
ABSTRACTS**1. ANALYZING COMPETITIVE STRATEGIES AND DEVELOPING THEM USING AHP TECHNIQUE**

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ABSTRACT

In this paper, two efficient tools which are extensively used to analyze strategies in modern firms are investigated. These tools are Boston Consulting Group (BCG) Matrix and General Electric (GE) nine-cell Matrix. Advantages and disadvantages of BCG Matrix and GE nine-cell Matrix are then described. It is observed that GE matrix is more efficient than BCG matrix. The original version of the GE matrix has not provided any solution about the way of setting weights and grading criteria but has only considered simple setting weights based on personal judgment. A variety of algorithms and techniques can be employed in the completion of multi-criteria decision-making (MCDM) process. In this paper, GE nine-cell matrix is modeled using AHP technique which is one of the most powerful and efficient approaches in hierarchical decision making techniques. A group decision making (GDM) method has also presented to deduce the uncertainty of parameters.

Keywords: multi-criteria decision-making, BCG matrix, GE matrix, AHP technique

2. HOW ETHICAL PHILOSOPHIES GUIDE BUSINESS DECISIONS: A PRELIMINARY STUDY

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ABSTRACT

The growing cascade of unethical business practices led us to examine whether graduate business students, predominantly middle-level managers, prescribe to specific ethical philosophies, and how those ethical philosophies affect their view of general morality, business ethics, environmental concerns, individual rights, global economics, government, culture, international organizations, and the future. Respondents were categorized into two dominate ethical philosophies: absolutists, who assume universal moral rules, and situationists, who reject rules. The two groups evaluated one third of the ethical philosophies differently.

Keywords: unethical business practices, ethical philosophies

3. INTEGRATING TARGET COSTING MODELS FOR MODULAR MANUFACTURING

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ABSTRACT

The management accounting literature has two traditional target costing methods, the adding-up and deductive methods. Individually, these two methods are deficient: the former lacks logical connection between the target cost, profits, and business plans and the does not measure target cost (Kato, 1993). Furthermore, the two methods are outdated due to their emphasis on end products manufactured from a

huge number of parts. The platform approach, which employs a limited number of common modules and subsystems to produce an unlimited number of product derivatives, has recently gained wide acceptance by many companies in many industries.

Combining these two target costing methods, this paper develops a modular-target-costing system consistent with the platform approach. The deductive method establishes the cost limit in the cost-determining phase of target costing. The adding-up method provides the basis for computing alternative cost estimates in the cost-estimating phase. This integrative structure offers a practical criterion to product-design engineers and top management whereby cost estimates and cost limits of new and redesigned products are monitored through reciprocal configurations.

To demonstrate the practicality of the proposed method, the paper applies the modular-target-costing system to one of Guardian Technologies International, Inc.'s (GTI) bulletproof products, the Safety-Wear Vest, version 3A. The paper concludes with offering specific advice based on the findings of the application.

The paper's contributions: (1) integrating the two traditional target costing methods into a functional modular target costing system, (2) fitting this system to account for the platform approach and its hierarchy of subsystems; and (3) applying the foregoing to the ballistic-armor industry.

Keywords: Target costing, The platform approach, Modules, Ballistic materials, Kevlar, Spectra Shield

4. THE SATISFACTION WITH CULTURAL DIVERSITY IN THE EDUCATIONAL ENVIRONMENT SCALE (SCDEE): DEVELOPMENT AND TESTING

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ABSTRACT

University environments reflect the growing cultural diversity within the boundaries of the United States. Dramatic increases in the minority population of the U.S. have been well documented and even greater increases in cultural diversity have been predicted through 2050. Such growth in minority populations has been predicted on college campuses as well. In order to meet the needs of the diverse student populations they serve, university administrators face the task of furthering their understanding of students' perceptions of and satisfaction with cultural diversity as part of the educational environment. This paper presents the development and empirical testing of the Satisfaction With Cultural Diversity in the Educational Environment (SCDEE) scale. Results showed that the SCDEE was unidimensional and that it demonstrated robust internal reliability.

