
ABSTRACTS**1. A PRACTICAL APPROACH TO EVA ANALYSES AND ISSUES**

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ABSTRACT

Since its introduction by Stern Stewart and Co, Economic Value Added (EVA) has been a popular concept—in both academic and business fields-- as a comprehensive measure of a firm's performance. Although the concept is intuitively appealing, its application is fraught with difficulties, as needed ingredients and their relative impact on the final outcome are often hard to determine. This paper develops a "how to" approach for computing the EVA. In so doing, the paper develops a case study, employs a spreadsheet model and utilizes transaction based data to demonstrate the model's simplicity and flexibility. The model explicitly recognizes the importance of taxes, and facilitates routine reporting, training and communications, and longevity of the EVA measure within a firm. Finally, several criticisms of EVA are addressed using the case study and the spreadsheet model

Keywords: EVA, analyses, adjustments, spreadsheet, taxes, residual income, residual cash flow, book value, case study

**2. RETURN ON INVESTMENT IN NON-REVENUE GENERATING ACTIVITIES:
APPLYING KVA AND REAL OPTIONS TO GOVERNMENT OPERATIONS**

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ABSTRACT

While business leaders are in the hunt for the proverbial Return on Investment (ROI) on Information Technology (IT), governmental and Defense leaders, are in the same hunt as evidenced by the numerous calls for ROI on IT in the military. The same leadership is concerned with quantifying the riskiness of IT investments. A problem arises when leaders in non-profit governmental organizations attempt to measure the "value" and riskiness of an IT asset in use. No revenue streams exist in such organizations. This paper focuses on how the Knowledge Value Added/Real Options analysis valuation technique, which can be applied to help solve these problems. We will provide a case example of this approach reflecting investments in the application of collaborative and 3D imaging technologies for a Naval Shipyard planning framework, process.

Keywords: ROI, KVA, Real Options, Government, Non-Profit

**3. HEURISTIC INFORMATION RETRIEVAL METHODOLOGIES UTILIZING
HUMAN CENTERED STRATEGIES**

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ABSTRACT

This article describes human centered methodologies of current work on information retrieval systems and their applications. This work is an initial attempt to provide the bases for the combination of different technologies into a synthesis of a distributed system with a common scope of increased effectiveness. A

novel contribution to the current sphere of knowledge is bidirectional relevance feedback and its positive effects on information retrieval effectiveness. This approach will allow us a better understanding of how to apply the bidirectional relevance feedback methodologies to distributed information retrieval systems.

Keywords: Information Retrieval Systems, Heuristic, Human Centered Methodologies, Relevance Feedback.

4. COMPETITIVENESS OF SMEs IN THE U.S. RETAIL SECTOR: ILLUSTRATIVE CASE STUDIES FROM NORTH-EAST OHIO

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ABSTRACT

The research question addressed in this study is: What does it take for a small retail firm to survive and succeed in face of unequal competition from the much larger discount retailers and mass merchandisers such as Wal-Mart? What factors contribute to the competitiveness of SMEs in the retail trade sector? Following Harrigan (1983)'s recommendation to combine quantitative and qualitative research methodologies for richer insights, we applied the findings from earlier survey-based studies to a small subset of SMEs using qualitative case studies in Northeast Ohio, and developed a conceptual model to account for the competitiveness of SMEs in the U.S. retail trade sector.

Keywords: SME, Competitiveness, Retail sector.

5. A FRAMEWORK FOR DEPLOYING PROJECT MANAGEMENT SOFTWARE IN AUDIT PLANNING

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ABSTRACT

In this paper, we solicit the views of a virtual expert panel of audit managers in the Big Four accounting companies to assess industry practice in deploying project management software to aid audit planning. We develop a structured process to facilitate the rapid development of an audit plan using popular, moderately priced, commercial project management software. We illustrate the implementation of this process using the Microsoft Project software to plan the external audit of a medium-sized company. In this pedagogical case study, we show that once planning information has been assembled, the Audit Manager can systematically proceed with developing an audit schedule, conducting resource and cost analyses, incorporating risk and uncertainty, making appropriate plan revisions to ensure conformance with audit objectives and constraints, and facilitating communication among all stakeholders.

