

ABSTRACTS**1. WEB-BASED HUMAN RESOURCE MANAGEMENT: PEOPLE, TECHNOLOGY, AND HR STRATEGY**

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ABSTRACT

Web-based human resources (HR) management was investigated among 57 corporate employees who were also enrolled in an online course entitled 'Web-based Human Resources'. Using a structured questionnaire and in-depth, open-ended discussion board responses, findings indicated the most salient web-based HR issues, showed correlations between gender, company size, and employee work experience in relation to such web-based issues, and offered suggestions for additional research. Access to a real person was the most important item for respondents no matter what technology might be available. Approximately 77% of the companies represented were using some type of web-based HR system and 63% of the questionnaire respondents were current end-users. Women participants were more likely to believe that web-based HR saved time and reduced paperwork. Employees with more work experience had more negative attitudes about web-based approaches. Larger companies were more likely to be in the forefront of web-based approaches. HR service centers, privacy and security issues, employer of choice status, and the future of web-based HR were discussed. The findings have important implications for the future of web-based HR and HR in general.

Keywords: *web-based HR, e-HR, HR, HRM, HRIS, human resources, HR technology*

2. DIMENSIONS OF HEALTH CARE QUALITY IN A MANAGED CARE ENVIRONMENT

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ABSTRACT

The percentage of insured Americans in some form of managed care program has risen from 13% in 1982 to 88% in 1994 to 93% in 2001. About 80% of all employers offer managed care plans to their employees. Because many plans are for-profit, there is constant pressure to cut costs, leading to a growing concern for health care quality. This paper examines the related problems of defining and measuring quality in a managed care environment. The quality dimensions of the various stakeholders are identified. Methods for measuring health care quality are discussed. Results are reported for an application of a measurement method to subscribers.

Keywords: *Health care quality*

3. ON THE DANGERS OF ANONIMITY ON AN UNREGULATED INTERNET SYSTEM: HOW COSTLY WILL AN ELECTRONIC 9/11 CYBERTERRORIST ATTACK BE?

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ABSTRACT

Computer viruses and worms infecting files and our internet connections have become so commonplace that to many people they are just the price of being “connected”, and their effects no more than an inconvenience. The ease with which users can navigate the Internet today also means that actual computer “ability” or “literacy” is far outpaced by the available technology. These conditions make it so that even just a few well prepared and coordinated evil-doers could make a complete “knock-out” of our information lifeblood, the Internet, not only probable, but a great possibility today. By examining past attacks and their cumulative losses, this paper finds potential losses due to cyberterrorism may amount to losses like that from the September 11, 2001 terrorist attack.

Keywords: *cybercrime, cyberterrorism, internet security, computer virus, computer worm*

4. DO STUDENTS FOLLOW A STRICTLY ECONOMIC MODEL OF CHEATING?

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ABSTRACT

The recent growth of fraud in the business world has placed an increasing emphasis by universities and colleges, as well as accrediting agencies, on student ethics. As many institutions wrestle with either implementing a new ethics program for students or expanding the enforcement of their current program, a common question may arise. Why do students cheat (or choose not to cheat)? This paper provides insight into whether students adopt a strictly economic model of cheating on in-class exams. By administering a survey instrument to students currently enrolled in various business classes, this paper examines the perceived effects of costs and benefits of cheating on students’ attitudes toward cheating and the self-reported incidents of cheating.

Keywords: *Academic Honesty; Ethics; Motivation*

5. INTEGRATED ASSET MANAGEMENT SYSTEM A DECISION SUPPORT SYSTEM FOR STRATEGIC ASSET MANAGEMENT

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ABSTRACT

The need for faster and more systematic decision making has forced nearly all organizations to look for decision support systems. These systems can be used to gain awareness to analyse the information for making the best decisions. This paper introduces a Decision Support Systems designed for holistic evaluation of strategic Asset Management alternatives in manufacturing sector. It describes the methodology adopted for development of this system, referred to as Integrated Asset Management System (IAMS). It explains how IAMS, as a management tool, facilitates exploring alternative asset

utilization and provides information to assist in AM alternative selection and investment allocation. IAMS advantages, architecture, development environment and assessment framework are discussed in detail.

