
ABSTRACTS**1. HIPAA: THE PRIVACY RULE – AN UNFORESEEN IMPACT**

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ABSTRACT

The Privacy Rule of the Health Insurance Portability and Accountability Act (HIPPA) is a key provision to protect and limit the use and disclosure of protected health information. The afforded protection has resulted in the unforeseen impact on accessing medical information under estate planning documents such as a Power of Attorney. The provisions of HIPPA have wide application and familiarity is essential to healthcare providers and professionals dealing with medical information access. HIPAA provides an exception to the privacy rules if a healthcare provider believes that disclosure of information is in a patient's best interest. This professional judgment exception would apply in circumstances where the individual is not present or is not able to object due to incapacity or in the case of an emergency. (45 C.F.R. 164.510 (3))

Keywords: *HIPPA; Health Insurance Portability and Accountability Act; Privacy Rule; Protected health information; Power of Attorney; Living Trust; Durable Power of Attorney; Healthcare Directive*

2. STRATEGIC FACTORS OF KNOWLEDGE MANAGEMENT IN CUSTOMER SUPPORT

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ABSTRACT

As enterprises increasingly use customer service to differentiate themselves, Customer Knowledge Management (CKM) has gained prominence as a strategic initiative. It allows businesses to use their knowledge assets to provide better customer service. In this paper, we discuss the strategic factors of success as it relates to customer knowledge management strategy, technology, people, and processes in customer support and services.

Keywords: *Knowledge management, customer support*

3. A STUDY OF VALUE PREFERENCE AMONG INDIAN MANAGERS

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ABSTRACT

Studies have proved that the development of managers from the general population as well as effective management of organizations may require modification and clarification of values preference in order to collaboratively deal with incongruence and potential conflicts. This study aims at finding out the nature and pattern of personal values held by Indian managers and its implication for the organisation. It has enlarged and enriched the conceptual understanding of value pattern and value prominence in terms of its meaning and content, the way it should be measured and the feasibility of a value change in

organizations. The utility of this paper could be in the area of manpower planning, identifying and developing appropriate leadership styles, career development and socialization process.

Keywords: Effective management, personal value preference, manpower planning, career development, socialization process

4. SERVING CITIZENS AS CUSTOMERS: WHAT ARE THE PROBLEMS?

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ABSTRACT

This study explores causes of dissatisfaction among public service users. The study adopted the critical incident technique as its data collection method. During the data analysis, twelve causes of dissatisfaction in public service interactions emerged. Customers' suggestions to those service providers were additionally incorporated. The findings are deemed to enhance our understanding of the psychology and behavior of public service customers.

Keywords: public service user, public customer behavior, public service satisfaction

5. THE VISIBLE LINK BETWEEN STRATEGIC HUMAN RESOURCE PRACTICES AND ORGANIZATIONAL LEARNING

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ABSTRACT

This conceptual paper depicts a model by aligning the conventional human resource practices with organizational learning process. Based on the extensive review of literature the key theories portrayed in this paper are organization learning, resource based theory and strategic human resource management. The link between these theories is explained and evolved out as a true representation to understand the knowledge strategies. This model can be implemented in organizations so as to evaluate the attributes of learning outcomes from the perspectives of learning enabled human resource practices and knowledge strategies. Three different strategic human resource management approaches universalistic, contingency and configurational are applied to study the impact of learning enabled human resource practices (independent variable), knowledge strategies (moderator variable) on learning outcomes (dependent variable). As an outcome of this conceptual model four propositions are proposed for empirical analysis

Keywords: Strategic human resource management, Organization learning, Resource based theory, Knowledge strategies, Learning outcomes

6. CREATIVITY: A NEEDED COMPONENT OF MANAGEMENT EDUCATION

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ABSTRACT

Creativity is a necessity in the corporate world due to the globalization of business and the competition this causes. In addition, deregulation, social change, environmental issues, unbelievable technology, and many additional factors demand creative solutions. Yet, only a limited number of universities in the

United States have responded by teaching the value of creativity; the results of the research is slow to be added to university textbooks. To better educate managers as to the value of creativity, this research combines an analysis of the literature on creative corporations and on managers known for their creativity. Creativity is not only examined in the area of product development but also in the areas of the structure of the organization, in employee recruitment, in employee benefits' programs, in the design of work space, in work processes, and in all areas of management. The research should be of value to management educators by helping them to better prepare future students to be more creative managers themselves and to be able to lead and motivate their future employees to also become more creative. This is the type of information young managers should have when they enter the workforce.

