
ABSTRACTS**1. A PUZZLE IN ONLINE PRICING: EARLY EVIDENCE FROM THE BOOK MARKET**

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ABSTRACT

Empirical analysis from several studies has shown mixed results on the "frictionless market" hypothesis about Internet retailing compared to conventional channels. This study takes a different approach to analyze this issue. Focusing on a homogenous product (books), we use two data sets collected in 1999 and 2000 with a total of 6650 price observations to compare the pricing behavior of major online branches of traditional bookshops (3 in 1999 and 5 in 2000) with the top specialized Internet retailers (2 in 1999 and 5 in 2000). We find that prices by the specialized Internet retailers are generally lower than prices by the hybrids online, on average 6.7% in 1999 and 11.3% in 2000. Further, price changes by both types are few but price adjustments are large (greater than \$1 for over two third cases), indicating that menu cost is not as negligible as many claim for the online markets. Statistic evidence shows that price dispersion is lower among the specialized Internet retailers than that among the online branches of conventional bookshops, presumably reflecting the different levels of competition pressure and constraints in the sense that the hybrids' pricing behavior has to be part of their integrated strategies for both online and offline markets while the former relies solely on online sales for survival. We conclude that the online book market is far from perfectly competitive or frictionless. Market power and offline pricing behavior continues to influence the online competition. Consumer gain is much less than previously anticipated.

2. CAN DATA WAREHOUSING WORK FOR YOUR BUSINESS? AN INTRODUCTION FOR NON-TECHNICAL MANAGERS

Howard Piper, NOVA Southeastern University, Florida

ABSTRACT

A Data Warehouse may help organizations to effectively access and analyze data in a manner helpful to senior managers. Despite high implementation failure rates, data warehouses can assist with market trends, customer profiles, forecasting and fraud detection. Successful implementation of a data warehouse however, depends on the combination of hardware, software, reliable data, competent human resources and improved working procedures. Consequently, while a data warehouse may make good sense, organizations need to simultaneously change work processes while developing the requisite personnel expertise.

3. CORPORATE DIVERSIFICATION, MULTIDIVISIONAL FORM, AND GOVERNANCE STRUCTURE: A LITERATURE REVIEW

Yongliang "Stanley" Han, California State University, Sacramento

ABSTRACT

This article attempts to provide an integrative review of the basic concepts, theories, findings and remaining debates in the literature of corporate diversification, multidivisional form, and governance structure of the diversified firms. We first review the definitions, measurement, motives of corporate diversification, and the relationship between diversification and performance. Then we discuss the characteristics of multidivisional form. Emphasis is placed on Williamson's (1975) "M-form Hypothesis" and various criticisms toward this theory. In the following section, we focus on the agency view of diversification and discuss the effects of internal governance structure such as ownership structure,

boards of directors, and free cash flows on diversification strategy. This article concludes with discussions and future research directions.

4. A MODEL OF PERCEIVED ORGANIZATION HYPOCRISY

Thomas W. Philippe, College of St. Petersburg, St Petersburg
Jerry W. Koehler, University of South Florida, Tampa

ABSTRACT

This paper provides a model of perceived hypocrisy that includes three constructs: (1) perceived organization philosophies; (2) perceived management actions; and (3) perceived personal validation. It also details how each of the constructs interact and describes how individuals are likely to respond to three significant gaps that occur when they experience organization hypocrisy.

5. REPATRIATION: TWENTY YEARS OF THE SAME PROBLEMS

Yvonne Goss, Sam Houston State University
Shirley H. Tucker, Sam Houston State University

ABSTRACT

US multinational corporations (MNC) primarily send their best employees on international assignments to grow new markets, maintain existing operations (Windham, 1999), or develop high potential employees who can both contribute to company strategy and craft a global view of the corporation's business (Derr & Oddou, 1991). The purpose of this examination evolved during the review of literature when it was noted that researchers were publishing consistent results to nearly identical survey questions over a 20-year period. Further, several researchers' studies were directed to identification of reasons for high attrition rates on repatriation and costs to management. The objectives were two fold: (1) to compile and categorize survey results and observations by researchers and practitioners from 1983 to 2002; (2) to identify predominate problems encountered by US multinational corporations in the repatriation process. These findings indicate that attrition problems and costs that existed in 1983 are likely to continue to plague multinational companies.