Keywords: Audit Planning, Audit Phases, Project Management Software

6. EXPLORING THE FACTORS THAT INFLUENCE AFRICAN AMERICAN STUDENTS TO PURSUE CAREERS IN THE HOSPITALITY INDUSTRY

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ABSTRACT

The purpose of this study is to explore African American student's perceptions of hospitality management. Participants were enrolled in Colleges of Business at Historically Black Colleges and Universities (HBCUs) and were majoring in either hospitality management or an area of business, such as marketing. The students in this study did not equate the hospitality industry with servitude. Career choice was found to be influenced by personal background, the significant influence of others, and the awareness and perception of the industry. Results also indicated as the student's level of awareness of the industry increased their perception of the hospitality industry became more positive. The key elements in improving the image of the hospitality industry and increasing the level of awareness in the African American community are education, recruitment, and promotion of minorities into key positions at the managerial level or above.

Keywords: Hospitality industry, student perceptions, survey tool, food service and African Americans

7. THE FLIP SIDE OF ONLINE COMMUNICATIONS: IMPACT OF UNCERTAINTY AVOIDANCE ON INTERACTION DIFFICULTY IN DISTANCE LEARNING ENVIRONMENTS

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ABSTRACT

The proliferation of computer-mediated communication technologies is changing the scope and diversity of human interactions. Online interactions are complex, and cultural diversity adds to that complexity. This paper concerns interaction difficulties in Distance Learning (DL) environments and is based on Hofstede's cultural framework which identifies Uncertainty Avoidance (UAI) as a robust determinant influencing cultural preferences and practices. High UAI cultures (Japan, France, and Korea, among others) dislike awkward situations and may prefer DL environments because of the protective layer of relative anonymity DL bestows participants. On the flip side, the lack of facial expressions, familiar roles, and traditional structures of face-to-face learning environments tend to negate the benefits of DL for this and other groups. This empirical study finds that DL users from diverse cultures will encounter both benefits and constraints, results that contribute to theory by identifying plausible directions for future research into the complexities of online interactions.

Keywords: Distance Learning, Culture, Hofstede, Uncertainty Avoidance, Interaction, Computermediated Communication.

8. AN EXAMINATION OF ORGANIZATIONAL LEARNING MECHANISMS IN THE 2002-2004 BOSTON RED SOX

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ABSTRACT

Learning is key to organizational survival and success in today's dynamic global environment. While there has been significant theoretical development in this area during the last several decades, there have been fewer works devoted to interpreting the dynamics of these theoretical constructs in practice. Because of the wealth of reporting about sports, professional sports teams offer opportunities to observe concrete examples of many organizational phenomena, including organizational learning. In 2002 the Boston Red Sox major league baseball team was purchased by an owner group committed, among other things, to using new statistical tools for both player selection and coaching. They very visibly introduced new statistical performance measures and required that players learn to play the game on the field according to different premises. Two years later the Red Sox won the World Series for the first time in 86 years. Because so much is written about the Red Sox on a daily basis by the sports press, because several books have dealt wholly or partially with the events surrounding the World Series win, and because so many detailed player and team performance statistics are regularly reported, the Red Sox transformation provides an opportunity to examine the mechanisms by which the team learned to play the game on the field differently – an instance of organizational learning. This study reviews the relevant literature of organizational learning, describes key events and circumstances within the Red Sox organization during the years 2002-2004, and explores the usefulness of various organizational learning concepts and models in interpreting these events.

Keywords: organizational learning, organizational routines, double loop learning

9. THE CONSTRUCTION MODEL OF CUSTOMER TRUST, PERCEIVED VALUE, AND CUSTOMER LOYALTY

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ABSTRACT

Relationship marketing has become one of the keys to success in acquiring strong competitiveness in the present market. The main ideas of relationship marketing are customer trust and loyalty. Although there has been considerable research into customer trust, most theories in general share two problems: First, there is the issue of how to build and maintain those factors that lead to a strong and concrete model of trust between business to business and business to customer. Second, there is the problem of assessing the role that customer value plays in the entire customer trust model. This paper modifies the study of customer trust made by Sirdeshmukh et al. (2002) and expands it into a multidimensional conceptualization. The result shows that in the 3C distribution industry, the most influential factor regarding customers is degree of credibility and trust they feel towards companies' actions. Thus, it is considered necessary to separate these behaviors into concrete management policies & practices (MPPs) and frontline employees (FLEs). The results of our analysis of MPPs and FLEs conclude that customer value plays a mediating role between customer trust and loyalty.