Keywords: *Decision Support System, Strategic Asset Management, Decision Making, Integrated Asset Management*

6. STRATEGIC PROCESSES OF DATA DISASTER RECOVERY FOR BUSINESSES

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ABSTRACT

Disaster recovery must be an integral component of an organization's strategic data administration plan. This paper proposes a set of primary business requirements for disaster recovery and discusses a framework of strategic processes for identifying such requirements. This paper also suggests an online recovery solution for small or medium businesses.

Keywords: *Business Strategy, Disaster Recovery*

7. THE EFFECT OF RFID TECHNOLOGY ON SUPPLY CHAIN MANAGEMENT IN RETAIL INDUSTRY

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ABSTRACT

In today's highly competitive business world, especially in retail industry, lowering the cost of operation without impacting the quality of the service or product is a fundamental strategy. Supply chain management is one of the elements of any businesses with major improvement opportunities. Although there has been a substantial number of researches in the recent decade to improve supply chain performance, but the introduction of new technologies may provide more cost effective supply chain management. Radio Frequency Identification (RFID) is one of the new technologies that have an impact on supply chain management, recently. In this study, we investigate the current commercial viability of the RFID system through analyzing its impacts on retail supply chain management. A model is developed to compare supply chain cost reduction and improved efficiency versus the cost of implementing the RFID system. We also consider some important issues such as the level of implementation and expected future cost of the tags, which affect the management's decision on whether deploying the RFID system or not. Finally, we analyze and identify the best available option for a retailer's RFID project.

Keyword: *Supply Chain Management, RFID, EPC Network, Capital Budgeting Analysis*

8. USING BLACKBOARD CMS TO FACILITATE AD HOC COMMITTEE WORK BY FACULTY: A CASE STUDY IN REDESIGNING AN MBA DEGREE PROGRAM

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ABSTRACT

An MBA Curriculum Committee was set up in spring 2005 to redesign the MBA curriculum at Fayetteville State University. The committee decided to set up a website at blackboard.uncfsu.edu, a service provided by blackboard.com for Fayetteville State University. The website facilitated communication among the committee members and served as a notice board and a convenient place for communication and documents. The lead author of this manuscript served as one of two coordinators of the MBA Curriculum Committee. The committee successfully redesigned the MBA curriculum in one month and presented the redesigned curriculum proposal to the MBA program director for implementation.

Keywords: *Business Education, Office Administration/Management, Technology/Innovation, University/Department Service, MBA Curriculum Design*

9. RFID APPLICATIONS IN THE SUPPLY CHAIN NETWORK

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ABSTRACT

Due to increased global competition companies have faced serious challenges to improve their competitive position. To remain competitive they have adopted a new business strategy supporting their entire supply chain process. In pursuing this objective various business practices, such as just-in-time, lean manufacturing, design for manufacturability, and outsourcing, to name a few, have been implemented. The intent of all these programs is to reduce cost, improve quality, reduce cycle time, and increase flexibility in the entire supply chain process. The deployment of Radio Frequency Identification (RFID) technology, in particular, can contribute significantly to a company's competitive advantage. The purpose of this paper is to describe the potential applications of RFID in the supply chain network. To address this issue, a literature review of RFID, personal interviews with distribution managers and the account executives of five shippers (i.e., customers) and eight unstructured phone-based interviews were conducted to acquire a broad-based understanding of potential areas of application including asset-based utilization, capturing logistics costs, detecting cargo theft and providing security, just-in-time purchasing practices, product "returns" processing and facilitating global sourcing.

Keywords: *RFID, Supply Chain, Logistics*

10. IMPACT OF WEBSITE DESIGN ON CONSUMER TRUST & ONLINE SHOPPING BEHAVIOR

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ABSTRACT

E-commerce provides new business opportunities, reduces costs and facilitates exchanges with business partners and customers. And is expected to grow at a phenomenal rate and force fundamental changes

in the way organizations do business. In spite of these important business opportunities and benefits provided by e-commerce, many factors still impede its development. Issues of consumer trust of online retailers (e-tailers) appear to be inhibiting the growth of this emerging marketplace and have resulted in the failure of some internet stores. Website design features play an important role in facilitating factors of trustworthiness with system success and the decision to purchase.