6. GOLF MARKETING

Marc Bayram, Saint Leo University

ABSTRACT

With the growing popularity in the game of golf, the marketing business for the sport has expanded immensely. The golf marketing business is a "money maker", and it has gotten the attention of many companies. I have broken down golf marketing into three different parts - popular marketing strategies, increasing sales, and target markets. These three distinct parts are the core of the current golf marketing business. Popular marketing strategies include advertising, having a spokesperson, and causing controversy. Implementing these popular marketing strategies into a business can help the companies' success greatly. Increasing sales can be broken down into golf's sales presently, and golf sales for the new generation of players while capturing the target markets can be achieved through market segmentation and specializing equipment. Needless to say, the golf business has become quite popular, and it seems like a lot of money is waiting to be made in it.

7. STRATEGY LITERATURE VS STRATEGY COURSEWORK: A FRAMEWORK FOR BRINGING STRATEGY RESEARCH INTO THE CLASSROOM

Stephen C. Betts, William Paterson University

ABSTRACT

The study of corporate strategy has existed as a separate social science discipline for over forty years, incorporating ideas from economics, sociology, political science, organization theory and other disciplines along the way. Despite the richness and variety of perspectives and ideas in the strategy literature, the theories are rarely brought into the classroom. The strategy and policy course, a key component of management curricula, is typically taught from a strategic planning viewpoint using case studies and simulations. In this paper, a historical approach is taken to introduce the contributions of various theoretical perspectives. Next a framework is proposed which organizes these perspectives by level of analysis and considers the ability of each to examine what enables or disables organizations. This framework allows the notions discussed in the literature to be incorporated into strategy and policy courses, encouraging multiple perspectives and ways of thinking about strategy.

8. NESTLÉ'S INVOLVEMENT IN CHILE

Detelin Elenkov, University of Tennessee, Knoxville

ABSTRACT

This study provides analytical information about a part of the strategy and operations of Nestlé, a Swiss based company with established record of success in various markets around the world. The study also focused on Chile, a country that is commonly considered a leading economic success story in Latin America. The findings emphasize the effective responses that Nestlé has been quick enough to find and implement, in order to secure its success in Chile.

9. INFLUENCE OF ECONOMIC IDEOLOGY AND BUREAUCRATIC MINDSETS ON AN AMERICAN EDUCATIONAL INSTITUTION IN SOUTHEASTERN EUROPE – THE CASE OF THE AMERICAN COLLEGE OF SOFIA

Detelin Elenkov, University of Tennessee, Knoxville
Gergana Vassileva, Sofia University, Sofia

ABSTRACT

This is a study of the oldest American educational institution outside the United States, the American College of Sofia (ACS). The main objective of the study has been to provide up-to-date information about ACS' ways of operation in the Bulgarian environment, characterized by the presence of post-communist economic ideology and highly bureaucratized government procedures. The hard times and troubled transition that Bulgaria experiences have also affected ACS in its drive to become as creative and constructive as it can be.

10. DO WESTERN MANAGEMENT APPROACHES WORK IN A PARTICULARISTIC EASTERN EUROPEAN SUBCULTURE? UMICORE'S INVOLVEMENT IN THE BULGARIAN ECONOMY

Detelin Elenkov, University of Tennessee, Knoxville
Reneta Lakova, Sofia University, Sofia

ABSTRACT

This study investigates whether universalistic western management approaches are effective in a particularistic Eastern European subculture. The focus is set on the operations of the Belgium-based Umicore in a rural Bulgarian subculture, formed under the influence of the Ottoman rule, the communist ideology, and the local traditions. Based on interviews and archival research, the study provides evidence for the lack of a fit between some universalistic western management approaches and a resilient particularistic subculture in rural Bulgaria. The findings emphasize the need for Umicore Med to make specific adaptations, if it wants to successfully put in place effective training, compensation, and control mechanisms in the context of the particularistic Eastern European subculture.

