
ABSTRACTS**1. MARKETING IN SMALL AND MEDIUM SIZED ENTERPRISES**

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ABSTRACT

Søren H. Jensen, Copenhagen Business School, DENMARK *This article deals with the intersection of marketing and entrepreneurship, two at first sight significantly different concepts, attempted to be merged, resulting in a construct called 'entrepreneurial marketing' applicable specifically for SMEs and new ventures. Regrettably, true entrepreneurial marketing is only rarely applied in real life. On the basis of a literature analysis from the relevant marketing and entrepreneurship journals, it is shown that both concepts share a common ground: striving for opportunity, reformulating the rules of the game and trying to create value. Both areas could benefit from each other, and a synthesis can build as a new mindset, a way of acting and thinking for the 21st century.*

Keywords: Marketing, Entrepreneurship, Small business, SME, new venture.

2. BOARDS OF DIRECTORS AND CORPORATE PERFORMANCE: AN ANALYSIS MODEL

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ABSTRACT

Research related to the relationship between boards of directors and corporate financial performance has received increasing prominence within the field of corporate governance yet findings are frequently ambiguous and often contradictory. We believe the reflection of uncertainty emanating from the literature is a result of the limited number of performance measurement points (MPs) used in the investigations. In this paper we provide a brief historical overview of corporate boards, shareholder concerns, and related academic research. We identify seven board characteristics that consistently appear in the literature and propose a set of performance measurement points that may clarify the relationship between these and corporate financial performance.

3. MARKET SEGMENTATION AND MARKET POSITION OF ONLINE SHOPPING IN TAIWAN

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ABSTRACT

The purpose of this paper is a study on market segmentation and market position of the online shopping in Taiwan. The study data were collected 523 copies of questionnaire of person. The questionnaires returned 523 copies, only 510 copies to be effected on returned copies. It is 97% to be effected on returned copies. This research involved a survey; the quantitative analysis of the questionnaires was conducted through descriptive statistics, factor analysis, unsupervised artificial neural network algorithm, one-way ANOVA, K-mean method and so on. The main results are as follows, there are four different types to be found on the internet shopping in Taiwan. First, Cost Type: they pay attention on the cost whether transportation fee is paid by shipper or not. Second, Safety Type: they pay attention on the personal information that is a trading of safety on the internet. Third, Commercial Type: they pay attention on the commercial brand and the commercial is good for them. They will choose famous brand products all over the world. Fourth, Convenience Type: they pay attention on the trading is convenient for them and

they don't like to spend time on the shopping. To conclude, this study should be of importance in explaining market segmentation and market position between stores and consumers on the internet. As well as in providing corporations with a better understanding of how consumer choice the goods to effect their strategy upon be used on internet. Thus, the paper had got target of analysis market segmentation and market position for online in Taiwan.

Keywords: market position, market segmentation, online shopping, internet marketing

4. BUSINESS RULES FOR MARKETING: A LOGICAL SPREADSHEET APPROACH

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ABSTRACT

Business rules reflect the decisions needed to accomplish business policy and objectives of an organization. Business rules specification enables organization to better understand its own operating environment. Proper usage of business rules requires that they be stored in a separate repository. This paper demonstrates the storage and utilization of business rules through the concept of logical spreadsheet to support decision-making in the marketing area.

Keywords: Business Rules, Logical Spreadsheets, Marketing

5. UNDERSTANDING CUSTOMER WILLINGNESS TO PAY (WTP): AN INTEGRATED FRAMEWORK AND MANAGERIAL APPLICATIONS

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ABSTRACT

An understanding of customer willingness to pay may lead to better pricing decisions and competitive advantage for a firm. Even though there is a growing stream of research on various pricing concepts such as reference price, price fairness, price sensitivity, and incidental pricing etc., these concepts have been researched individually, and have not been integrated to arrive at a comprehensive understanding of customer willingness to pay. This research proposes an integrative framework that synthesizes the extant research to provide insights into willingness to pay. The author provides several examples to apply the insights gained to real world pricing situations.