An integrated model of e-commerce usage based on trust, technology acceptance and an information system success theory is presented. The decision to purchase is investigated through the analysis of willingness to buy from a website. The purpose and significance of this study is to propose and test a theoretical model of the impact of website design features on consumer trust and online purchase decisions. In all 417 responses were empirically evaluated at the consumer level in order to determine an individual's trust in an e-tailer and the effect of that trust on the willingness to buy from the retailer's website.

This research helps to identify the importance of trust in electronic purchases and provides an integrated model encompassing trust, technology acceptance and system success theories applied to the electronic commerce environment. Results support the hypothesis that website design trust impacts online purchasing behavior.

Keywords: *E-commerce, Website Design, E-tailing, Consumer Trust*

11. APPLYING CROSS-LAGGED PANEL CORRELATION TO DETERMINE OUTSOURCING'S EFFECTS ON LABOR RATES

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ABSTRACT

Cross-lagged panel correlation (CLPC) is a simple empirical approach for answering the question: "What was the causal priority and optimal lag of the relationship between Outsourcing Manufactured Goods and Labor Rates in the U.S.?" Traditionally difficult to answer because of these variables' reciprocal relationship, CLPC empirically answered this question. CLPC results indicated that Imports of Manufactured Goods (IG) had causal priority over Average Weekly Labor Rates (LR) since IG had larger cross-lagged correlations than LR, given a four- to ten-year time lag. Since for these time lags the causal priority of IG over LR increased each year, the optimal lag was at least ten years. The results of simple linear regression analysis with a seven-year time lag were 28.4% accurate in predicting that on a base of \$651, each billion-dollar increase in IG increased LR by \$1.60. After subtracting out the overlap in the reciprocal relationship, the true impact of IG on LR was still positive, but only 18.6%. If these results were replicated worldwide, we could conclude that outsourcing increases labor rates over time, a finding that supports the Comparative Advantage Theory.

Keywords: *Outsourcing, Outsource, Imports, Imported Goods, Labor Rates, Jobs, Employment, Cross-Lagged Panel Correlation, CLPC, Regression*

12. EVALUATING ORGANIZATION'S ENVIRONMENTAL PERFORMANCE

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ABSTRACT

Sustainable development is recognized by many asset-intensive organizations as a key factor in creating a competitive advantage. Companies use sustainable development strategies in conjunction with other asset utilization strategies to achieve their global objectives. They actively conduct investigations to address the impacts of their operations on the environment. Many organizations regularly assess their performance and set themselves new targets for performance improvements in such areas as energy efficiency, emission reductions, water recycling and greenhouse gas emission reduction.

However, before carrying out any project or investment, organizations need to determine how to assess their performance holistically and how to benchmark their activities. A sound methodology no doubt assists organizations to identify their environmental performance relative to their objectives, which eventually influence their decisions on investments and direction of environmental activities. In order to respond to these requirements, some authors have introduced a variety of approaches to performance measurement, ranging from simple matrices to quantitative methods. However, utilizing these methods usually rely on the availability of data, which are typically hard to obtain in majority of cases.

This paper is an attempt to respond to this shortcoming. It briefly explains the importance of micro level sustainable strategies and introduces a self-assessment method, which will help organizations (specifically manufacturing companies) to assess their environmental performance relative to pre-specified targets.

Keywords: *Environmental Sustainability, Environmental performance, Performance measurement, Asset management*

13. UNDERSTANDING WEB COMMERCE ADOPTION BY VERY SMALL BUSINESSES

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ABSTRACT

The Internet has revolutionized the way business transactions are conducted all over the globe. Web commerce offers tremendous advantages to small businesses by accessing new markets, value creation, and opportunity recognition through offering new products that lend themselves to digital trade. Little research has been published on understanding the adoption of web commerce by very small businesses (VSB). Employing logistics regression, we investigated the effects of twelve variables on the adoption of web commerce by VSB firms. The results indicate that VSB firms have not successfully taken advantage of government contract opportunities to the extent desired by the Small Business Administration as part of its social policy agenda, and that relative advantage, CEO's enthusiasm, and internal IT expertise strongly influence the adoption of web commerce. Policies need to be in place to ease the interface process between small businesses and government contracting agencies. To help small businesses perceive the relative advantage and adopt web commerce, universities and colleges should offer distance-learning courses, and courses in a short, intensive format with a duration of just one or two days, in addition to the evening-and-weekend format. Universities and colleges should also offer professional services through their entrepreneurship centers, and small business development centers.