Keywords: Trust, Customer Value, Customer Loyalty, FLEs, MPPs

10. THE BUSINESS OF PROFILING PROBLEM GAMBLERS AND THE EFFECTIVENESS OF SELFEXCLUSION PROGRAMS

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ABSTRACT

This paper looks at research that is being currently undertaken on a significant self-exclusion program for problem gamblers in Australia. With the enormous success of the self-exclusion scheme that has swelled to over 3000 participants, difficulties have been encountered in how to deal with the relevant issues of identification of potential transgressors. The introduction of modern technology is seen as a possible way of overcoming the difficulties of manual detection, but it too involves its own problems of privacy, cost, legal issues along with technological, workplace and other hurdles that must be overcome. The results of a three-year survey of this special group of gamblers reveal a profile of fascinating insights into their lifestyles and attitudes. This understanding is essential for the gaming operator to remain in business and comply with their legal responsibilities.

Keywords: Gambling, Self-exclusion, Problem gamblers, Profiling, biometrics, Slot machines

11. FINANCIAL STRATEGIES ON BUSINESS PROFITABILITY

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ABSTRACT

In this paper, the authors highlight the factors that influence the profitability of own capitals of an entity. In this sense, the authors refer to three decisive factors: profit quota, the rotation speed of the assets and financial leverage.

Keywords: return on equity, financial standing, financial strategy

12. FORECASTING CONSUMER PRICE INDEX OF USA

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ABSTRACT

In this study, we find that the best fitting model among a collection of AR, MA, ARMA, ARIMA models for annual CPI data from 1913 to 2006 is ARIMA (2, 2, 1). Based on this model, we forecast the annual CPI value for 2007 to be 207.1909, with a 95% confidence interval between 205.1212 and 209.2607. We predict that inflation will increase in 2007 since the confidence interval of the forecast suggests a consistent increase in annual CPI during 2007. This finding will provide useful information for the Fed and financial and economic analysts who are concerned about the economy. We can infer from the increase of CPI that the Fed may take necessary actions to contract the economy in 2007.

Keywords: Consumer Price Index, Forecasting, United States Economy

13. DO FRIEDMAN / MODIGLIANI-TYPE CONSUMPTION FUNCTIONS EXPLAIN CONSUMER DEMAND AS WELL AS KEYNESIAN FUNCTIONS?

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ABSTRACT

In the Keynesian consumption function, current income is usually postulated to be the main determinant of consumption. This paper examines the extent to which the Keynesian consumption function explains 1960 - 2000 U.S. consumption patterns. The results are compared to the longer term average income variables suggested by Friedman's Permanent income Hypothesis and Ando and Modigliani's Life Cycle Hypothesis as the income variable affecting consumption. We find variance explained by the consumption function drops dramatically when multi-year average incomes are substituted for the Keynesian current income variable. However, when added to the Keynesian function as a second income variable, they increase explained variance from 88% to 90%, compared to the Keynesian income variable alone. This small amount suggests that there may be a small portion of the U.S. population whose consumption decisions follow the more complex formulations suggested by the Permanent Income and Life Cycle hypotheses, while the simpler current income formulation used by Keynes appears to characterize the consumption function of most of the population.

Keywords: Consumer Behavior, Consumption Function, Keynes, Friedman, Modigliani

14. THE APPLICATION OF NARRATIVE THEORY TO ORGANIZATION THEORY-BUILDING

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ABSTRACT

Current research in organization theory suggests compatibility exists among theories of symbolism, symbolic interactionism, semiotics, speech acts, and organizations. Less certain is the degree to which these various perspectives can be combined into practical methodologies for research on organizational behavior. Directions vary considerably. Stablein & Nord (1985) incorporate symbolism as an integral process of scientific research. Meindl (1985) advocates the study of symbolism as an inspiration to organizational researchers, but not as a part of methodology per se. Ebers (1985) warns that the study of symbolism can become tautological and separated from the study of organizations. It is in this arena that the various narrative paradigms of Burke (1941), Bakhtin (1981), and Lanser (1981) are explored for their possible application to the process of organization theory building.