Keywords: Cultural Diversity; Scale Development; Minority Population Growth; Marketing Lens Model

5. A LACK OF INTELLECTUAL INTEGRITY HAMPERS EFFECTIVE STRATEGIC PLANNING FOR MULTINATIONAL ENTERPRISES

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ABSTRACT

Environmental analysis is an important step in the strategic planning process for Multinational Enterprises (MNE). Environmental analysis involves a variety of methodologies to gather and analyze data concerning the external environment of MNEs. The history of business has many examples of firms that misread their external environment and suffered greatly. A common error of successful firms is to assume that their operating environment will not change significantly. Peter Drucker termed this type of error "a lack of intellectual integrity" or wishful thinking that distorts the planning process. After briefly discussing

concepts related to strategic planning and environmental analysis, this paper recommends steps to guard against this potential distortion.

Keywords: *Multinational Enterprises, intellectual integrity, environmental analysis*

6. EMPIRICAL DETERMINATION OF SMALL BUSINESS SIZE STANDARDS

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ABSTRACT

The small business definition standards in the United States have become increasingly complex with the years, and they do not respond to the new competitive environment of the knowledge economy. In light of this situation, the Small Business Administration is proposing a new small business size standard based on number of employees. This paper proposes a size standard methodology that considers the ability of the firm to compete for knowledge in labor markets. The methodology is based on the well-documented size-wage effect, and uses a switching regression model to empirically determine small business size for alternative industries. The results show some consistency with current size standards, and the potential use of this methodology is analyzed.

Keywords: *Small Business, Size Standards, Switching Regression*

7. THE ROLE OF AGGRESSION AND WORKLOAD ON SELF-REPORTED SAFETY INCIDENTS AND NEAR MISSES

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ABSTRACT

It was hypothesized that aggression towards students in summer jobs was positively related to workplace safety incidents (self-reported accidents and injuries) and near misses experienced during the summer period. Data from 103 young workers found that experienced aggression predicted near misses but not the safety incidents when perceived workload was accounted for in the model. Consistent with a substitution model of stressors, the relationship of experienced aggression to near misses was moderated by perceived workload, such that the aggression was predictive of near misses when workloads were low rather than high. The nature of these effects and the implications are presented and discussed.

Keywords: *Young workers; accidents; safety; near misses; aggression and work*

8. THE PERFORMANCE COMPARISON BETWEEN FIRST MOVERS AND EARLY FOLLOWERS IN ONLINE BANKING ADOPTIONS: A THEORETICAL FRAMEWORK

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ABSTRACT

Innovative information technology applications are risky investments. Unless successful applications provide innovators with exceptional returns, these investments would not be justified economically. The presence of IT been considered apparent in the US banking industry. Yet so far there are few empirical studies on whether the first movers of online banking are rewarded for the risks they bear. This study aims to compare the post-adoption operating and stock-price performance between first movers and early

followers in the online banking market. The projected sample period covers from 1995 (in which online banking began emerging) through 2004.

Keywords: Information Technology, First Mover, Early Follower, Online Banking, Wealth Effects

9. THE EFFECTS OF EMPLOYEE AUTONOMY, TOP MANAGEMENT SUPPORT, AND PRIDE ON PERFORMANCE OF HOTEL EMPLOYEES

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ABSTRACT

Employee autonomy is the degree to which the job provides substantial freedom, independence and discretion in scheduling the work and in determining the procedures to be used in carrying it out. It is a motivating cognition from which individuals derive a sense of satisfaction from accomplishing challenging goals. This research studies 241 hotel employees in South Korea to examine two key factors influencing the level of employee autonomy (top management support and pride) and how employee autonomy relates to performance outcomes (job performance and job satisfaction). A hypothesized model is tested using structural equation modeling (SEM) method. The findings and implications are discussed.

