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**ABSTRACTS****1. COPYRIGHTS AND COPYDUTIES – IMPORTANCE OF THE PUBLIC DOMAIN FOR DEVELOPING COUNTRIES**

Shishir Kumar Jha, Indian Institute of Technology, Bombay, Maharashtra, INDIA

**ABSTRACT**

*Developing countries need to rethink their copyright policy in light of the abundant information flows across the world. A nation's copyright policy is a pivotal source determining the forms of control that can be exercised over access to published information. The thrust for a global regime of trade related intellectual property rights (TRIPS), which includes copyright, was initiated by the United States of America in the eighth Uruguay round of GATT talks due to intense lobbying from its domestic knowledge based industries and with unequivocal support from Europe and Japan. The inclusion of TRIPS within the subsequent WTO framework has gone a long way in aligning and harmonizing intellectual property of most WTO member states with the US viewpoint. New digital technology, enabled by the Internet, is imposing a fresh challenge to conventional copyright policy. Large copyright owning organizations argue that digital media allows for an increasing possibility for piracy. Providing higher protection standards is therefore necessary. This argument led the US lawmakers into signing the Digital Millennium Copyright Act of 1998. Though a US law it has trans-national implications. A crucial dimension to the DMCA Act, beyond the US domestic horizon, is to explore how such a new copyright act will have impact on other countries, particularly developing ones. Protecting access to digital information at one end of the world through new copyright acts will have crucial consequence for the rest of the world.*

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**2. THE EFFECTS OF PERCEIVED ORGANIZATIONAL HYPOCRISY ON INTENTION TO LEAVE AND JOB SATISFACTION**

Thomas W. Philippe, St. Petersburg College, St. Petersburg, Florida, USA  
Jerry W. Koehler, University of South Florida, Tampa, USA

**ABSTRACT**

*The purpose of this study is to determine the effects of perceived organizational hypocrisy on individual employee's intention to leave their organizations and job stratification. A survey instrument was developed to collect perceptual data about organizational hypocrisy and the perceived impact of organizational hypocrisy on employees' intention to leave and job satisfaction. The data set, which was analyzed for results, was collected from three hundred ninety six respondents. The data revealed a positive relationship between individuals, which perceived a high degree of organizational hypocrisy and their intention to leave, as well as, their job satisfaction.*

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**3. MANAGING VALUE BASED ETHICAL BEHVAIOUR IN BUSINESS AND GOVERNANCE**

Shailendra Singh, Indian Institute of Management Lucknow, India  
Kumud Singh, KGK, N.D. University of Agriculture & Technology, Barabanki, India

**ABSTRACT**

*There has been a constant struggle for upholding value based ethical behaviour in organizations. Although India has accepted Satyameva Jayate (Only truth prevails) as a part of its national emblem, the country has become country of scams. People blame environment for these ills. There is an urgent need to arrest corruptions and scams and institutionalize value based ethical behaviour in business and governance. We have examined what constitutes values based ethical behaviour and how such behaviour can be elicited in plenty at work and in society in this paper. We have also examined four*

criteria often used by managers to decide whether a particular behaviour is value based or not: 1. Test of universality, 2. Test of utilitarianism, 3. Test of rights, and 4. Test of justice. Using different criteria managers may arrive at different decisions as the choice of criteria is very subjective. When multiple individuals/groups are involved, the most powerful individuals/groups influence the choice of ethical principles or criteria. We also proposed a framework consisting four quadrants: Q1: Illegal and unethical Q2: Legal and unethical, Q3: Illegal and ethical, and Q4: Legal and ethical for classifying various kinds of behaviour. These zones are called zone of crime, zone of ethical dilemma, zone of ethical law breakers, and zone of normative behaviour respectively. A model proposing twelve ways to manage value based behaviour has been presented. Here it has been also been emphasized that initiatives having the backing of collective force like NGOs, trade unions and associations, interest groups etc. are more effective in interventions than individual initiatives.