Keywords: Narrative Theory, Organization Theory, Symbolism, Symbolic Interactionism, Corporate Culture, Metaphor, Organizational Text, Semiotics.

15. DISTINGUISHING BETWEEN TASKS AND BETWEEN ORGANIZATIONS ON THE BASIS OF MANAGEMENT-RELATED FUNCTIONS EMPOWERED

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ABSTRACT

The paper starts with the notion that managers of small establishments where employees lack the skill to do their jobs on their own give routine directions constantly. They clarify policies and provide feedback on past performance for future improvement, while managers of high tech industry empower employees to plan and take action. Recognizing that employees of the defense industry are highly enabled and skilled, the objective of the paper focuses on nature of management-related function empowered to these

employees. To that end, the employees included in the study are first identified as employees of government defense agencies and employees of defense contractors. Furthermore, the tasks that employees are assigned to do are, at the outset, identified as program of high and low gravity of concern. The empirical data gathered was then analyzed using discriminant analysis with the objectives of (1) distinguishing between government defense agencies and private defense contractors, and (2) between programs of high and low degrees of concern on the basis of management-related functions empowered. It is determined that four out of nineteen management-related functions discriminate between the two groups of organizations with 62.4 percent accuracy, while ten management-related functions discriminated between programs of low and high concern with 95.2 percent accuracy. In both cases, the accuracy of classifying respondents and programs in the right category, based on the management-related functions identified, is significant at 5 percent level of significance.

Keywords: Empowerment, motivation, tasks, management functions, discriminant analysis

16. CONSUMER CREDIT CARD DEBT

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ABSTRACT

Consumer debt is beyond the healthy macro and micro economic norm. This debt is adversely affecting households in the micro-economic sense and the economy as a whole. Lack of education in finance related subjects, set against the level of marketing by the credit card industry serves as a primary cause of this imbalance. Considering the household and macro-economic impact, educators and administrators need to include basic financial management in the K9 to K12 curriculum. This would, at a minimum, give the young consumer a fighting chance before entering the real world and would have long lasting economic benefits.

Keywords: Credit Card Debt, Debt Management, Consumer Debt

17. OPTIMAL STRATEGIES FOR ROSTERING SERVERS

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ABSTRACT

One of the most vexing problems facing the service industry is the optimal scheduling of servers to both satisfy customer demand and to minimise the cost of doing so. There is a fine line in maintaining this balance and the long queues often seen in practice testify that scientific method has not been utilised effectively, if at all. This study examines some of those models that will benefit scenarios in which servers must be rostered according to specific requirement levels at either at minimum cost or using a minimum number of servers. Several types of integer programming models are considered, including those necessitating 24-hour scheduling and those where the establishment is opened for fewer hours. A numerical example is provided to illustrate how these models can be easily used in practice.

Keywords: Scheduling, integer programming, modelling, server allocation

18. ORGANIZATIONAL BEHAVIOR & ITS IMPACT ON ORGANIZATIONAL DEVELOPMENT: ROLES, KNOWLEDGE, RESPONSIBILITIES, ETHICS, PROCESS AND CHANGE

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ABSTRACT

The study of organizational behavior and its relationship to organizational development has been receiving great attention by scholars and business practitioners alike. This organizational phenomenon (OB) holds tremendous potential for unlocking unexplained answers for the field of business and possibly opening new territories for research development. OB researchers have determined that the effectiveness of organizational managers and leaders are dependent upon the attitudes of employees and consumers. The transformation in organizational culture and business practices are experiencing some phenomenal changes with the development of new methodologies and research methods. With the advancement of new technology and growing diversity within organizations, the process of change has already shaped the culture of many organizations. The impact of technology and how it changed the environment of nonprofit and corporate organizations and behaviors, and performances and behavior changes towards fellow employees of different ethnic and religion.