Keywords: Willingness to pay, pricing, segmentation.

6. KNOWLEDGE MANAGEMENT IN CATARINIAN UNIVERSITIES: WHAT THEY DO TO CONVERT THE KNOWLEDGE AMONG THEMSELVES?

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Jorge Alberto Velloso Saldanha, Federal University of Santa Catarina – UFSC/Brazil.
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ABSTRACT

The human knowledge is created and expanded through social interaction between the tacit and the explicit knowledge, what is called knowledge conversion. This way, there are four kinds of knowledge

conversion: 1) the socialization, 2) the externalization, 3) the combination and 4) the internalization. The present study tries to investigate how the process of knowledge conversion is configured, in institutions of superior education. Characterized as a qualitative study, studying the case of the Catarinian Association of Educational Foundations, as known in Brazil as "Associação Catarinense de Fundações Educacionais" (ACAFE), in the State of Santa Catarina/Brazil, with descriptive type analysis level, supported by secondary data investigation, using semi-structured interviews added to the intentional sample and analysed by the technique of content analysis. The results show that ACADE is in an advanced stage in the management of its knowledge. It's necessary and was suggested to strengthen the knowledge gotten outside ACADE, considered in the elaboration of strategies, beyond the security and protection of the developed and/or acquired knowledge.

Keywords: Knowledge management, University management, ACADE

7. A FACILITY LOCATION STUDY: FACILITIES PLANNING FOR AN ACADEMIC INSTITUTE

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ABSTRACT

The article reports on a study focused on improving the operations of an academic institute in order to assign classrooms to different classes in an efficient and effective manner. The objective of the study is to build a model for the facilities within a university and employ the process layout technique to improve the facilities locations thus minimizing the total distance traveled by the students, instructors, and the personnel, i.e., minimize the interdepartmental flow within a university. For this purpose the quantitative data related to the students' enrollment in each program, the class schedules, and the distance of all location pairs (i.e. classrooms, dean's offices, faculty offices, labs, etc.) are collected and process layout is employed to solve the problem.

Keywords: Facilities Layout, Process Layout, Distance Matrix, Flow Matrix, Relationship Chart/Diagram

8. THE RELATIONSHIP OF WORK-LOCUS-OF-CONTROL IN YOUNG WORKERS TO PARENTS' ORGANIZATIONAL COMMITMENT

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ABSTRACT

Increasingly part of the workforce in many types of jobs, young workers are a category of employees we know relatively little about in organizational behavior. We know enough to say that they do not enter the workforce as a tabula rasa; they have already been influenced in terms of their work attitudes, beliefs and values by forces outside of any direct work experiences that impact their employment behavior. This study examined the likelihood that parental socialization contributes to a young worker's work-locus-of-control, a variable that is central to many influences and consequences in organizational behavior. Specifically, we tested the notion that parents' organizational commitment is a manifest experience that predicts their children's work-locus-of-control as young workers. In a sample of 108 parent-young worker pairings we found statistical evidence to support this link. Parents' reports of their affective commitment to their organization were a significant predictor of students' own reports of their work-locus-of-control. Young workers were more likely to have a strong internal locus of control when they had a parent reporting a strong sense of commitment to their employer.

Keywords: Young workers; work-locus-of-control; organizational commitment

9. PROVIDING AN INTEGRATED MODEL FOR AGILITY EVALUATION AND ENHANCEMENT IN MODERN ORGANIZATIONS

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ABSTRACT

One of the best ways to gain flexibility and responsiveness is to be truly agile. Agility is a business-wide capability that embraces organizational structures, information systems, logistics processes and in particular, mindsets. There have been very much attention to define the nature of agility concept and its themes, but a little effort has been spent for describing the practical methodology of agility implementation and enhancement. Therefore, in this paper, we would discuss the practical methodology of agility implementation and enhancement based on literature review and combination of famous models of agility implementation in the field. The proposed model has six phases. Those are ,repeatedly, as (1) considering static or dynamic conditions of internal environment, as well as agility drivers in external and internal circumstances, (2) identify agility capabilities and providers, as well as the generic indices of organizational agility to diagnose of current state of organization, accomplish the gap analysis to compare current and needed level of agility, (3) strategy formulation process, (4) design and implement action plans to improve agility in the context, (5), performance measurement after given or certain period in order to determine level of organizational agility the organization has gained, (6) design the corrective and developmental programs.