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#### **4. EXPLORING EMERGENT LEADERSHIP IN SMALL GROUPS: THE EFFECTS OF VARIOUS EFFICACIES**

M. Shane Spiller, Morehead State University, Morehead, Kentucky, USA

##### **ABSTRACT**

*The changing nature of work and the movement toward teams has prompted a renewed interest in emergent leadership in groups. Most recent research on emergent leadership has focused on different traits such as self-monitoring, or dominance in relation to emerging leaders. This paper proposes that the self-efficacy construct at various specificity levels can be used to understand who emerges as a leader. The effects of various types of self-efficacy were examined in a study of emergent leadership to assess the relationships between self-efficacy, and leadership. Results indicate that self-efficacy is a predictor of leader emergence, with more task-specific measures showing stronger relationships.*

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#### **5. WORKSHIP: A SPIRITUAL PSYCHO-PHILOSOPHY OF ACTION**

Debashis Chatterjee, Indian Institute of Management, Lucknow

##### **ABSTRACT**

*This paper identifies the field of work as an adventure of consciousness and uses a new phrase to describe it- WORKSHIP, work as workshop. Based primarily on the classical psycho-philosophy of India, laid down in the vedantic literature, this model of workshop attempts a shift in paradigm from the Greek concept of work as 'ponos' or pain to a liberating dimension of work, the ultimate aims of which are ananda (bliss) and mukti (freedom).*

*Examining the various elements that constitute workshop, the author comes up with the fourfold paths of workshop: discipline, righteousness, sacrifice and transcendence, and analysis them in detail. Finally, the paper argues that workshop has the potential to unfold man's latent spirituality for a sustainable world order.*

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## **6. FORECASTING THE MEETINGS, INCENTIVES, CONVENTIONS, AND EXHIBITIONS INDUSTRY IN HONG KONG**

Rob Law, Hong Kong Polytechnic University Tony Tse, Hong Kong Polytechnic University

### **ABSTRACT**

*Due to its prominent economic contributions, the Meetings, Incentives, Conventions, and Exhibitions (MICE) industry has recently drawn the worldwide attention of government officials and academic researchers. The MICE industry is particularly important in Hong Kong, a major tourism and service center in Asia. This paper reports on a study that forecasts the demand for different segments of MICE visitors in Hong Kong. On the basis of annual data from seven major market regions in the period 1994 to 2002, two commonly used forecasting models were applied to forecast the number of MICE visitors in Hong Kong until the end of the current decade. Empirical results showed all but one of the MICE sectors will experience growth. At last, the paper will offer industrial implications and suggestions.*

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## **7. NEW UNDERSTANDING ON DEMOCRATIZATION IN DEVELOPING COUNTRIES**

Niels Ole Jensen, Copenhagen Business School, Denmark  
Marilyn E Harris, Central Michigan University & HSCC, Inc., Flint, MI, USA

### **ABSTRACT**

*The goal of this paper is to develop a fuller understanding of the requirements to democratization in developing countries. This writing capitalizes on a failed effort; using the Case of The Assembly of the Republic of Mozambique, 1994 – 2002 to develop the new understanding needed to build transformed, sustainable socio-economically developed countries in a fast emerging world order. In this study, the authors activate new learning about the learning process itself, about managing the complexity of large scale change, and about accessing the deeper levels of knowing (Scharmer, 2000). This learning opens the door to new understanding to design and create the future in Mozambique, and beyond. The paper shifts the quality of attention to generative learning gained through retrospective synthesis of the Mozambican case, concluding with implications for stepping into the future. This writing is an abstracted form from the original that was developed for publication. The authors may provide the longer version upon request.*

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## **8. GLOBALCALL CONSULTING: A CASE STUDY IN SITE SELECTION**

Jeffrey Steven Podoshen, DeVry University; Temple University

### **ABSTRACT**

*The business of benefits outsourcing has grown exponentially over the past two decades. The environment has become extremely competitive and has resulted in outsourcing firms looking to cut costs and expand favorable economies of scale. This is a case study of one firm and their process on deciding where to build and provide outsourced call center support for benefit administration.*

