stakeholders, community stakeholders and the media. Using this division, the study investigates Taiwan's top 1000 manufacturers, including conventional industries (textile industry, papermaking, printing and cement), fundamental industries (chemicals and steel) and technology-intensive industries (electronics, information and telecommunication). From 240 valid samples, this study finds that green management is apparently positively correlated with regulatory stakeholders, organizational stakeholders, community stakeholders and the media. In addition, there are significant differences as to which fundamental industries and technology-intensive industries have more green management practices than conventional industries.*

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## 19. USING SCENARIO PLANNING TO DEVELOP NEW BUSINESS PLANS

C. B. Claiborne, California State University Channel Islands, Camarillo, California, USA  
William P. Cordeiro, California State University Channel Islands, Camarillo, California, USA  
Rudolph I. Estrada, California State University Channel Islands, Camarillo, California, USA

### ABSTRACT

*A problematic area in new product and new business planning is the development of reliable market forecasts, which can be complicated by the availability of little historical data to support estimates. Forecasts are most reliable when the future looks like the present or when predictable permutations can easily reflect “most likely” and “least likely” projections. Traditional forecasting does not work well without reliable information or in times of change when markets grow rapidly or fluctuate because of unsettling events. This paper describes how Scenario Planning can improve new product or new business planning. The power of the Scenario Planning process stems from its preparation for alternative futures. While it is unlikely that a specific scenario will fully materialize, the future will undoubtedly contain pieces from several scenarios. Planning that accounts for alternative future environments better positions the business than forecasts that rely on one alternative future. A hidden benefit of Scenario Planning is expansion of the decision-makers’ perspective: a process of proactive learning shifts the “mental model” that underlies their thinking. Changes in a mental model can expose and invalidate incorrect world views, and bridge the gap to new models by encompassing external concerns and realities. Entrepreneurs may exhibit a bias toward overconfidence with a tendency to assume they know more than they do. A benefit to decision-makers accrues from the “conceptual reframing” required by the Scenario Planning process (Rumelt, 1987). The heart of a business plan is a pro-forma financial statement. Its seminal element is a sales forecast – based on market assumptions/projections. Market assumptions from traditional forecasting are often subject to uncertainty and the myopic vision of the entrepreneur. Scenario Planning can help entrepreneurs identify the blind spots in market assumptions and lead to improved business plans. Scenario Planning is a valuable planning tool available to all organizations – and is especially helpful when developing new business plans.*

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## 20. IDENTIFYING KEY DRIVERS OF STUDENTS’ OVERALL SATISFACTION

Dooyoung Shin, Minnesota State University, Mankato, Mankato, MN, USA  
Jon Kalinowski, Minnesota State University, Mankato, Mankato, MN, USA  
Sung Kim, Minnesota State University, Mankato, Mankato, MN, USA

### ABSTRACT

*Through student satisfaction surveys, many universities and colleges try to identify key educational attributes that can be used in allocating limited resources more effectively in their improvement efforts. This paper examines currently available methods in finding critical drivers of student satisfaction and proposes an alternative approach that overcomes the drawbacks of the traditional approaches. Using the statistical data obtained from a survey of student satisfaction in a Midwest university, these methods are compared and the results are discussed.*

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## 21. IMPORTANCE AND COMPLEXITY OF KNOWLEDGE MANAGEMENT IN PUBLIC ADMINISTRATION

Chandrasekhar Commuri, California State University, Bakersfield

### ABSTRACT

*Knowledge management within public administration is an important though complicated matter. This paper presents the reasons for this importance and discusses the various ways in which incentive and*

*accountability issues complicate effective KM practices. Knowledge, especially of the tacit kind, is a critical component in determining the effectiveness of public organizations in the future but at the same time effective knowledge management would not occur until key accountability and incentive problems are addressed.*

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## **22. LONGEVITY RISK AND LUMP-SUM DISTRIBUTIONS**

Richard Ponarul, California State University-Chico, California, USA  
Kenny K. Chan, California State University-Chico, California, USA  
Terence Chan, University of California-Berkeley, California, USA