Keywords: agility, approaches, literature review, implementation model

10. INFORMATION QUALITY, USER INFORMATION SATISFACTION, AND DECISION PERFORMANCE

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ABSTRACT

In order to examine the effects of information quality on user satisfaction and the relationships between user information satisfaction and problem-solving performance (accuracy and time), a laboratory experiment was conducted. This study found interesting conclusions that are useful for improving our understanding of the effects of information quality on problem-solving performance through user information satisfaction. The results demonstrated that the main effects of information quality on user satisfaction and the correlations between user information satisfaction and problem-solving performance are significant. These findings provided empirical evidence to validate and extend the cognitive fit theory and IS success model. However, a number of limitations should be considered in terms of the methods used when interpreting the findings and future researchers would be wise to further examine and extend the findings of this study. Finally, it is postulated that despite these limitations, practitioners should be able to facilitate the design of information management systems to improve their problem-solving performance by enhancing information quality.

Keywords: Information Quality, User Information Satisfaction, Problem-Solving Performance.

11. PRODUCT VARIETY, PRICING, AND INVENTORY DECISIONS UNDER UNIFORM PREFERENCES

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ABSTRACT

We consider the problem of jointly determining product variety, retail price, and inventory level for a retailer who sells a category of product variants to individual consumers. Our model is based on the multinomial logit (MNL) choice model and the newsvendor inventory model. In our model the utilities of product variants to consumers are affected by their quality and retail price. Assuming uniform consumer preferences over all the product variants, we formulate and analyze the retailer's optimization problem. Our numerical examples quantify benefits and costs of variety and provide several interesting managerial insights.

Keywords: Product Variety, Pricing, Inventory

12. APPLICATION OF HOLISTIC LEADER DEVELOPMENT (HLD): COMPARATIVE ANALYSIS OF FACTORS AFFECTING EXEMPLARY LEADERSHIP PRACTICES

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ABSTRACT

Modern leadership practices require new approaches to cope with accelerating, diverse, and far-reaching job demands often with constantly changing priorities. A proposed holistic leader development approach, emphasizing wellness and life balance, by aligning behavior and values, integrated with value-based leadership practices, was measured. A comparative analysis of a three-year study of 277 experienced and preparing managers resulted in implications for management, for leadership development, and for theory. The implications and directions for future research on the application of holistic leader development are discussed.

Keywords: Leaders, Leader Development, Leadership Development, Leadership Practices, Holistic Leader Development, Wellness, Life Balance, Emerging Organizational Trends

13. "TRANSLATING FUNCTIONAL DIVERSITY INTO PERFORMANCE IN NEW PRODUCT DEVELOPMENT TEAMS"

Khaled Aboulnasr, Florida Gulf Coast University, Fort Myers, FL, USA

ABSTRACT

Many organizations are increasingly shifting towards adopting functionally diverse new product development teams to increase competitiveness in the marketplace. The purpose of this exploratory study is to investigate the process through which cross functional diversity affects performance outcomes in new product development teams. We build upon social categorization theory and similarity-attraction theory to propose a framework in which cooperative competency (composed of communication, coordination and trust) and task conflict mediate the relationship between functional diversity and performance outcomes. We also introduce a set of contextual variables that include top management support, skills training and effective team leadership that are suggested to positively moderate the negative effect of functional diversity on cooperative competency in new product development teams.