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**9. MANAGEMENT CASES IN INDIA**

Avinash Mulky, Indian Institute of Management Lucknow

**ABSTRACT**

*Management education in India has taken a leap forward since 1991. Several Indian business schools have started using the case method and a few thousand management cases have been written in India. Case writing in India has however not been reported in the management literature. This paper analyzes case writing in India. Case output and case marketing of leading case producing institutions is studied, factors that help or hinder case production in the Indian context are identified and suggestions are made for improving case production and sales of cases written in India.*

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**10. CREATING A WIN-WIN EXPERIENCE WITH ALZHEIMER'S PATIENTS: A SERVICES MARKETING BLUEPRINT AT GREYSTONE COMMUNITIES**

Ciel Murphy, University of Texas at Arlington  
James M. Munch, University of Texas at Arlington  
Mark F. Toncar, Youngstown State University

**ABSTRACT**

*In this paper we explore how Greystone Communities, a successful healthcare provider in the "senior living industry," applies a six-step service quality model in the long-term healthcare market for Alzheimer's disease. Specific examples of how service quality elements of tangibility, reliability, responsiveness, assurance, and empathy can be strategically managed are offered.*

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**11. USING FEEDBACK TO IMPROVE HUMAN PERFORMANCE IN A CORRECTIONAL SETTING**

Stephen Schepman, Central Washington University, Ellensburg, Washington, USA  
Anthony Stahelski, Central Washington University, Ellensburg, Washington, USA  
Scott Bennett, Central Washington University, Ellensburg, Washington, USA  
Matthew Owens, King County Corrections Department, Seattle, Washington, USA

**ABSTRACT**

*The purpose of the study was to determine if feedback on booking errors would reduce the error rate for entering booking data about arrestees/detainees in an adult correctional facility. Participants for the present study were 330 correctional officers doing bookings during a six-week period at the studied facility. Results show support for the hypothesis that feedback would reduce the error rate for the booking officers entering data. Using feedback-only was a cost effective intervention sufficient to reduce the total number of weekly booking errors to a more cost effective and acceptable rate in a correctional setting where resources for interventions was very limited.*

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## **12. GOAL ATTAINMENT, MANAGERIAL RELATIONSHIPS AND PERFORMANCE OF JOINT VENTURES: AN UNSUCCESSFUL EXPERIENCE OF A JOINT VENTURE IN CHINA**

Yuanfei Kang, Massey University (Albany), Auckland, New Zealand

### **ABSTRACT**

*Based on a case study of a Sino-New Zealand joint venture, this paper examines the dynamic process in which partner goal attainment, managerial relationships, and external environment affected the JV's performance and development. Factors contributing to the foreign partner's unsuccessful experience in the JV are identified as: 1) poor alignment of partner goals in the JV; 2) weak coordination of managerial relationships; and 3) inadequate adaptation to the dramatic change in external environment.*

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## **13. SPIRITUALITY IN THE WORKPLACE: A STUDY OF EXECUTIVES**

Stephen L. Baglione, Saint Leo University, Saint Leo, Florida, USA  
Thomas W. Zimmerer, Saint Leo University, Saint Leo, Florida, USA  
T. Lynn Wilson, Saint Leo University, Saint Leo, Florida, USA

### **ABSTRACT**

*A survey of executives enrolled in an executive MBA program shows that spirituality permeates their on-the-job decisions. Executives report that strong values and commitment, along with ethical business practices, starting with upper management, and generate many benefits to organizations, for example, greater productivity, positive work environment. Many of these invaluable benefits are cost-free. And embracing the global economy does not mean, according to these executives, an organization must sacrifice its values and beliefs. Conversely, executives said that organizations that embrace unethical actions or dishonest business practices damage their organizations, especially productivity. Thus, spirituality, it appears, is one avenue for an organization to achieve its goals.*

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## **14. CORRELATING FUNCTIONALITY AND USABILITY PERFORMANCE SCORES OF HOTEL WEBSITES**