Keywords: *Management Creativity, Creative Corporations, Creative Culture, Managers of Innovation*

7. CUSTOMER SATISFACTION EVALUATION (CSE) FOR KNOWLEDGE BASED SERVICES FROM PUBLIC FUNDED (S&T) R&D ORGANISATIONS

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ABSTRACT

Council of Scientific & Industrial Research (CSIR), India has undertaken Customer – Supplier (C-S) approach in its eight constituent Chemical Sciences Laboratories to evaluate the customer satisfaction originating from the “What-Based” factors of projects undertaken in terms of objectives, schedules, output and utilities. CSE enabled Indian Institute of Chemical Technology (IICT), Hyderabad, India a constituent Laboratory of CSIR to obtain direct and valuable feed back from its customers to improve the planning, execution and delivery of the projects undertaken by the institute. CSE study revealed that an average CSE of IICT is around 3.32 on the scale of 4.0 points for the past six years (1997-2003). This paper analyses CSE methodology adopted and results obtained pertaining to CSE grades awarded by IICT customers, category of user agencies by investment basis, type of agency, types of projects undertaken etc. Conclusions drawn indicate that this CSE methodology can be adopted for knowledge-based services in chemical sciences laboratories for improving its customer satisfaction levels.

Keywords: *Customer Satisfaction Evaluation, Knowledge Based Services, Public Funded (S&T) R&D Organizations, Technology Management*

8. EMPLOYEE DISCRIMINATION AND BOARD CHARACTERISTICS: SOME EMPIRICAL EVIDENCE

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ABSTRACT

News of employee discrimination is not uncommon in the U.S. Employee discrimination results in costly litigations, demoralizes employees, and negatively impacts stockholder wealth. In this paper, we investigate whether effective corporate governance mechanisms reduce the incidence of employee discrimination. We consider board characteristics in explaining the difference between a sample of discrimination firms and a sample of non-discrimination firms. Our findings show that only board size has a significant and positive influence on the probability of employee discrimination. Overall, however, there appears to be weak evidence that board characteristics have an influence on employee discrimination.

Keywords: *Employee Discrimination, Board Characteristics, Corporate Governance*

9. ANALYSIS OF OUTSOURCING FROM THE US TO INDIA

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ABSTRACT

The subject of Outsourcing in the US has become an emotional one. A group of people feels that multinationals are exporting high paying white-collar jobs to India at the cost of US middle class. However, the process increases productivity and is ultimately good for the economy. Outsourcing is merely a tool for the CEO. Whether to outsource or not, should be truly an economic decision.

Keywords: *outsourcing, jobs, economic decision*

10. CULTURAL DETERMINANTS OF JAPANESE CUSTOMER SERVICE

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ABSTRACT

Japanese style customer service is reviewed in terms of its social-cultural underpinnings. Customers in Japan take a holistic approach to evaluating their purchases. In addition to high performance expectations, they expect the appearance and presentation of products to be flawless. Businesses that meet these high expectations often develop long-term relationships with customers. Also, discussed are future implications of maintaining the high level of service desired by the Japanese.

Keywords: *customer, purchases, products*

11. AN ANALYSIS OF RFID TECHNOLOGY ON CONSUMER GASOLINE PURCHASING TIMES

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ABSTRACT

This study investigates the impact of radio frequency identification technology (RFID) on the transaction time for completing retail gasoline purchases. Data on the time to complete a retail gasoline purchase were collected using the following payment methods: (1) RFID Speedpass technology, (2) credit card pay at the pump, and (3) cash prepayment. An analysis of the data revealed that the mean time to complete a gasoline purchase using RFID technology was significantly lower than credit card and cash payment methods.