11. STRATEGIES FOR M-COMMERCE GROWTH

Mani K. Madala, National Institute for Training in Industrial Engineering, Bombay, India

ABSTRACT

M-Commerce was heralded as the next best to e-commerce for global business growth. This paper examines the projections were made and current reality, analyses the impediments and suggests strategies for the growth of m-commerce

12. HUMAN RESOURCES MANAGEMENT IN POST-WTO CHINA -THE MOTIVATION OF TECHNICAL EMPLOYEES IN CHINESE TELECOM CORPORATION NEWLY ACQUIRED BY AN US COMPANY

Leo Ho, University of South Australia

ABSTRACT

With the accession to WTO in 2001, China will further open the market to the world. It has posed both opportunities and challenges to organizations in China especially the telecom industry. The influx of foreign multinational corporations into the Chinese market has posed a challenge to human resources managers about their ways to motivate their knowledge workers and in particular technical employees in their enterprises. With the differences in culture and other value systems, foreign enterprises are in particular interested to find out the unique way to manage their ventures in Mainland China. In particular, major foreign telecom companies have poured their investments in research and development for future technology in China. This has resulted in huge demand and competition for technical professional among foreign and local telecom companies. By means of a case study of a recently acquired Chinese telecom company by an American company, the key motivational factors in motivating the local technical employees are identified and evaluated against the current available knowledge in the literature.

13. FAILING TO MAKE THE GRADE: COMMUNICATION DEFICIENCIES CHALLENGE EMPLOYERS

M. K. Easter, San Jose State University

ABSTRACT

They are potentially fired before being hired. This is the paradoxical atmosphere facing many college graduates in Silicon Valley. A series of communication studies at San Jose State University found that many firms lack the confidence in student communication skills, such that hiring them has jeopardized these graduates' ability to effectively enter the market place. Several recruiters observed that many SJSU business students lack the ability to articulate their knowledge, even though these same students do well on exit exams. Approximately 100 Silicon Valley business recruiters came to SJSU in November 2000, and ranked College of Business (CoB)/SJSU graduates on several criteria, including proficiency in written and oral communication. To our dismay, SJSU students consistently ranked "below average" in their communication skills (Stevens, 2001). Then in October 2002, the same recruiters indicated that SJSU graduates failed to demonstrate effective business communication skills. Most employers have observed that many SJSU business students lack effective oral and written communication requirements, including critical thinking skills (Easter, 2002 & 2003).

14. DO TELEWORKERS HAVE HIGHER ORGANIZATIONAL COMMITMENT? INVESTIGATIONS USING THE MEYER AND ALLEN 3-COMPONENT COMMITMENT MODEL

Howard H. M. Piper, Nova Southeastern University, Florida

ABSTRACT

Managers contemplating telework programs must weigh the business and personnel costs associated with telework as a human resources policy. While telework has been touted as a desirable human resources management practice, its impact on organizational commitment has not been well researched. Telework offers significant benefits but its drawbacks may also negatively influence organizational commitment. Three propositions of the relationship between telework and organizational commitment are offered based on preliminary investigations into telework practices in two organizations.

15. TRAINING PROGRAMS FOR AN INTERNATIONAL WORKFORCE

Semere Haile, Grambling State University

ABSTRACT

For many years, multinational corporations have recognized the profit potential of doing business overseas. During these years, many multinational corporations have learned the hard way that executives and employees need extensive training and support to handle international assignments successfully. This paper examines that international assignments can minimize of expatriate failure through training programs by: (1) elaborating the importance of cross-cultural training, (2) exploring ways that language training can strengthen global competitions, and (3) identifying the types of skills needed by executives and employees for international assignments.

16. TOWARDS A MULTI-CRITERIA WEIGHTING MODEL FOR TRAVEL WEBSITES

Rob Law, Hong Kong Polytechnic University

ABSTRACT

Many travel organizations have developed their websites for marketing and for online purchases. Setting up an effective travel website enables customers to easily and efficiently acquire information and eventually purchase. Despite the existence of numerous travel websites and the general agreement on the importance of maintaining an effective website, the existing travel and tourism literature contains a very limited number of studies on website performance evaluation. In other words, it is difficult for customers, practitioners, and researchers to comprehend the relative performance of a travel website. In view of the emerging need for website performance evaluation studies, this paper describes a research project which makes an attempt to develop a multi-criteria decision making model to measure the relative importance of a travel website's essential dimensions and attributes. This research project was performed in two major stages. The research firstly identified the predominant travel website dimensions and attributes. In the second stage, a focus group discussion was conducted to validate the identified dimensions and attributes, and to rate the importance of the validated dimensions and attributes. Empirical results indicate that hotels and car rentals were perceived as the most and least important dimensions on travel websites.