Rob Law, Hong Kong Polytechnic University

### **ABSTRACT**

*The impact of the Internet on hotel business has recently drawn the attention of many hospitality and tourism practitioners. Specifically, these practitioners would like to know what the contributing factors are to the success of a hotel website, and how good a hotel website performs in the industrial standard. Prior studies on hotel website performance measurement have attempted to model hotel website measurements in two separate aspects, namely usability and functionality performance, and these performance measurements were reflected in total numeric scores in terms of usability or functionality. Prior studies, however, have failed to examine the relationship between the functionality and usability performance scores. This paper reports on a study that computed the correlation coefficients of the usability and functionality scores. Empirically findings indicated that except for economy hotels, there was no significant relationship between functionality and usability scores.*

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**15. PERSONAL SELLING TO SUPPORT A NONPROFIT MISSION: CHARACTERISTICS OF GIRL SCOUT COOKIE PURCHASERS AND PREFERRED VENUES FOR SALES OF COOKIES**

Jane S. Reid, Youngstown State University, Youngstown, Ohio, USA  
Mark F. Toncar, Youngstown State University, Youngstown, Ohio, USA  
Cynthia E. Anderson, Youngstown State University, Youngstown, Ohio, USA

**ABSTRACT**

*The Girl Scouts have been in the "business" of selling cookies since 1922. A 1993 national study found that almost 75% of the people who were not asked to purchase Girl Scout cookies would have bought the cookies if they were asked. A marketing research class was approached by the local Girl Scout Council to determine if the untapped market existed in their area and to suggest possible sales venues for the cookies to reach this untapped market. The research revealed that the cookies were perceived favorably among different classification groups, and that the venues proposed by the Council and the literature were not rated very high by those who currently bought cookies and those who would have bought the cookies if asked.*

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**16. THE EFFECTS OF LEARNING ORIENTATION, KNOWLEDGE OWNERSHIP, AND ORGANIZATIONAL JUSTICE ON KNOWLEDGE SHARING**

Seokhwa Yun, Montclair State University, Montclair, NJ 07043, USA  
Mark R. Allyn, Montclair State University, Montclair, NJ 07043, USA

**ABSTRACT**

*This study examined why individuals share their knowledge at work. We collected survey data from employees of two companies. We found that learning orientation and procedural justice were positively related to knowledge sharing, whereas distributive justice was negatively related to knowledge sharing. Further, our results demonstrated the interaction effect between justice practices and knowledge ownership on knowledge sharing.*

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**17. DOES PARTICIPATING IN TEAM SPORTS CONTRIBUTE TO EFFECTIVE WORKPLACE TEAM BEHAVIORS?**

Karen Dill Bowerman, California State University, San Bernadino, California, USA  
Terence P. Curran, Siena College, Loudonville, New York, USA  
James J. Freiburger, Southern New Hampshire University, Manchester, New Hampshire, USA  
Linda S. Hartenian, University of Wisconsin Oshkosh, Oshkosh, Wisconsin, USA  
Ray Maghroori, Riverside Community College District, Riverside, California, USA

**ABSTRACT**

*A common belief is that participation in team sports contributes to development of work-related team knowledge, skills, and abilities (KSAs). The literature indicates some managers may prefer applicants who have team sports experience. However, no research has explored this belief. This study examined if participation in team sports was related to possessing workplace team KSAs. Our findings revealed that differences in team KSAs among workplace team members could not be linked directly to participation in team sports. Our analysis did show that length of time in work teams was strongly correlated with five dimensions of team KSAs (problem solving, communication, conflict resolution, goal setting, planning). Team leaders reported higher levels of problem solving, conflict resolution, and goal setting skills.*

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**18. UNDERSTANDING CORRUPTION THROUGH MOTIVATION THEORIES**

Ramesh Dangol, the State Government of Indiana, Indianapolis, Indiana, USA  
James E. Walters, Ball State University, Muncie, Indiana, USA  
Sushil K. Sharma, Ball State University, Muncie, Indiana, USA  
Fred L. Kitchens, Ball State University, Muncie, Indiana, USA