Keywords: *RFID Technology; Retail Purchasing Times; Customer Service*

12. FOUNDERS VERSUS NON-FOUNDERS: AN EMPIRICAL ANALYSIS OF CEO EDUCATIONAL BACKGROUNDS

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ABSTRACT

In this paper we compare CEOs that are firm founders to CEOs that are not firm founders. The focus of this paper is to examine how firm founders are different from other CEOs with regard to compensation, level of education attained, degrees earned, the age at which the individual earned his/her degree, and when they started working for their company relative to the time that they earned their degree(s). Significant differences between the total compensation received by founding and non-founding CEOs are identified. The compensation differentials vary based upon the undergraduate and graduate degrees held. When comparing founders to non-founders, significant differences in the age of the CEO, the age when the individual received his undergraduate and graduate degrees, the age they started working for the firm and the age at which they became the CEO are found. Many non-founding CEOs start working for the firm that they will ultimately manage in the year prior to earning their college degrees, however; founding CEOs are more likely to finish their degree before becoming the CEO of the firms they found. Few individuals, either founders or non-founders, earn either their undergraduate or graduate degrees after taking on the role of CEO.

Keywords: Founders, Chief Executive Officers, Educational Background, College Degree, CEO Compensation

13. IMPACT OF JOB SATISFACTION ON EMPLOYEE WORK BEHAVIOR: A REVIEW AND ANALYSIS

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ABSTRACT

The effect of job satisfaction on job holders' behavior has received continuous attention in the literature since the Hawthorne Studies of the 1930's. In spite of this long and sustained inquiry, findings of cause-effect relationships between job satisfaction and organizational members' behaviors, deemed important in organizational success or failure, have neither been definitive nor consistent. Management practitioners have developed and implemented various job satisfaction programs over the years aimed at inducing and channeling workers' behavior toward improvement of factors that account for organizational success. At the top of the list of these behavioral factors include: performance/productivity, absenteeism, turn-over, customer satisfaction, and organizational citizenship behavior. This paper reviews current literature in this area and synthesizes research findings in a way that can enable managers to use them to institute positive behavior-altering programs for competitive advantage and organizational success.

Keywords: Job Satisfaction; Performance/productivity; Absenteeism; Turnover; Customer Satisfaction; Organizational Citizenship Behavior

14. LABOR EXPORT: ETHICAL ISSUES AND SOCIAL RESPONSIBILITY OF MNES

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Amonrat Thoumrungroje, Assumption University, Bangkok, THAILAND
Patriya Tansuhaj, Washington State University, Pullman, Washington, USA

ABSTRACT

Labor export has become an important international business phenomenon. Despite numerous benefits to workers, companies and countries involved in such activities, ethical issues associated with labor export have not received adequate attention from researchers in the business discipline. Here, we rely on transaction cost theory and agency theory to explain the behavior of three major parties involved in labor export, including immigrant workers, recruiting agencies and multinational enterprises. A conceptual model and propositions for future research are provided, along with managerial implications and recommendations for multinational enterprises.

Keywords: Labor Export, Ethics, Social Responsibility

15. FACULTY PERCEPTIONS OF BUSINESS STUDENTS' PRIOR PREPARATION: COMPARISONS BETWEEN THE DISCIPLINES

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ABSTRACT

This study determines whether business professors' perceptions of the preparedness of their respective majors vary according to discipline. Previous studies have examined the perceptions of faculty concerning students' readiness for the rigors of university study (Budden, 1985; Lanier, Tanner, Zhiwei, & Heady, 1997; Tanner & Cudd, 1999; Tanner & Totaro, 1998), but no single study has compared professors' perceptions between and across disciplines. For this study, the same questionnaire was administered to 600 of each of the following faculty groups: accounting, economics, finance, management, and marketing. All groups agreed that students were not adequately prepared for college study and most significantly, that students' had very poor writing skills both entering and graduating from their respective disciplines. Rankings by all groups of respondents of ten high school subject areas in order of their importance to effectively prepare students for the respective curricula were also compared.