Keywords: Employee Autonomy; Top Management Support; Pride; Job Performance; Job Satisfaction; Hotel Industry

10. THE INFLUENCE OF ORGANIZATIONAL CHANGES IN A HOSPITAL ON THE NURSING STAFF

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ABSTRACT

The midwife division is one of the sources of income that is very important to a hospital. That is the reason hospitals are investing money in building modern labor rooms equipped with sophisticated equipment, spacious midwife departments, high risk pregnancy units, in-vitro fertilization and training units for the medical and the nursing staff. Resistance to change is part of the organizational reality, especially in organizations such as hospitals. Business terms such as increasing efficiency, cost management and profitability are unfamiliar to the medical and the nursing staff. These changes are perceived as raising the priority of economical value, which may result in downgrading patient's benefit and the quality of the treatment.

This research is based on the hypothesis that identifying factors for satisfaction/dissatisfaction at work, due to applying organizational changes, is a key issue in structuring strategic plans in order to develop the organization. The purpose of the research was to exam the factors that affect nurses' satisfaction in the hospitalization departments where organizational changes were made. The research population included all the nurses in the midwife and the gynecology departments. Participants were told that the research is about satisfaction at work. A questionnaire was handed out during department meetings and returned in a sealed envelope. Responses came from 24 (77.4%) nurses from the midwife department and 25 (69.4%) nurses from the gynecology department. The data was collected through the Whitley & Putzier (1994) questionnaire of 36 items, divided into six indices. The six indices were unknown to the participants.

The independent variables were socio-demographics (age, number of children, year of immigration, marital status, professional status, shift supervisor, years at work and seniority in the department). Dependent variables were the six indices of satisfaction at work among hospital nurses (work

environment, autonomy at work, value of work, professional work relations, professional performance, benefits). No statistical significance was found in the socio-demographic variables between the two departments. Significant statistical difference was found in the variables: work environment, autonomy, value of work, professional work relations and benefits. The department relation variable (midwife or gynecology) was the strongest predictor for satisfaction (60% of the explained variance) in five satisfaction indices. The number of years at work was another predictor of the satisfaction from professional work relation index (47% of the explained variance), and the satisfaction with professional performance index (48% of the explained variance). A relationship was found between nurses' satisfaction level at work and the department they work in. Nurses that work in the midwife department are more satisfied in five indices out of the six measured. Another factor that might affect the result is number of years at work. The veteran nurses are an influencing factor in the department, a factor that should be acknowledged in planning future changes.

Keywords: organizational change, job satisfaction, healthcare

11. THE STRATEGIES APPLIED IN AN ORGANIZATION

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ABSTRACT

Cultural diversity has a big impact on the development of companies from all over the world. That's why various ways and implementations differ much in order to adapt the existing culture of an organization in a certain locality. Today, the different business strategies are given importance because of the accelerating changes in the market. The whole idea of the resource that was based from the vision of the firm certainly agreed dominance to the responsibility of people who are the basically the ultimate source of distinctive and difficult capabilities. Similarly, that the competitive advantage that is to be derived from learning also places the Human Resource Management at the midpoint period.

Keywords: Cultural Diversity, Human Resources Management, Organization, Strategies

12. A CROSS-CULTURAL COMPARISON OF SERVICE QUALITY IN HIGHER EDUCATION SERVICES

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ABSTRACT

This study compares students' expectations and antecedents to service quality and satisfaction between a developing country and a developed country. The study adopted SERVQUAL as its measurement tool. Data have been collected in major public colleges in the United States and Ukraine. Data analyses show the strong presence of differences between those countries. As antecedents of service quality, the manner the service is delivered (tangibles, responsiveness, and assurance) was found to be particularly important for the US students while the delivery of core service (reliability) was found to be critically important for Ukrainians. Implications for academicians and practitioners are provided.

Keywords: Service Quality, Cross-Cultural, Higher Education Services

13. EXAMINING AN ALTERNATIVE APPROACH TO HIRING TENURE TRACK FACULTY

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ABSTRACT

Hiring tenure track faculty is one of the most important decisions in higher education. Hiring outcomes shape faculty careers, the process is costly and time consuming and, ultimately, hiring significantly impacts the character of academic departments and institutions. Despite its central importance, hiring is often driven by past practices with little regard for empirical data concerning successful hiring. The hiring process at California State University Channel Islands, a startup campus with an alternative approach to faculty hiring, may offer useful contrasts to traditional practices. This paper examines several years of experience using our alternative approach and suggests avenues for additional research.