Keywords: *Web Commerce, Technology Adoption, Very Small Business, Logistic Regression*

14. HOW CAN KNOWLEDGE ORGANIZATIONS BE UNDERSTOOD AND APPLIED?

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ABSTRACT

There is a propensity for organizations to increasingly use their corporate knowledge and intellectual property as the means of generating revenue. In these organizations knowledge is considered to be the most important asset, where concentration and type of knowledge emphasized can differ. Some knowledge organizations sell the knowledge of their employees rather than manufacture a product or deliver a service. Success of an organization is more and more dependent on its capability to create an economic value through the effective entire process of acquisition, generation, dissemination, and use of the knowledge. However, knowledge management initiatives wrestle with the issue of what direction the company should take and what changes in the company's market, technology, product/service, and customer focus would improve its current market position and future prospects. Therefore, understanding and applying to commit the company to one direction versus another can help the initiatives to draw some carefully reasoned conclusions about how to try to modify the company's business form and the market positions it should stake out. This paper discusses types of knowledge organizations that may give a strategic direction for knowledge management initiatives.

Keywords: Knowledge organization, knowledge management

15. MANNING MANUFACTURING CELLS WITH MULTIFUNCTIONAL WORKERS IN GROUP TECHNOLOGY

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ABSTRACT

An adoption of cellular manufacturing necessitates the creation of machine cells and utilization of multi-functional workers who can perform many different types of tasks. While the most of previous studies have focused on machine cell formation techniques, research on the assignment of multi-functional workers to proper machine cells is notably lacking. This paper presents a 0-1 integer programming model that can be used in identifying the right multi-functional workers for the predetermined manufacturing cell. The goal is to determine the smallest number of workers that will cover all machines arranged in the predetermined machine cells.

Keywords: Cellular Manufacturing, Manufacturing (Machine) Cells, Multifunctional Workers

16. SUBSTANTIATING MASLOW'S THEORY ON THE HIERARCHY OF NEEDS

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ABSTRACT

Maslow's theory on the Hierarchy of Needs is widely accepted as the foundation for understanding human motivation. The purpose of this research was to empirically substantiate at the country level that people progress in a predicted order in satisfying their needs. The designated indicators were Physiological Needs (Survival Level of GDP/Capita), Safety Needs (Life Expectancy), Belonging Needs (Literacy Rate), Self-Esteem Needs (Above Survival Level of GDP/Capita), and Self-Actualization (Donation of Economic Aid). After analyzing the 100 largest countries, the results found significant differences between means of satisfaction indicators for younger and older countries and simple linear regression analysis significantly predicted the impact of Median Age on satisfaction indicators for each level of Maslow's hierarchy. Since the breakpoint for classifying countries increased with each level of the hierarchy, the research empirically substantiated Maslow's theory. Thus, enlightened people realize that human development is more than economics – it is about maximizing one's potential.

Keywords: Maslow, Hierarchy of Needs, Motivation, Poverty, Survival, Life Expectancy, Literacy, Self-Esteem, Self-Actualization, Economic Development, Theory

17. MAINTAINING KNOWLEDGE ACCORDING TO STRUCTURATION-EMANCIPATION THEORY

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ABSTRACT

The study investigates the challenge of knowledge maintenance in knowledge management systems. Knowledge pieces are the embodiment of structures in an organization and need to be modified due to environmental change over time. However change of knowledge in a knowledge management system is not made automatically; it requires users' active participation called maintenance action. This study shows that users are not forthcoming in taking maintenance action on knowledge pieces that are already established in the knowledge management system using empirical data. This phenomenon can be explained using structuration theory of which implications include the existence of chances that people recognize a novel phenomenon that might bring about permanent changes. Knowledge in a knowledge management system is regarded as a structure that enforces the status quo of the organizational practices according to structuration theory as knowledge management systems are structures which act as non-human artifacts with inscribed rules in relations to human actors who are users in the actor-network framework. The users, i.e., human actors, are intimidated by the power of structures such as knowledge management systems and reluctant to challenge validity of knowledge pieces that are already in the knowledge management system. This study provides a viable theoretical model to understand the difficulty of maintaining knowledge in the knowledge management system.