Keywords: New product development teams, Cross functional diversity, Cooperative competency

14. PHILOSOPHICAL THOUGHTS ON KNOWLEDGE MANAGEMENT SYSTEM MAINTENANCE

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ABSTRACT

We have investigated a KMS where users can browse knowledge pieces as solutions for various problems the company faces. The users or employees of the companies were surveyed with a questionnaire regarding their attitude toward maintenance action on the KMS. The purpose of the study was to discover philosophical explanations on KMS maintenance if people in the company who utilize the KMS are reluctant to ask for maintenance action on the existing knowledge piece due to their concern about being perceived as not respectful toward the organization or the cause of organizational culture by questioning the authority of the knowledge piece.

15. THE EMERGENCE OF TECHNOLOGY ENTREPRENEUR AND ECONOMIC GROWTH

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ABSTRACT

Based on Yang and Ng's model, this paper will study the emergence of technology entrepreneur from the perspective of saving transaction cost. Inframarginal analysis (total cost-benefit analysis across corner solutions in addition to marginal analysis of each corner solution) of the model has formalized the Coase Cheung theory of the firm. It is shown that firm can be used to improve transaction efficiency and to promote the division of labor by excluding the activity with the lowest transaction efficiency from being directly priced and traded. The analysis of the emergence of technology entrepreneur has found the conditions for the existence of technology entrepreneur and its implications for economic growth.

Keywords: Transaction Cost; Technology entrepreneur; Economic growth.

16. TWO-SIDED STANDARDIZATION METHODS AND THEIR APPLICATION IN MULTIATTRIBUTE DECISION MAKING METHODS

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ABSTRACT

In this paper, we develop the use of Two-Sided standardization methods in Multiattribute Decision Making (MADM) methods. By using Two-Sided linear norm and Two-Sided Saaty norm in TOPSIS, two methods of MADM are presented: TOPSIS I and TOPSIS II. Then a comparison between the presented methods and several MADM methods is made and some relationships are revealed.

Keywords: Multiattribute Decision Making (MADM); SAW, TOPSIS, Ideal Point, Two-Sided norms, TOPSIS I, TOPSIS II

17. REPLACING INVENTORY: AN INFORMATION BASED STRATEGY FOR COMPETITIVE ADVANTAGE IN SUPPLY CHAIN MANAGEMENT

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Wilfred Rachan, Universiteit Leiden (University of Leiden), The NETHERLANDS

ABSTRACT

This paper resulted from a study on "The Effects Of Workflow Automation On Supply Chain Customer Synchronization In The Discrete Manufacturing Industry"(Borgman & Wilfred, 2007). Becoming Agile and Lean in manufacturing necessitate that we revisit the way we handle our factors of productions (i.e. man, machine and materials). Most current literature acknowledges that of all the production factors, Inventory is the "low hanging fruit" for improvement. Whilst Inventory has been labelled a liability, why has so little been achieved to managing Inventory and realising the benefits in practice? Our findings guided us towards a proposition for Replacing Inventory with Information. By applying ICT (Information & Communication Technology) based solution to the "Response Time Delay" and "Risk of Uncertainty of Demand" problems, seen here as a dynamic Inventory problem. We were able to develop a framework to determine when Inventory can be replaced with information and when it should not be attempted.

Keywords: Uncertainty, Throughput, Synchronization

18. THE IMPACT OF WORKPLACE ENVY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH LEADER-MEMBER EXCHANGE IN THE SERVICE INDUSTRY

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ABSTRACT

The purpose of this study was to investigate the role of workplace envy on the relationship between leader-member exchange (LMX) and organizational citizenship behavior (OCB). Specifically, the goals were two-fold: (1) to examine the role of workplace envy as a possible mediator between LMX and OCB and (2) to test an inverse relationship between LMX and workplace envy. 101 part-time service employees served as study subjects. The results partially support the mediating effect of envy and confirm the negative relationship between envy and LMX. Managerial implications for the service industry are briefly discussed.