### **ABSTRACT**

*Around the world there has been a secular trend of increasing life expectancy. At the same time employers have become increasingly averse to underwrite the investment risk and longevity risk for their retiring employees. Increased job turnover has also led some employees to prefer managing their retirement benefit streams independent of their employers. In such a world, individuals need to know how to assume responsibility of their retirement funds and create the optimal benefits streams. Financial innovation and declining transaction costs have made it possible for individuals to acquire very complex investment instruments. With a comparison of four simulated cases against a benchmark life-annuity strategy, we hope to illustrate some simple approaches to help retirees meet their income and standard-of-living objectives, bequest motives and exercise control over their assets.*

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## **23. TRANSITION IN EAST EUROPE IN THE CONTEXT OF GLOBALIZATION- AN ANALYSIS OF INTRAINDUSTRY TRADE**

Vinko Kandžija, University of Rijeka, Faculty of Economics, Rijeka, Croatia  
Alen Host, University of Rijeka, Faculty of Economics, Rijeka, Croatia

### **ABSTRACT**

*More intensive international financial flows and increase in investments, being the most typical aspects of globalization, contribute to strong rise in international trade and open new market possibilities. Strong international competitiveness and concentration of financial and trade flows, followed by the WTO-policy, contribute to further improvement of the industrial countries' position at the world market. Economic integration is for them a good way of participating in the international division of labor. Under conditions of gradual (sometimes even asymmetric) trade liberalization based on preferential trade agreements, transition countries can realize the inevitable economic restructuring without high adjustment costs. The position of the reform countries of CEE towards the EU should be viewed in the same way.*

*The aim of the paper is to analyze the Croatian intra-industry trade (IIT) based on the new trade theory and the Grubel-Lloyd-based methods of trade overlap measurement. The main purpose is to present the case of Croatia and, by taking into consideration the experience of other transition countries, to show how trade liberalization can influence the structure and type of trade flows. The further purpose is to show that economic integrations are a good way of achieving a successful trade expansion for a transition country based enterprise under conditions of globalization. Furthermore, the paper includes the index of marginal IIT (MIIT) which gives insight into the structure of change in the newly created trade flows. Therefore, MIIT proves to be a valuable instrument for identifying the adjustment costs of a business sector restructuring as a result of trade liberalization. The paper makes use of the Brühlhart indices of MIIT.*

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**24. ENVIRONMENTAL PERFORMANCE AND BUSINESS ETHICS: SCOTTISH SMES WITH A LOGIT MODEL**

Dilek Demirbas, Newcastle Business School, Northumbria University, UK

**ABSTRACT**

*This paper provides some insights into the dynamics of firms' behaviour with respect to environmental issues and business ethics in the specific context of Scottish SMEs. Ethical neutrality in neoclassical economics and a market oriented ethical dimension in Schumpeterian view are the best examples for the absence of an epistemology of what must comprise a set of rules of conduct. Therefore, when we experience the environmental problems of our global world, the environment suffers in its objective concept in the absence of ethic. In particular, the short-term profit maximisation objective of a firm may conflict with what the community wants. The information asymmetry between a firm and the community arises because a firm typically knows more about the environmental impact of its products, process and the waste it releases into the environment than the community. It is true that there is a trend for firms to integrate more environmental friendly policies into their production process. In particular, we found out that the environmental performance of SMEs largely depends on individual ethical decision-making, business ethics and firms' environmental performance. Nevertheless, it is still very difficult for SMEs not to turn environmental initiatives into profits when profiting from environmental initiatives may depend on the market conditions in the environmentally unethical market system.*

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**25. IDENTIFICATION OF POTENTIAL ENTREPRENEURS AND INTRAPRENEURS: A COGNITIVE FRAMEWORK**