Keywords: hiring process, higher education

14. MASTERING THE CHALLENGE OF TRANSFORMATIONAL CHANGE: DEVELOPING NEW LEADERSHIP FOR NEW LEARNING

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ABSTRACT

This paper purposefully discusses managing the complexity of large scale transformational change to the point of institutionalization. This change includes behavior within organizations, systems, and global entities within the global economy. In order to meet this challenge, new leadership must succeed in mastering the ability to achieve transformative change. New leadership need a business strategy for continuous mental rejuvenation and new learning for action, capitalizing on the public concern; and just as important, inspire and unleash the same capability in the human potential of those involved. In order to purposefully master managing the complexity of large scale transformational change, this article discusses the complexity that leaders face as they attempt to change their behavior, while at the same time change the behavior of others.

Keywords: New leadership, Human Capital, Mastering Transformative – Systemic Change, Purposeful

15. PRESSURES TO ENGAGE IN UNETHICAL BUSINESS PRACTICES: ARE THEY INCREASING OR DECREASING?

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ABSTRACT

The Enron, Arthur Andersen, Adelphia, and WorldCom ethics scandals of 2001/2002 indicate that pressures to engage in unethical business practices are real and powerful in the contemporary business world. A very reasonable and important research question in the aftermath of these ethics scandals

concerns whether pressures to engage in unethical business practices are declining or continuing unabated. This paper hypothesizes that, in the four years since the Enron, Arthur Andersen, Adelphia, and WorldCom scandals of 2001/2002, pressures to engage in unethical business practices have declined. Data drawn from an annual survey of the membership of the Institute of Management Accountants (IMA) provides strong support for this hypothesis. Implications of the findings are discussed.

Keywords: Business Ethics, Ethical Scandals, Ethical Pressures, Unethical Business Practices

16. MANAGING UNCERTAINTY THROUGH COOPERATION EVIDENCE FROM THE AIRLINE INDUSTRY

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ABSTRACT

The phenomenon of inter-firm cooperation in times of high uncertainty has become a highly discussed economic problem. Very differing views have emerged in the management literature on the one hand arguing against new partners under uncertainty, and on the other hand claiming that cooperating with new partners can reduce uncertainty. This paper examines these arguments by building hypotheses based on finance literature and by testing these hypotheses. An empirical analysis of case-based cooperation events of Lufthansa German Airlines has been drawn. The results provide support for the notion that overall firms in the airline industry cooperate significantly more in times of high uncertainty than in times of low internal and/or external uncertainty.

Keywords: Internal Uncertainty, External Uncertainty, Inter-Firm Cooperation, Airline Industry

17. ORGANIZATIONAL RESISTANCE TO WORKPLACE DIVERSITY: CONCEPTUAL INSIGHTS FROM MULTIPLE PERSPECTIVES

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ABSTRACT

Notwithstanding the widely acknowledged importance of workplace diversity, organizations continue to resist diversity in many ways. Conventional explanations of organizational resistance to diversity often locate the roots of this problem in lasting stereotypes, misguided perceptions and inadequate employee training programs. Arguing that resistance to workplace diversity is a far more complex process, our article examines this phenomenon at the micro, meso, and macro levels with a view to offering a multi-level understanding of organizational resistance to diversity. The article employs insights from (a) intergroup relations theory, (b) theories of organizational culture, and (c) institutional theory, and develops several theoretical propositions. Finally, some implications are discussed.