**ABSTRACT**

*The cost of corruption for national economies is an issue intensely discussed among politicians, business people, academicians, and the general public at large. In many countries, the pervasiveness of corruption has been a common phenomenon for centuries. Many previous studies have concluded that weak governance, lack of democratic freedom and lack of economic openness tend to induce higher levels of corruption. More research needs to be conducted to explore the reasons individuals in certain countries are internally motivated toward corruption even though they are aware that corruption is considered unethical and reprehensible. This paper explores the statistical cause and effect relationship between the Corruption Perceptions Index (CPI) and Human Poverty Index (HPI) and concludes that poverty is positively correlated with corruption, but can not be said to cause corruption.*

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**19. ARE BUSINESSES BECOMING MORE OR LESS ETHICAL? □ A PERSPECTIVE PROVIDED THROUGH THE LENS OF A NATURAL EXPERIMENT**

Michael K. McCuddy, Valparaiso University, Valparaiso, Indiana, USA  
Karl E. Reichardt, Valparaiso University, Valparaiso, Indiana, USA  
David L. Schroeder, Valparaiso University, Valparaiso, Indiana, USA

**ABSTRACT**

*The ethics scandals of recent years have caused the public to become wary of the decisions and actions of business executives, and have contributed to the public's temptation to stereotype business executives as motivated solely by profit, self-interest, and unbridled greed. While such temptation may be potentially attractive, the fundamental issue of whether businesses and business executives are becoming more or less ethical is subject to debate. Drawing on measures of ethical effectiveness that have been collected annually over the period 1994-2003 in a survey of the membership of the Institute of Management Accountants (IMA), this study explores the question: "Has there been any demonstrable positive impact on ethical decisions and actions in business organizations in the post-Enron era?" Results indicate that business organizations are perceived to be more effective in their ethical decisions and actions since the onset of the Enron/Arthur Andersen ethics debacles. The paper discusses the implications of these results for values-based management that embraces social, environmental, and financial concerns.*

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**20. SEXUAL HARASSMENT INVESTIGATIONS AS THE WITCH HUNT OF THE NEW MILLENNIUM: THE NEED TO RECOGNIZE AND RESPECT RIGHTS OF ACCUSED AND TO CONSIDER THE IMPACT OF SUCH INVESTIGATIONS ON THE ORGANIZATION**

Jordan T.L. Halgas, California State University-Sacramento, Sacramento, California, USA  
Laura Riolli, California State University-Sacramento, Sacramento, California, USA  
Joseph Richards, California State University-Sacramento, Sacramento, California, USA

**ABSTRACT**

*Organizations have a legal responsibility to prevent and eliminate sexual harassment in the workplace. To meet this obligation, organizations must develop and implement stringent anti-harassment policies and must conduct thorough sexual harassment investigations. Because of the high price associated with the failure to provide a harassment-free workplace, most organizations rush to judgment—they investigate*

*harassment complaints quickly with little consideration of the rights of the accused and of the impact that such investigations have on the organization itself. This investigative "zeal" has turned sexual harassment investigations into the witch-hunt of the new millennium. Organizations, however, can take steps to ensure that legal obligations are met, the rights of the accused are protected, and the organization itself is shielded from the negative institutional consequences of a harassment investigation.*

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## **21. THE ORGANIZATION OF ENTREPRENEURIAL ACTIVITIES: AN ECONOMIC PERSPECTIVE**

Yongliang "Stanley" Han, California State University, Sacramento, California, USA  
Carter Lloyds, LHC, Irvine, California, USA

### **ABSTRACT**

*This paper examines from an economic perspective how and where new economic activities are carried out in terms of both the locus of innovation (in incumbent firms or new firms) and geographic location. Through the discussion of Schumpeter's view on innovation, industrial organization economics and transaction cost economics the locus of innovation is examined.*

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## **22. KRISPY KREME STRATEGIC RENEWAL**

Ann Pohira, Saint Leo University  
Paige Ramsey-Hamacher, Saint Leo University  
Kimberly Thorne, Saint Leo University  
Deborah Sawyer, Saint Leo University  
Laural Bernard, Saint Leo University