Keywords: business professors' perceptions, faculty

16. ASSESSING STUDENT LEARNING IN BUSINESS AND ECONOMICS

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ABSTRACT

*The Bachelor of Science in Business (BSB) degree offered by the Business & Economics (B&E) Program of California State University Channels Islands (CSUCI) is built on the principles of three Cs: **C**ritical Thinking, **C**ooperation (teamwork), and **C**ommunication (oral and written English). Our degree reflects a*

liberal arts oriented curriculum offering our students a broad array of educational opportunities, including an emphasis on inter-disciplinary studies. An essential component of our continual improvement program is the use of effective processes to assess student learning. Our two accrediting bodies require the development and implementation of an effective assessment process. This paper describes our initial process for assessing student learning within the BSB degree, provides assessment exhibits and offers lessons learned during our early development and implementation of our assessment process.

Keywords: *Assessment, Student Learning, Teaching Effectiveness*

17. A HEURISTIC APPROACH TO THE PRODUCT DESIGN PROBLEM

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ABSTRACT

Product design, one of the key factors in determining the success of a new product, has been given increasing attention when firms decide to introduce new or redesigned products. As a result, techniques that will lead to an optimal product design are of great interest to every firm in order to survive and succeed in a competitive business environment. However, the fact that the product design problem using conjoint analysis data is an NP-hard problem makes the search for optimal solutions impossible when data are of large sizes. Consequently, heuristic techniques that try to identify better product designs have been proposed. In this paper, we present a greedy local search solution approach to the product design problem. We evaluate the quality of the proposed heuristic by comparing its results and the results obtained from the Genetic Algorithm (GA) heuristic (Balakrishnan and Jacob, 1996) with the optimal. The proposed method performs better than the GA heuristic.

Keywords: *Marketing Research, Heuristics, Product Design, Conjoint and Hybrid Conjoint Analysis*

18. LINKING MORAL ALTERNATIVES AND STEWARDSHIP OPTIONS TO PERSONAL AND ORGANIZATIONAL OUTCOMES: A PROPOSED MODEL

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ABSTRACT

Stewardship, an increasingly important element of business practice, reflects the wise use, development, and appropriate conservation of resources that have been entrusted to the care of human beings. This paper builds on and extends previous work that explored linkages between three moral alternatives (or orientations) - selfishness, selflessness, and self-fullness - and the stewardship of three categories of resources - human, economic, and natural/environmental. The present paper proposes a model that describes how different stewardship decisions and actions that are grounded in the three different moral alternatives can influence personal and organizational outcomes.

Keywords: *Moral Alternatives; Moral Orientations; Selflessness; Selfishness, Self-fullness; Stewardship; Personal Outcomes; Organizational Outcomes*

19. HOW LEADERSHIP STYLE PERCEPTION INFLUENCES SUBORDINATES' JOB SATISFACTION THROUGH TASK CHARACTERISTICS PERCEPTION

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ABSTRACT

The audit quality of CPA firms has been severely questioned recently. In a number of cases, companies had fraudulent financial reporting but their CPAs still issued unqualified audit reports. The relevant literature has indicated that employees' perception of leadership style and employees' perception of task characteristics have an effect on employees' job satisfaction. As auditors' job satisfaction is found to be related to audit quality, leadership style perception can be important to audit quality. The current literature, however, has often neglected the effect of employees' task characteristics perception on the relationship between leadership style perception and job satisfaction. Thus, the purpose of the study is to determine how auditors' perception of task characteristics intervenes the relationship between auditors' leadership style perception and auditors' job satisfaction. Questionnaire data were gathered from 122 Taiwanese auditors with at least one year of audit experience. ANOVA and LISREL were used to test the hypotheses. The empirical results indicate that when leaders of the CPA firms adopted a high initiating leadership style coupled with high consideration, auditors would have the highest task characteristics perception and highest job satisfaction. Thus, it is the study's conclusion that leaders of CPA firms should pay more attention to the consideration style, rather than the initiation style, in order to enhance auditors' task characteristics perception. A high task characteristics perception would lead to a high job satisfaction which would benefit both the firms and the audit quality. These results could have important implications to CPA firms that have been plagued by the high turnover rate and frequently criticized audit quality.