Keywords: Leader-Member Exchange; Workplace Envy; Organizational Citizenship Behavior; Service Industry

19. EVOLUTION OF CORPORATE GOVERNANCE: A STUDY OF THE AIRLINE INDUSTRY

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ABSTRACT

A Darwinian approach is used in most of the literature that describe corporate governance: surviving firms in competitive markets are assumed to have optimal governance structures. Kole and Lehn (1999) were the first to look at the evolution of the corporate governance structure. They studied the impact of deregulation in the airline industry on the evolution of corporate governance structures as well as their adaptation to environmental and economic changes. Kole and Lehn (1997, 1999) conclude that for the period 1971-1992 in the airline industry, ownership structure has become more concentrated, level and proportion of executive compensation accounted by stock options increased and while the size of the board declined the number of inside vs. outside board members did not change. Further they felt that

changes in corporate governance structure evolved more slowly than predicted by theory over the period. In this paper I update the work of Kole and Lehn (1997, 1999) by examining how corporate governance structure has evolved in the airline industry during 1990s in light of the fact that the industry has become increasingly competitive and has been subject to external shocks like 911, SARS and fuel price volatility. The paper attempts to answer one of the crucial future research issues raised in Kole and Lehn's (1997, 1999) study, namely, how governance choices made by surviving airlines differ from those of nonsurvivors. I find that surviving airlines have tended to make gradual changes to their corporate governance structure whereas the nonsurvivors have made sudden and abrupt changes to their governance structure. This conclusion is line with Kole and Lehn (1999) study that it is often detrimental to make sudden changes to the organization capital of a firm.

20. EXPANDING THE DOMAIN OF BUSINESS ETHICS: LEADERSHIP DEVELOPMENT FOR A SUSTAINABLE WORLD

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ABSTRACT

This paper evaluates the degree to which typical U.S. graduate business programs address environmental issues as part of their business ethics curricula. Data are analyzed from a number of sources to include the primary business school accrediting organization (AACSB), non-governmental organization data, an exploratory content analysis of popular business ethics textbooks and an assessment of selected business ethics course syllabi. Taken together, this data supports the hypothesis that most schools do not emphasize environmental concerns relative to other business ethics issues more typically focusing on fraud and fiduciary responsibility to shareholders. An initial effort is made to roughly quantify this emphasis in typical MBA curricula. Possible reasons for this relative absence of environmental perspectives in the curriculum are explored and four curricular goals are forwarded to address this problem.

Keywords: *ethics; environmental issues, leadership development, graduate business education, Sustainability*

"We do not inherit the earth from our ancestors, we borrow it from our children" ~ Native American Proverb

21. CHOOSING A VALUE DISCIPLINE FOR MARKETING ONLINE EDUCATION

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ABSTRACT

This paper addresses the strategy alignment of online programs. In response to learner demand and research indicating the effectiveness and flexibility of online education, recent years have seen a proliferation of these offerings at academic institutions. Not all of these programs will survive the competition. We propose that, in order to succeed, institutions will need to distinguish their online programs along one of three value disciplines: customer intimacy, operational excellence, or product leadership.

Keywords: *Online Education; Value Disciplines; Marketing Online Programs*

22. A GAP ANALYSIS ON THE PROJECT RISK MANAGEMENT PROCESSES

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ABSTRACT

Applying a suitable Risk Management Process (RMP) is a vital key to the success of any project. The main objective of this research study is to propose guidelines to clarify the proper roadmap to future researches of RMP, especially in the project environment. For this purpose, a conceptual modeling approach has been developed to demonstrate and analyzes the gap between the conventional RMPs and a proposed modeling approach. Based on the proposed modeling approach, a number of Critical Success Factors (CSF) has been identified with the help of recent literature reviews and experts opinions. It is hoped that the proposed approach can be a proper benchmark for RMP's researchers.