### **ABSTRACT**

*Krispy Kreme Doughnuts, founded in 1937, is a one of the leading doughnut producing companies known for fresh, glazed, yeast-raised doughnuts, or "Hot Original Glazed." With the low-carbohydrate diet craze, started by Dr. Robert Atkins, sales for this doughnut company have significantly dropped in since the fall of 2003. Now Krispy Kreme faces a law suit filed from its shareholders alleging that investors were misrepresented about the direction of the company investments. This company needs to have a strategy to regain their market share before becoming another casualty of the low "carb-craze."*

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## **23. 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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**24. GENERIC RETAIL STRATEGY: AN EXPLORATORY STUDY OF STRATEGIC GROUPS AND PERFORMANCE VARIATIONS AT THE LOCAL LEVEL**

J Rajendran Pandian, Virginia State University, Petersburg, Virginia, USA  
Venkatapparao Mummalaneni, Virginia State University, Petersburg, Virginia, USA  
S. Ade Olusoga, Virginia State University, Petersburg, Virginia, USA

**ABSTRACT**

*The concept of generic strategy has been applied to business and functional strategies. In this study, we examine strategies adopted by retailers in Central Virginia to study whether we could identify common strategies across different retailers and the impact of strategy on performance. Due to the intense competition in retailing, the performance differences may not be significant across generic strategies. But, we argue that performance differences will be significant at the local level when you consider retailers operating from shopping malls. These retailers use factors such as location, product mix and retail format to compete effectively. So, we suggest that one would observe distinct generic strategies and performance differences across firms adopting these strategies. We test these hypotheses using primary data collected through a survey of retailers. We found five generic strategies which differed significantly from one another. The link between strategy and performance is also significant suggesting that at the local level, competitors tend to adopt different strategies leading to performance differences.*

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**25. CAN STUDENTS REALLY LOG ON TO SUCCESS?: AN ANALYSIS OF THE EFFECTS OF GENERAL SELF-EFFICACY, COMPUTER SELF-EFFICACY, AND COMPUTER ANXIETY ON STUDENT PERFORMANCE IN WEB-BASED COURSES**

V Natasha Wilkins, Jackson State University, Jackson, MS, USA  
Della R. Posey, Jackson State University, Jackson, MS, USA  
Koffi Dodor, Jackson State University, Jackson, MS, USA

**ABSTRACT**

This study investigated the relationship between students' general self-efficacy, computer self-efficacy, and computer anxiety and their performance in online courses. Specifically, does a student's general self-efficacy, computer self-efficacy, and computer anxiety affect her/his grade and perceived learning in web-based courses? Though there has been research conducted on web-based instruction in higher education, none to our knowledge has yet been conducted analyzing student performance at an urban university in the south. Bridging this research gap is important to determine the effectiveness of differing educational programs around the world since a variation does exist not only in technological advances among regions but also among varying demographics.

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**26. GOING BEYOND THE ADA: MOVING FROM 'REASONABLE ACCOMMODATIONS' TO 'INCLUSIVE ACCOMMODATIONS'**

Stephen C. Betts, William Paterson University, Wayne, New Jersey, USA  
Thomas G. Roberts, William Paterson University, Wayne, New Jersey, USA

**ABSTRACT**

*The Americans with Disabilities Act (ADA) requires employers to make reasonable accommodations for disabled employees. This directive is simple in concept but far from simple in practice. Inconsistent interpretations and applications of the law have resulted in confusion, lawsuits and low marks for the effectiveness of this well-meaning legislation. In this paper we propose that firms expand the types and availability of accommodations beyond those required by law, and make them available to individuals and groups not traditionally considered disabled under the ADA but who would benefit from workplace*

*accommodations. A model is presented which shows the effects of these accommodations on worker effort and related outcomes. A business case is made for such actions, proposing that costs associated with accommodations are offset by decreased likelihood of legal action, decreased turnover, an expanded talent pool and increased productivity.*