Keywords: Leadership Style Perception; Task Characteristics Perception; Job Satisfaction; Audit Behavior; Audit Firm

20. FACTORS THAT DISTINGUISH SUCCESS FROM FAILURE FOR SMALL AND MEDIUM-SIZED ENTERPRISES IN CHINA

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ABSTRACT

Based on the cross-section data from survey, we developed a logistic non-financial model to predict the success or failure of SMEs in China. We found that capital, firm size and accounting control are key factors to a firm's success or failure. The consultation from outside and operating plan are related to the success or failure of the firm, but not significant.

Keywords: SMEs, Success, Failure, Factor

21. MANAGING HOSPITAL PERFORMANCE BY BALANCED SCORECARD

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ABSTRACT

Performance management has become critical in hospital industry where sharply increased costs and competition and reimbursements squeeze due to environment changes. Balance Scorecard (BSC), a model that integrating dimensions of finance, customer, learning and growth, and business internal process, has received increasing attention in evaluating business performance that materially require involving multi-criteria in decision-making problems. Analytical hierarchy process (AHP) is generally adopted to deal with problems that encountered trade-off difficulties particularly under uncertainty scenario. This paper proposes adopting AHP in identifying the key performance indicators of a hospital to show the appropriateness of AHP application. Result also indicates not only the critical dimensions of the hospital but inherently cross-examine the appropriateness of proposed actions perceived by management. A similar procedure may be conducted with competitors of the industry to obtain better insight of the competition in this industry.

Keywords: Balance Scorecard (BSC), Key Performance Indicator (KPI), Analytical Hierarchy Process (AHP), Performance Management, Hospital

22. THE INTERNET – A DOUBLE EDGE SWORD: EMPOWERMENT OR BIG BROTHER?

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ABSTRACT

The Internet and other information and communication technologies (ICTs) are creating complex arrays of new geographies through which users view, interact, and connect to the world. The recent pervasion of new electronic technologies, particularly the Internet, throughout society has given some observers cause for celebration but alarmed others. Whether the Internet is perceived as a global communication tool, or a medium for entertainment, or both; this new technology has major implications for such societal endeavors as education, entertainment, the forming of democratic structures and virtual communities, individual self-expression, identity formation and development, and the fields of sociology and anthropology. Few social scientists feel that the Internet is a great tool for empowerment of individuals and organizations; whereas other skeptics are concerned that the Internet will lead to an emerging “Big Brother’s” role that watches and controls other users. This study records the perceptions of a variety of Internet users regarding their view of Internet technologies – a tool for empowerment or the rise of control by “Big Brother”.

Keywords: Internet, empowerment, virtual community, Big Brother

23. SEXUAL HARASSMENT OVER THE BUSINESS CYCLE

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ABSTRACT

Sexual harassment is commonly known to revolve around issues of power. In periods of high unemployment, employees perceive lower levels of job security, and, therefore, less power. Employers might try to take advantage of employees' increased job insecurity, and be more likely to harass. For this reason, reports of sexual harassment might vary positively with the unemployment rate. On the other hand, during times of high unemployment, people fear joining the ranks of the unemployed—job security is low. For this reason, people might be less willing to report instances of sexual harassment. What then is the relationship between the state of the economy and reports of sexual harassment? We investigate the relationship between the unemployment rate, expectations about the economy, and the number of sexual harassment charges received by the EEOC. Sexual harassment reports are found to increase during periods of low unemployment, suggesting that there is still considerable fear of job loss from reporting harassment of the sexual variety. Other forms of harassment (ex: religious, age, and racial) do not exhibit this behavior.