Keywords: Risk Management Process; Project Risk Management, Critical Success Factors.

23. MANAGEMENT CONTROL SYSTEMS FOR MANUFACTURING ORGANIZATIONS

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ABSTRACT

Miller and Roth (1994) have given typology of manufacturing strategy: caretaker, marketer and innovators. Based on these we derive characteristics of most suitable management control systems (MCS's) for these strategies. These are presented in the form of hypotheses in this paper. Later we collect data from one firm each from caretakers, marketers and innovators and find that our hypotheses are well supported.

Keywords: Management Control Systems, MCS for manufacturing organizations

24. PROCESSING INFORMATION USING IMAGINATIVE INTERPRETATION

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ABSTRACT

This conceptual paper focuses on how consumers can use imaginative interpretations to process product information. The paper proposes that imagination helps consumers develop mental imagery of products and product ownership which leads to the communication of his/her consumer social identity. The conceptual model, developed for this paper, called Imaginative Interpretation Processing depicts the way consumers engage with imagination. Consumers use imaginative interpretation through a process of conceptual blending to develop mental images. These mental images then help consumers to rehearse purchasing products. During this rehearsal process consumers can practise purchasing products to determine if the products have symbolic and social meaning. The mental imagery can also develop the symbolic and social meaning of the product for the consumer. Using this processing method a consumer can create and develop meaning in order to communicate his/her consumer social identity through product choice. The principle implication for marketers is that even direct and simple messages can be interpreted through the consumer's conceptual blend making those messages more significant for the consumers. Moreover, consumers use these marketing messages as foundations for their own mental images.

Keywords: Mental imagery, consumer social identity, imaginative interpretation

25. A MODEL FOR ENVIRONMENTAL MARKETING

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ABSTRACT

This paper develops a theoretical model of environmental marketing. Central to this model is the interaction over time of the marketing environment, environmental marketing and marketing the environment. The model suggests that researchers are better served by viewing environmental marketing from an ontological point of view than from an ethical point of view. Environmental marketers can utilize this model to gain insight into future trends in the environmental movement.

Keywords: Conceptual Marketing, Green Marketing, Environmental Marketing, Environmental Stewardship, Biophilia, Marketing Environment, De-Marketing.

26. BUSINESS SCHOOLS' INTENTIONS TO OFFER E-COMMERCE DEGREE PROGRAMS: AN EMPIRICAL INVESTIGATION USING AN EXTENDED THEORY OF REASONED ACTION

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ABSTRACT

The primary objective of this paper is to investigate business schools' intentions to offer Electronic Commerce Degree Programs (ECDP) using an Extended Theory of Reasoned Action (ETRA). The ETRA extends the initial Theory of Reasoned Action to organizational level analysis and introduces "behavioral readiness" as a mediating predictor of "behavioral intention." Data collected from 105 business schools across the United States was analyzed using Structural Equation Modeling (SEM). The results indicate an incremental contribution of the proposed ETRA over the initial Theory of Reasoned Action in predicting the sampled schools' intentions to offer ECDP

Keywords: Extended Theory of Reasoned Action – Prediction – Business Schools' Intentions for Actions

27. USING SPREADSHEET SIMULATION TO EVALUATE THE EXPECTED VALUE OF SOLUTIONS TO INCREASING CLICK-THROUGH RATES FOR BANNER ADS

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ABSTRACT

The substantial drop of the click-through-rate (CTR) for banner ads has brought up the question whether website owners should invest in solutions to increasing the CTR in order to increase their revenue obtained from Pay-per-click scheme. This study aims at using spreadsheet simulation to support the decision maker in choosing the right decision in this circumstance. A simulation model is developed and the simulation is run for 1000 trials. The simulation results provide the expected value of solutions to

increasing the CTR for banner ads, based upon which the decision maker can decide whether it is worthy to invest in these solutions.

Keywords: click-through-rate, pay-per-click, online advertising, banner ad, spreadsheet simulation