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## **27. CREATING VALUE THROUGH THE STRATEGIC MANAGEMENT OF PSYCHOLOGICAL CONTRACTS**

Steven E. Phelan, University of Nevada Las Vegas, Las Vegas, NV, USA  
Haibin Yang, University of Texas at Dallas, Richardson, TX, USA  
Linjia Zhou, University of Texas at Dallas, Richardson, TX, USA

### **ABSTRACT**

*This paper is concerned with the strategic management of psychological contracts and, in particular, the use of psychological contracts to create value for the firm. We present the employment relationship as a social exchange with multiple equilibria. Utilizing the concept of indifference curves from economics, we argue that employees may be indifferent to various combinations of monetary and non-monetary value and present and future value. We, then, propose that managers can (and should) manage their employees' value preferences to maximize the economic value to the firm, while preserving the integrity (and utility) of the underlying psychological contract.*

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## **28. ON THE BRINK OF BECOMING A LEGEND: A PROFILE OF LEADERSHIP SUCCESS**

R. Earl Thomas, Middle Tennessee State University Adam Himber, Bed Bath & Beyond Inc.

### **ABSTRACT**

*Celebrating his 31<sup>st</sup> anniversary as CEO of the Retirement Systems of Alabama (RSA), Dr. David G. Bronner is chief of one of the most successful state pension funds in the nation. The veteran pension chief has become one of the most acclaimed individuals in the state of Alabama and is on the brink of becoming a legend. Dr. Bronner's idiosyncratic career has attracted much publicity, both positive and negative, and has established him as one of the most prominent pension chiefs in the world. While his unorthodox investment decisions have generated much criticism, these decisions have made the pension fund a phenomenal success today.*

*Under the direction of Bronner, RSA's investment portfolio has been diversified with numerous unconventional pension fund investments, such as, the Robert Trent Jones Golf Trail, Raycom Media, Inc., Community Newspaper Holdings, Inc., various real estate investments, and US Airways. While these investments are unconventional for a typical state pension fund, they have proved to be very beneficial. The benefits of his successful career are seen, not only, by the increase of the RSA fund from \$500 million in 1973 to over \$25 billion presently, but also by the significant improvement on the quality of life in Alabama.*

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**29. MANAGEMENT IN REALITY TODAY**

Oriaifoh O. Godwins, Ndows Comprehensive High School Annexe, The Gambia

**ABSTRACT**

*It is surprising to see how the knowledge of 'yesterday', rapidly becomes the folly of 'today'. Management theories over the years, have evolved such that what proved to be effective, and efficient in solving a problem in the past, may not be appropriate if applied to similar problem today.*

*The idea of management as getting things done through people need constant review in different geographical areas, situations, and organisational set-ups.*

*The rapid development in information, and communication technology today, has suddenly resulted in organisations to begin to slowly discard the hierarchical form of management. Hierarchical form of management {where information/instruction/orders are passed from one level of authority, to another level, until it get to the final recipient} was used to solve problem in the manufacturing, services, and even in the military set ups.*

*Today, however, at the touch of a button, information/instruction/orders can instantly be sent to everyone in an organisation. Hierarchical form of management is therefore increasingly becoming irrelevant to solving management problems today.*

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**30. THE X'S AND O'S OF RECRUITING COLLEGE BASKETBALL ATHLETES**

Jeff Hafer, Pittsburg State University, Pittsburg, KS, USA  
John L. Beisel, Pittsburg State University, Pittsburg, KS, USA

**ABSTRACT**

*This paper discusses the crucial steps involved in recruiting student-athletes for college basketball programs, specifically at the NCAA Division II level. The task of recruiting is related to marketing. A recommended formula for recruiting is presented. It involves a five-stage process, including: a) naming program objectives; b) identifying program needs; c) selecting the best recruiting method; d) knowing and conforming to NCAA rules and regulations; and e) effectively using written, verbal, and visual tools. The end result should be a positive program image and success at recruiting.*