Keywords: Organizational Behaviors, Leadership, Management, Ethics, Business Curriculum, Diversity, Organizational Change, Development

19. CEO GAINS FROM SPIN-OFFS

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ABSTRACT

Research on spin-offs has focused on the gains to stockholders at the announcement of a spin-off, and the probable reasons for these gains. The Corporate Chief Executive Officer (CEO) is credited for being involved in expansionary acquisition activity for personal gains rather than for stockholder wealth maximization. Then why do CEO's propose and plan to downsize their empire through a spin-off? This paper examines the CEO incentives to downsize through voluntary corporate spin-offs. It shows that the interests of the CEO of a firm and its stockholders do not always diverge and a gain for the latter also profits the former.

Keywords: Corporate Restructuring, Divestments, Managerial Compensation, Spin-offs.

20. CREATING STRATEGIC ADVANTAGE THROUGH INFORMATION TRANSFER AND KNOWLEDGE CREATION IN SUPPLY CHAINS

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ABSTRACT

Many published works of effectively managed supply chain systems (SCSs) report that those organizations enjoy reduced operating costs, goods and services delivered on time, improved product quality and better economic performance than their competitors. These systems are used for achieving operating efficiencies and effective processes. However, attaining a sustainable competitive advantage in the market place requires more and partly depends on acquisition and dissemination of non-routine

information as well as the creation of more extensive knowledge within the SCS. Today these systems achieve operational efficiencies using such routine information as products, prices, quantities, inventory levels, customer order numbers, volumes, etc.; transmitted throughout the SCS. Effective strategic decision making requires more than routine information. Organizations must view the very expensive supply chain management (SCM) efforts requiring millions of dollars to implement and maintain to be an essential strategic management tool for creating and maintaining a sustainable competitive advantage. This paper reviews the existing literature on SCM and discusses how such an effective solution can create strategic advantages for companies through knowledge creation and dissemination as information among its partners. This study also identifies areas of research in which strategy scholars can make significant contributions.

Keywords: Strategy, Supply Chain systems, Information Transfer, Supply Chain Management

21. HE SAID – SHE SAID: GENDER AND ETHICAL DECISION-MAKING AMONG UNDERGRADUATE BUSINESS STUDENTS

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ABSTRACT

We implemented a class exercise to help undergraduate students understand different ethical decision making strategies and make reasoned ethical decisions in diverse teams. Students analyzed an international business mini-case. They learned and used ethical decision-making approaches individually and in culturally diverse groups. After we presented six ethical decision-making approaches we asked students to record their preferred ethical decision-making approach and their advice to the entrepreneur in the case. Students then shared their ethical decision-making and reasoning strategies in diverse teams which sought to reach consensus on the approach and advice to be recommended by the team.

In this paper we analyze the relationship between students' ethical decision-making and their gender. We found that females were less likely to advise paying a so-called "bribe" than male students. Additionally, we found that females more frequently chose Legalism and less frequently chose Cultural Relativism than their male counterparts. We conclude that there were gender differences in students' ethical decision making approaches and their proffered advice. Evidence demonstrates that this ethical decision-making exercise improves students' learning about their own and others' ethical decision-making approaches and understanding of other student's ethical decision-making in culturally diverse teams.

Keywords: Ethics, decision-making, class exercise, cultural diversity, gender.

22. EXAMINING SURVIVAL AND MARKET ENTRY OF SMES: AN ECOLOGICAL PERSPECTIVE

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ABSTRACT

Past ecological studies have focused mainly on examining environmental factors affecting organizational populations. The major emphasis was on the birth, death and survival of large scale organizations. This study takes the perspective of small and medium enterprises (SMEs) and examines the issue of survival and market entry in USA. More specifically, this paper contributes to the literature in three major ways: First, we extend the application of population ecology theory from the current descriptive role to a more prescriptive approach by formulating a model for SMEs to identify a potential munificent environment. Second, applying a widely accepted approach in finance, we formulate this model serving as a convenient analytical tool for future studies in market entry decisions of small businesses. Third, this study will, address both theoretical and methodological concerns and fill the gap between past ecological

studies and the conventional managerial focused contingency theory. Managerially, we provide a guideline for practitioners to evaluate their market entry decisions.

Keywords: Population Ecology, Organizational Ecology, Small and Medium Enterprises, SMEs, SME Survival, Market Entry