Michael Harvey, University of Mississippi, Oxford, MS, USA  
Milorad M. Novicevic, University of Mississippi, Oxford, MS, USA  
Helen Fung, Al Akhawayn University, Morocco  
Joyce Heames, University of Mississippi, Oxford, MS, USA

**ABSTRACT**

As organizations are competing in a hypercompetitive environment, innovative and adaptive are necessary one would argue that entrepreneurs/intrapreneurs are essential competencies for organizations to effectively compete in the turbulent global environment. The purpose of this paper is to explore the entrepreneurial cognitive style that could characterize individuals with entrepreneurial potential as well as intrapreneurial orientation in large organizations. A cognitive approach to identification and selection of entrepreneurs will be developed in the paper.

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**26. OFFSHORING: DETERMINING THE WINNERS AND LOSERS IN A GLOBALIZED ECONOMY**

Darius Navran, Myers University, Cleveland, Ohio

**ABSTRACT**

*Lately there has been a whirlwind of debate on offshoring and its challenges to the U.S. economy. It is now obvious that as jobs from America's service and production sectors keep steadily migrating to developing and emerging economies, the issue of offshoring will continue to polarize Americans. Research shows that as much as 40% of service jobs can be annually lost as a result of offshoring. According to the McKinsey Global Institute, over the next decade around 200,000 jobs will annually be offshored. Also, Forrester Research estimates that by 2015, 3.3 million white collar jobs will migrate overseas. These data and incessant news on U.S. corporations opening facilities and shipping work overseas has sparked alarm in the country. Alarmists and displaced workers have called on U.S. Congress and state legislatures for punitive measures to curb offshore outsourcing. With this brief*

*background, the paper intends to examine the effects of offshoring both in terms of the decline of low and high end jobs in the U.S. and assess the consequences for destination sites.*

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## **27. PERFORMANCE MEASURES IN BUSINESS ORGANIZATIONS**

S. O. Adeyemi, University of the Witwatersrand, Johannesburg, South Africa

H. M. Campbell, University of the Witwatersrand, Johannesburg, South Africa

### **ABSTRACT**

*The origin of performance measures in business organizations is traced from its strategic roots. The development of strategy through the different levels and across the various functions of the organization is examined. The effectiveness (how well the objectives are met) and efficiency (how well resources are employed) in achieving these strategies result in performance measurement. The general nature, development and problems encountered in the diverse field of performance measurement are elucidated. The performance measures that have been used in the major functional areas of the business organization are discussed. Finally, a conclusion is made providing guiding criteria to help select performance measures that would acceptably and adequately give a picture as to how well a business organization is doing.*

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## **28. DATA MINING APPLICATIONS AND OPPORTUNITIES IN FINANCIAL MANAGEMENT**

Aaron L. Phillips, California State University – Bakersfield, Bakersfield, California, USA

### **ABSTRACT**

*This paper discusses the opportunities of and benefits from data mining in financial management transactional processes. Liquidity management is a core financial management function, essential to the effective operation of the firm. The critical nature of liquidity management, with its attendant cash flow management problems, is reviewed from the perspective of the potential for improving financial performance.*

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## **29. BUSINESS KNOWLEDGE: THE DISCONNECT BETWEEN ACADEMIC SUPPLIERS AND BUSINESS DEMANDERS**

Joyce A. Banjac, Myers University, Cleveland, Ohio, USA

### **ABSTRACT**

Contemporary scholars postulate that within the next 10 to 20 years major changes in the demand and supply of business education and knowledge are likely. Within this context, a clear understanding of how geographically constrained knowledge is transferred from collegiate business suppliers to private sector business demanders is needed. This exploratory study examines the Northeastern Ohio region, and it compares qualitative responses from collegiate business school administrators with those from representatives of the small business community, providing insights into the forces impacting knowledge transfers between academic knowledge suppliers and business knowledge demanders.