Keywords: Workplace Diversity, Resistance to Diversity, Multi-Level Analysis, Intergroup Relations Theory, Organizational Culture, Institutional Theory

18. TOP MANAGEMENT TEAM SOCIAL COHESION AND PROPERTY-CASUALTY INSURER PERFORMANCE

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ABSTRACT

This study investigates the relation between top management team (TMT) social cohesion and performance of seventy-eight U.S. property-casualty insurers. The following top management team characteristics were examined: average age, average organizational tenure, and average years of industry experience. Homogeneity with respect to each of these characteristics was also examined. We find that TMT homogeneity is associated with significantly higher performance for property-casualty insurers. These findings are consistent with the theory that homogenous top management groups interact more efficiently and therefore are preferable when industry competition is intense.

Keywords: *Property Casualty; Insurer Performance; Top Management Team; Social Cohesion*

19. THE EFFECTS OF DISPOSITIONAL AFFECTIVITY ON WORK ATTITUDES AND BEHAVIORS AMONG BLUE-COLLAR WORKERS

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ABSTRACT

The purpose of the present study was to take an initial step toward filling a void in the literature by examining a variety of attitudinal issues in one sample as they relate to dispositional affectivity. Current research has shown that positive and negative affect are independent dimensions of dispositional affectivity (Berry & Hansen, 1996; Diener & Emmons, 1985). Therefore, unlike previous research, this study examined different combinations of negative and positive affect and their impact on attitudinal variables. We used analysis of variance to test a set of hypotheses regarding the relationships between dispositional affectivity and certain work attitudes, which included job satisfaction, organizational commitment, turnover intentions, and absenteeism, and tardiness. We examined these models using a sample of 295 employees of a Midwestern manufacturing company. We conclude with a discussion of the results and their implications for management research and practice.

Keywords: *Dispositional Affectivity, Organizational Commitment, Turnover, Job Satisfaction, Absenteeism, Tardiness*

20. METHODS OF PROMOTION FOR PRODUCTS AND SERVICES PR& ADVERTISING

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ABSTRACT:

This paper aims at presenting the fundamental role that public relations and advertising play in the achievement of the mental connection between supply and demand. As well, we want to render the similitude between advertising and PR, in what concerns the creation of the image of products and services. The present study describes two models of creating image to products and services as well as

their common elements. In this paper we want to render both the role of symbols and that of semantics in the shaping, maintaining and developing of certain image trends. In the end we draw the conclusions from the information within the paper.

Keywords: *PR, Advertising, Promotion, Brand, Type of consumer, Message-information, Planning*

21. A COMPARATIVE STUDY: STRATEGIC EFFECTS OF ARBITRATION

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ABSTRACT

One of the prevailing concerns about compulsory interest arbitration is its possible effect on genuine and productive collective bargaining. Numerous studies report overall settlement rates are lower in arbitration systems than strike-based systems. This study attempts to provide a review and assessment of the effect of conventional interest arbitration by investigating the conventional interest arbitration, comparing conventional arbitration and final-offer arbitration, and analyzing the behaviors of the arbitrators, as well as behaviors and attitudes of the negotiators or persons intimately involved with the entire process. The examination described in the paper was performed on a post-hoc basis.

Keywords: *arbitration, behaviors of the arbitrators*

22. ROLE OF MOOD AND STYLE OF DRESS ON PERFORMANCE APPRAISAL

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ABSTRACT

This study examines the effects of mood and employee dress on performance appraisals and attribution. Groups of participants were first shown a 10 minute video clip that induced a positive, neutral, or negative mood, and were then asked to complete a mood survey. Next, participants reviewed a personnel file that included a photo of an employee dressed in either a typical or an atypical manner. After reviewing the personnel information, the participants completed an employee performance appraisal form. Mood and style of dress were found to have a significant impact on the performance appraisal scores, with positive mood and typical dress leading to the highest ratings. Negative rater mood was linked to external attribution characteristics and resulted in lower evaluation scores of the employee.