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**31. THE CONSUMPTION OF JUICY COUTURE AMONG TEENAGERS**

Christina Perez, California State University-Chico, Chico, California, USA

**ABSTRACT**

*Teenagers play an important role in the fashion industry. They hold a great deal of purchasing power and follow fashion trends closely. One fashion trend that is hitting the teenage market is the clothing brand Juicy Couture. This brand has captured the attention of many teenagers and it has become an extremely popular product. Juicy Couture is marketed as a posh fashion product and uses this image to appeal to teenagers. This study will examine the images teenagers attempt to capture by wearing Juicy Couture and the motivations behind their purchases.*

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**32. ANALYSIS OF SOCIALIZATION: UNDERSTANDING THE IMPACT OF SOCIAL CLUBS ON COLLEGE STUDENTS SOCIALIZATION PATTERNS**

Mike Minihane, California State University-Chico, Chico, California, USA

**ABSTRACT**

*The use of social clubs on college campuses has been the norm for students improving upon their social skills and communication abilities. Students have found that college is an intimidating place and through joining these social clubs they can meet a wide variety of people and learn to interact more comfortably. This paper presents the results of a research project that examined the influence of social bonds created by joining a club and the socializing patterns it creates within college students.*

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**33. COCOONING IN AMERICA: AN EXPLORATORY STUDY OF AMERICANS RESORTING INTO THEIR HOMES**

Renee Smith, California State University, Chico Nitish Singh, California State University, Chico

**ABSTRACT**

*This paper proposes an outline to measure cocooning of America, and tests it by using interviews with Americans that are in the process, thinking of, or finishing home renovations and/or decoration. The results provide evidence that fear and need for comfort in today's world has forced cocooning on the American society. The proposed paper can provide an insight into the American home and what they are doing behind closed doors.*

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**34. BRITAIN'S ATTITUDE TOWARD AMERICAN FOOD PRODUCTS**

Jeremy Amthor, California State University-Chico, Chico, California, USA  
David Coulombe, California State University-Chico, Chico, California, USA  
Charlene Heal, California State University-Chico, Chico, California, USA  
Kati Nottelmann, California State University-Chico, Chico, California, USA

**ABSTRACT**

*British consumers can be better understood by analyzing their patterns of behavior represented by their activities, interests, and opinions (AIO's). Their AIO's towards food shopping, cooking and eating habits, health issues, and ultimately their food consumption as a whole must be specifically analyzed. This study seeks to explore another culture's perspective of the food products Americans produce, specifically within the fast food industry.*

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**35. MULTIETHNIC COUPLES ON PERSONAL WEB PAGES**

Lidia L. Burkey, California State University, Chico, USA

**ABSTRACT**

*That multiethnic identification on personal web sites gives the opportunity to make connections with others in similar multiethnic backgrounds, easing the pain Multiethnic couples may feel in dealing with discrimination. In times of feeling the loss of identity for being multiethnic, the personal web pages act as a function for expressing and re-affirming that self-identity. Of the personal web pages studied, there were five themes found 1) stating their ethnicity within the first paragraph of web page, 2) Some couples*

*communicate the challenge of being multiethnic are as common as in any other marriage, 3) The reward of being multiethnic couple is a source of identity, which for some can be a lonely experience and the reason behind having a personal web site, 4) A growing literature on racial and ethnic intermarriage reveals increasing levels of intermarriage and 5) Let the Brazilians teach Americans how to identify multiracial issues.*

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### **36. WHY WE SHOULD NOT HAVE A UNIFORM THEORY OF BUSINESS ETHICS**

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#### **ABSTRACT**

*As business world expands, it reaches more and more people; because of technology, products, and services we are able to appeal to all. Yet, as large as the world seems to be it also grows smaller everyday, as we become closer to and more familiar with different countries, businesses, and people. In any country, whether one works in the public sector or the private sector, there are ethical norms-religious ethics, social ethics, and business ethics. However, as with most everything in life today, ethics carries boundaries of responsibilities, standards, and values. This is reflected in all cultures and countries. Because ethics can be viewed so differently, conflicts arise. The degree of conflict varies depending on the issues and the people involved and whether the conflict is domestic or international.*

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