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**30. UNILEVER: A GLOBAL NICHE MARKET LEADER**

Byron J. Hollowell, Mount Marty College, Yankton, South Dakota, USA  
Stephanie Schall, Western Carolina University, Cullowhee, North Carolina, USA  
Rachel Leber, Western Carolina University, North Carolina, USA

**ABSTRACT**

*Unilever is one of the world's leading suppliers of consumer goods in the food, household care and personal product categories. However, Unilever prefers to promote its brands instead of its company name in order to create the "Unilever Armada of Brand Names" with which consumers are so familiar. The international company boasts highly recognized brands such as Surf, Dove, Suave, Vaseline, Hellman's, Knorr, Lipton, Ben & Jerry's, Bryers, and, Slim Fast. Financial information is provided in the case. The case project is to complete a fundamental analysis on Unilever compared to its closest competitor Procter and Gamble (P&G) and to the consumer good industry as a whole. A comment on the ethical dilemmas facing the company as it relates to the firm's marketing and research and development is requested.*

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**31. CURRENT PRACTICES IN STOCK OPTION PLANS DESIGN**

Nashwa George, Montclair State University, New Jersey, USA

**ABSTRACT**

*In the past two decades, stock options represent a high percentage of executives' pay. FASB Statement No. 123 does not require companies to record stock options to executives as an expense in income statement. In anticipating of mandating expensing stock options, few companies start to expense stock options. Other companies such as Microsoft Company announced the change in its compensation plans. This study examines the relationship between expensing stock options and the change in stock option plans. Examining sample of executives compensation, the results show that some companies changed executives' compensation plan design. Some of these companies already expense or intend to expense stock options. Companies that do not change their compensation plans have small percentage of compensation in the form of stock options.*

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**32. REASSESSING NAFTA AFTER A DECADE**

Gautam Sarkar, California State University, Stanislaus, Turlock, USA

**ABSTRACT**

*The North American Free Trade Agreement (NAFTA) enters its tenth year in the midst of relatively high employment in the US and unsettled security situation in the wake of the 9-11 attacks and the subsequent military engagements in Afghanistan and Iraq. The Bush administration plans to extend NAFTA to first Chile, and then to five Central American countries. Ultimately, it will be expanded to include 32 western hemisphere nations. This paper attempts to assess the impact of NAFTA on the economies of the US and Mexico.*

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**33. INTERNATIONALIZATION OF FACULTY AND CURRICULUM THROUGH ORGANIZED STUDY TOURS: THE IMPACT OF THREE STUDY TOURS TO THE BIG EMERGING MARKETS**

Yohannan T. Abraham, Southwest Missouri State University, Springfield, USA

**ABSTRACT**

*Internationalization of faculty, students, and curriculum continues to be of vital concern in higher education, especially in the business discipline with institutions and individuals pursuing various programmatic activities to bolster their global competitiveness. The project reported here involved three study tours to Brazil and Chile, China, and India that were funded with a grant from the Business & International Education Program of the U.S. Department of Education. This article highlights the logistical and operational aspects of an effective undertaking that has impacted a significant number of faculty members in an institution with long-term positive outcomes expected. The information should be of value to other institutions and individuals engaged in strengthening their global competencies.*

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**34. ENTERPRISE SYSTEMS IMPLEMENTATION: A CASE OF INTERNATIONAL ACADEMIC COLLABORATION**

Stanley C. Gardiner, California State University, Chico, California, USA  
Yvonne Lederer Antonucci, Widener University, Pennsylvania, USA  
Raymond F. Boykin, California State University, Chico, California, USA  
Frank S. Morelli, Pforzheim University, Germany

**ABSTRACT**

*The expansion of off-shoring, near-shoring and right-shoring of IT development has put at issue the distances between the managers and team members of IT projects. College recruiters of IT majors have expressed an interest in candidates with the ability to manage IT projects from a distance, to collaborate with members of organizations from different regions of the world, from different cultures and perhaps with few waking hours in common. In our study, teams of students based in the US and in Germany collaborate to implement integrated software to support the acquisition of a Germany company into a multinational corporation. A survey was administered to the two teams to assess the perceived value of this venture and its methods.*

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