Keywords: Knowledge maintenance, Structuration Theory, Emancipation, Critical Social Theory

18. ACADEMIC DISCIPLINE AND BELIEFS ABOUT THE PURPOSE OF GRADES: A CROSS-SECTIONAL STUDY OF BUSINESS SCHOOL FACULTY

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ABSTRACT

This study presents results of a web-based survey about the grading beliefs of a sample of U.S. business school faculty. Two dimensions of beliefs are examined: the gatekeeper belief and the frame-of-reference (norm versus criterion). Using a national, cross-sectional sample of business school faculty, we find significant differences among business disciplines which suggest that our various areas provide different, but complementary, evaluations of student performance. For instance, the more factual business disciplines exhibit stronger gatekeeper beliefs while the more qualitative business disciplines exhibit weaker gatekeeper beliefs. Similar differences exist for the frame-of-reference that faculty use in assigning grades. These differences have implications for addressing grade inflation and for student assessment by employers and for expanding course content within disciplines.

Keywords: Grading Beliefs, Gatekeeper Belief, Frame-of-Reference, Grade Inflation

19. ECONOMIC DEVELOPMENT AT A PUBLIC UNIVERSITY: A PROCESS MODEL AND ASSOCIATED METRICS

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ABSTRACT

A university has long been considered an institution of higher learning with the immutable dual goals of research and teaching. A "public" university, however, has also had the founding principle of service, the performance of which is often linked to the region from which it receives public funds. Recently, this service component has morphed to playing an active role in regional economic development. This paper reviews the factors that have led to the situation in which a public university must define a relevant and significant set of objectives for itself in improving the economy of the community it serves. Further, a process model is suggested along with associated metrics, based on practices followed at several universities each of which has played a major role in regional economic development.

Keywords: Regional Economic Development; Public University Community Service; Wealth Creation; Net Job Creation

20. POLITICAL RISK OF THE CANDY BAR: INVESTING IN AFRICAN COCOA

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ABSTRACT

This paper challenges the authenticity of political risk indicators as the primary snapshot of a country's political and economic stability. The study centers on the African nation of Cote d' Ivoire, the worlds largest exporter of cocoa. From the reports by the media and other political and economic indicators, an investor may pursue other capital investments simply due to the apparent portrait of a failed state. However, deeper inquiry of the cocoa market, the export infrastructure of the 'failed state', as well as a

customized interpretative model of traditional political risk data paint a more promising picture for investors and challenge political risk to advance its discipline.

Keywords: *African Politics; Political Risk; Economic Risk; Cote d' Ivoire*

21. QUALITY AND CUSTOMER SATISFACTION IN A NETWORKED ORGANIZATION

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ABSTRACT

Rapid growth of e-commerce and the disappearance of physical boundaries have enabled the emergence of networked organizations from a futuristic concept to reality. Networked organizations consist of independent companies joined together for providing product and services to the customer on behalf of the core company. Traditionally the focus of TQM implementation is within the confinement of an individual company which perform many of its business function. Implementing TQM in a networked company would have different systemic and structural requirements which need to be addressed. This research effort will attempt to elaborate on the process of successful implementation of TQM in a Virtual Organization.

Keywords: *TQM, networked organization, customer satisfaction*

22. AN ORDERED LOGIT MODEL FOR IDENTIFYING THE DETERMINANTS OF STUDENTS' SATISFACTION

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ABSTRACT

Student satisfaction surveys have been a dominant tool of many universities and colleges in determining key educational attributes that facilitate the process of more effectively allocating limited resources under very tight budget constraints. While traditional approaches such as regression and correlation analysis have been popular analytical tools, recent studies have challenged the applicability of these models. As an alternative approach, this paper proposes an Ordered Logit Model that overcomes the drawbacks of traditional approaches. Due to the ordinal nature of dependent variables representing overall satisfaction, the proposed approach is deemed more appropriate than widely-used traditional analyses in identifying critical drivers of students overall satisfaction. Based on student survey data of satisfaction at a Midwest University, we compare the Ordered Logit Model with more traditional statistical methods and discuss important implications.