Keywords: *sexual harassment, business cycle, unemployment*

24. MOTIVATIONAL STRATEGIES FOR INTERACTIVE BUSINESS TEACHING

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ABSTRACT

The traditional belief is that pedagogical teaching is a one-way communication flow emanating from an active sender (the teacher) to a passive group of receivers (the students). In the process, the students are conditioned to memorize prepackaged assignments and spit out answers. The contemporary approach views the teaching endeavor as an interactive dialogue between the teacher and the students. The notion that the teacher is "the mother of all knowledge" is replaced by the view that the teacher is the "chief conductor" of a classroom discussion rather than that of sole expert of the subject matter. However, such a metamorphosis from the conventional instructional technique to the modern teaching approach entails a significant change in culture and attitude. Based on surveys and interviews with students in U.S.-based academic institutions, I outline some strategic initiatives aimed at motivating the students to actively participate in a meaningful dialogue in the classroom. The successful implementation of this initiative is not an easy endeavor by any means. The teacher should thoroughly prepare and rehearse for class by carefully selecting relevant and interesting teaching materials, choosing the appropriate delivery method, adopting the right style, setting-up the proper culture and devising the suitable incentive schemes to motivate the students.

Keywords: *motivation, students*

25. RELATIONSHIP BETWEEN SPIRITUALITY AND THE WORKPLACE

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ABSTRACT

Our sample of highly educated middle managers ensconced in their careers and the community embrace spirituality in the workplace. Their spirituality guides them in choosing the firms where they work: ones that match their personal values. These values, in turn, positively influence their motivation, commitment, and responsibilities to the firms. In this climate, ethical actions are rewarded by those doing them and by the firm in the general.

Keywords: *spirituality, workplace, ethical actions*

26. THE CLIMATE FOR FOREIGN DIRECT INVESTMENT IN SOUTH AFRICA

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ABSTRACT

Foreign direct investment (FDI), impacts a country/area's economic growth through capital formation, transfer of technology and innovation, and access to international markets. The host country's politics, infrastructure, economic environment, market efficiencies, and legal environment determine a country's desirability for investment.

The Gross Domestic Product growth in the South African region has been dramatically lower than Latin America and Asia. Southern Africa's abundance of natural resources includes oil, diamonds, and platinum. Two areas where south Africa has made strides over the past decade are property rights (which come with privatization) and enforceable contracts. However, a history of political corruption, economic instability, inadequate infrastructure, and poverty and disease has hindered economic development.

The continent of Africa can be divided into two major areas: North Africa and Sub-Saharan Africa (SSA). Many SSA countries are now initiating social, political and economic reforms. Fostering an environment attractive to FDI could lead to substantial economic growth in an area of the world that drastically needs this type of growth. This paper will evaluate the current economic, political, and societal climate of the South African countries (a sub set of SSA) and their likelihood of attracting FDI.

Keywords: *Foreign Direct Investment, efficient markets, privatization, disease and poverty, political and social climate*

27. TRANSACTION COSTS, PROPERTY RIGHTS, AND THE THEORY OF THE FIRM

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ABSTRACT

Firms have been playing a central role in modern capitalism. A theory of the firm must address two basic questions: What is the purpose of firms and what determines their scale and scope? This article discusses the origin of the firm from two economic perspectives: transaction cost economics and property rights theory. It also addresses the implications of the theory of the firm for corporate strategy, especially with regard to the vertical and horizontal boundaries of the firm.

Keywords: *Theory of the Firm, Transaction Cost Economics, Property Rights Theory*

28. INDICATORS OF BUSINESS SOCIAL RESPONSIBILITY IN DEVELOPING COUNTRIES IN TRANSITION

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ABSTRACT

Countries undergoing a transition process from a socialist economy to a free market economy are also facing the issue of defining the proper role of business in society and the social responsibility of business firms. This paper attempts to develop a number of indicators to assess the degree of social responsibility of business firms in developing countries in transition (DCTs), which could be useful for policy guidelines and possibly for a future conceptualization of this issue. The paper also presents the justification for these indicators and illustrates a number of cases from Egypt, which belongs to the club of DCTs.

Keywords: *Developing Countries, Egypt, Transition Economies, Social Responsibility, Social Indicators*