Keywords: *Mood, Performance Appraisal, Employee Dress, Social Judgments*

23. AN EXPLORATORY EMPIRICAL INVESTIGATION OF EDUCATION, WORK EXPERIENCE, AND ETHICAL VALUES

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ABSTRACT

To demonstrate a modified Delphi technique (Gordon, 2002) and a “dynamic case study perspective,” a current author developed an ethics and values survey (Eisenhardt, 1989; and Popo and Hunt 1991). The purpose was to teach techniques of innovative idea discovery and to open up discussions on ethics and values in light of current corporate scandals. A survey instrument was developed, tested, modified and administered at the insistence of the involved working MBA students. The survey asked participants to assess the importance of sixteen factors on fraudulent financial reporting. More than 325 people completed usable surveys. To get a balanced perspective the first 100 usable surveys from each of the following three groups were utilized: 1) business executives; 2) part time evening MBA students; and 3) college freshmen. The members of the two student populations were from a private selective university located in the southern United States. This paper describes the development and results of the survey, ventures into implications and recommends possible solutions.

Keywords: Empirical; Ethics; Methods; Scandals; SOX; Values

24. CHARACTER IS DESTINY: A CASE STUDY OF JELD-WEN'S CULTURE OF ETHICAL BEHAVIOR

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ABSTRACT

With the many recent scandals resulting in huge financial losses to companies and their investors, the public is demanding greater corporate governance and accountability of management to eliminate unethical behavior and fraud. Regardless of the regulations implemented by government to address these issues, ethical behavior still comes down to individual people and what an organization can do to develop within its people a culture of trust and integrity. This paper is an examination of JELD-WEN, inc.,s ethical behavior culture, the historical foundations of that culture and a company-wide training program that was specifically developed to foster high ethical conduct and individual responsibility. The expectation and insistence on high levels of ethical conduct in all aspects of each employee's work nurtures the culture to do the right thing. High levels of personal conduct, character, and integrity are clearly apparent to all personnel of JELD-WEN, thus reinforcing the same expectation at all levels within the company. Unethical behavior and fraud in society must be overcome through the integrity of each individual. JELD-WEN is an excellent example of how a business can cultivate and sustain a high level of ethical behavior among its people.

Keywords: Business Ethics, Ethical Culture, Ethical Conduct, Character, Ethical Behavior, Ethics Training, Individual Responsibility, Integrity

25. THE ROLE OF INFLATION ON THE GROWTH OF THE PEOPLE'S REPUBLIC OF CHINA AND ITS EFFECTS ON CAPITAL AND LABOR PRODUCTIVITY

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ABSTRACT

The People's Republic of China (PRC) has experienced rapid economic growth rate over the last twenty-five years. This high rate of economic growth has propelled the PRC to the second largest economy in the world if GDP is measured in terms of PPP exchange rate with a GDP of \$7.12 trillion, or the fourth largest economy with a GDP of \$2.25 trillion if the GDP is measured in terms of Yuan/USD exchange rate. The PRC remains the largest developing economy in the world. In terms of per capita income, it is classified as a lower middle- income country in the World Bank system of classification. Its continued growth is critical to the world economy and to its 1.3 billion people. The per capita income was \$1703 in PPP exchange rate or \$6200 in Yuan/USD exchange rate.

During the period of rapid growth, PRC has also experienced high rate of inflation. The GDP deflator grew by 9% per year, the nominal GDP grew by 17% per year, and the real GDP grew by 7% per year.

Keywords: *inflation, productivity, GDP*

26. GENDER INEQUALITY IN THE LABOR MARKET

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ABSTRACT

Central to research on gender inequality in the labor market has been the pursuit of explanations for both the reasons and implications of its occurrence. Two general modes of analysis on gender segregation and/or inequality in the labor market have emerged. The first is based on a contextual explanation, looking at structural factors that impact how women and men are channeled into different avenues that allow for workplace inequalities. The second grew out of a psychological or cognitive perspective and looks at the influence of behavioral issues and how women and men are viewed differently by others. This article embraces the topic from this bi-modal perspective, assessing the explanations and implications for both perspectives, zeroing in on the factors that display the level of inequalities between men and women in the labor market and providing explanations for the levels of inequalities women experience.

Keywords: *Gender Issues, Women in the Workplace, Gender Inequality, Discrimination, Wage Gap, Glass Ceiling*