Keywords: *Ordered Logit Model, Overall Satisfaction Measurement*

23. THE RELATIONSHIP OF PERSONALITY TO JOB ATTITUDES IN THE PUBLIC SECTOR

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ABSTRACT

The job satisfaction of the public worker is often identified as quite poor in relation to the private sector worker. This study seeks to investigate the relationship between the organizational attitudes and the personality traits of the public sector worker in order to identify traits that might predispose a worker to have a poor attitude about their job. A questionnaire was given to employees working in a county government office in the Western United States. Specifically, job satisfaction and organizational commitment were correlated to the Big Five and locus of control. The results suggest that certain traits are related to organizational attitudes. The implications for the public organization are discussed.

Keywords: Job Satisfaction, Organizational Commitment, Locus of Control, Organizational Attitudes, Public Sector

24. SIX SIGMA AND PROJECT MANAGEMENT FOR SMALL AND MEDIUM-SIZED ENTERPRISES

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ABSTRACT

Small and Medium-Sized Enterprises (SMEs) are often suppliers of products and services to larger companies. They play a vital role in today's economy since their product or service quality is closely linked with those of larger companies. Six Sigma today is one of the most comprehensive approaches for any company development and Six Sigma for SMEs is an emerging topic in literature over the last few years. In addition, even though Project Management methods have been established to manage large-scale and challenging projects in larger enterprises, SMEs also benefit from them. This paper discusses SMEs' problems and how Six Sigma and Project Management methods would help solve those problems.

Keywords: Six Sigma, Project Management, Small and Medium-Sized Enterprises, DMAIC, IPECC

25. A NEW MULTIVARIATE MODEL FOR OIL PRICE MOVEMENTS

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ABSTRACT

Petroleum is brought to the financial market by the oil industry. Prices of oil, even if regulated, make the difference between a sound economy and one that needs rescue. Theories have been proposed to explain the demand for oil, its importance and consequently, its price. Inventory based models proposed in this regard do not fully reflect the effect of several important variables. This paper explains the rationale behind the WTI (West Texas Intermediate) price movements on the NYMEX (New York Mercantile Exchange). The effects of the geo-political environment on the oil prices are analyzed and a multi-variable model for forecasting oil price is proposed.

Keywords: oil price, West Texas Intermediate, New York Mercantile Exchange

26. LEARNING OBJECTIVES FOR QUALITY EDUCATION

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ABSTRACT

Educational accountability is the topic du jour. The Secretary of Education established The Commission on the Future of Higher Education in September 2005, and its charge is to examine ways to better prepare students for the workforce. Some states require higher education assessment. The business community wants educational improvements. National educational organizations and accrediting bodies are looking to higher education institutions to produce evidence that learning is occurring. This paper presents an example of one group of faculty members identifying learning objectives, establishing assessment methods, and applying the results to making improvements in their courses within the context of their college mission and program goals.

Keywords: AACSB; Learning Objectives; Assessment Methods

27. IMPACT OF BLOGS: AN EXPLORATORY STUDY

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ABSTRACT

An exponential increase in Weblogs (blogs) readership is prompting many academicians and practitioners to speculate on the general public's propensity to rely on information from posted blogs to make online purchasing decisions. The extent of this reliance for online purchases is believed by many to depend on the perceived information as being credible and trustworthy. This study attempts to determine the extent that the general public views blogs as a credible source of information as compared to the print, television and online media. Empirically, students from a Midwestern university were surveyed and found not to perceive blogs as being a credible source of information.

Keywords: Weblogs, Blogs

28. INFORMATION VISUALIZATION: CRITICAL BUSINESS DRIVERS

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ABSTRACT

Charts are effective means to represent quantitative data, however business practitioners and academicians differ in the ways they 1) utilize trends presented and 2) require information visualized. On the one hand, charts presented in scholarly journals are not time sensitive; journal articles are reviewed over a period of time and may be published years after submission. Academicians are often provided the luxury of time to pore over information in order to arrive at decisions, determine trends, and pursue additional research that build upon the body of knowledge presented in the published article.

Practitioners, on the other hand, often use charts to convey sensitive information that demonstrates the health of their organizations over time and/or against competitors. These data must be accurate, as is the case of data designed for academicians, but also must be timely and actionable. This anecdotal paper compares the efficacy of information visualization in three, four, and a five-dimensional chart for executive business practitioners.

Keywords: *Information Visualization, Multi-Dimensional Charting, Management Information Systems*