17. HR PRACTICES AND PRODUCT DEVELOPMENT

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Mary Mathew, Indian Institute of Science, Bangalore, India

ABSTRACT

Key ingredients to innovation are ideas and implementations. At the heart of ideas, is the synthesis of knowledge in human minds. At the heart of implementation of ideas, is coordinated action by a group or individuals. No organization can therefore be built though with adequate management, but without development of human resources. Management of Human Resources in a customer centric era requires consciousness of product differentiation. Based on results of a questionnaire run survey of 40 Indian Information Technology organizations (n=210), this paper tries to see the relationship amongst product breadth ability, product change ability, proactive HR practices, HR effectiveness and HR involvement. Results show that both product breadth ability and product change ability are highly related with proactive HR practices, HR effectiveness and HR involvement. These implications of the findings are also highlighted.

18. EXPLORING ETERNAL LEADERSHIP VALUES AND PRACTICES FOR ORGANISATIONAL EXCELLENCE

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ABSTRACT

This paper explores eternal leadership values and practices found in the classical wisdom of India, which integrates both masculine and feminine principles and also presents a leadership model that practices the values rather than discoursing on them. The main purpose of this paper is to develop a universally applicable leadership framework for business excellence applying the lessons drawn from timeless classical wisdom. The ancient Indian classical wisdom talks of universal welfare as an eternal guiding principle for effective leadership. The leadership demonstrated by Mahatma Gandhi and others prove that it is possible to be successful in the world of business and politics and still to maintain one's integrity defined by adherence to moral principles in all activities. Some of the highly effective contemporary

corporate leaders who are cited in the paper both from India and abroad also exemplify leadership that is committed to the practicing of the eternal values. The classical wisdom says that one can become effective leader by developing intuition and emotional maturity along with intense self-examination and intense efforts.

19. USING A STEPWISE MULTIPLE REGRESSION APPROACH IN FORECASTING AND BUSINESS DECISION MAKING

Raj Kiani, California State University, Northridge
M.A. Sangeladji, California State University, Northridge

ABSTRACT

*In making strategic and tactical decisions, managers need to forecast future events such as sales, costs, and other economic conditions. There are various forecasting models available, including regression analysis. In a regression analysis, researchers attempt to forecast a variable with the help of other variable(s). Examining all the independent variables and their subsets in multiple regressions with four or more independent variables is a very tedious and time-consuming task. The **stepwise** multiple regression approach can reduce significantly the time and efforts needed for selecting the meaningful and reliable independent variables. The main purposes of this paper are (a) to explain how a stepwise multiple regression approach is applied in estimating sales and/or costs for budgeting and profit planning purposes and (b) the implication and application of this approach in teaching cost estimation and profit planning in cost and managerial accounting courses.*

20. EXAMINING EFFECT OF ORGANIZATION CULTURE ON LEADERSHIP, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AT LOCAL GOVERNMENT OF TAIWAN

Li-Yueh Chen, Nova Southeastern University, Fort Lauderdale, Florida
F. Barry Barnes, Nova Southeastern University, Fort Lauderdale, Florida

ABSTRACT

Based on earlier research, this study develops an integrated research model. Three hypotheses are proposed that (1) organizational culture moderates the relationships of transformational and transactional leadership with organizational commitment, (2) organizational commitment mediates the relationships of transformational and transactional leadership with job satisfaction, and (3) organizational culture moderates the relationships of organizational commitment with job satisfaction. Surveys were distributed to two local governments in Taiwan with a total of 255 civil servants. Of the 181 questionnaires returned, 118 were found to be valid, for a useable response rate of 46%. Significant findings are: (1) the relationship between transformational leadership behavior and organizational commitment was not affected by organizational culture, (2) organizational commitment mediates the relationships of transformational and transactional leadership behaviors with job satisfaction, (3) organizational culture was found to significantly affect the relationship between organizational commitment and job satisfaction, and (4) both transformational and transactional leadership significantly affect the employee behavior outcomes.

**21. SENIOR TRAVELERS' HOTEL CHOICE AND SATISFACTION:
AN INVESTIGATION BASED ON COUNTRY OF ORIGIN**

Cathy H. C. Hsu, The Hong Kong Polytechnic University, Hong Kong SAR
Kevin K.F. Wong, The Hong Kong Polytechnic University, Hong Kong SAR
Yoriko Masuyama, The Hong Kong Polytechnic University, Hong Kong SAR

ABSTRACT

This study interviewed 360 senior travelers who had stayed in a Hong Kong hotel during the past 12 months to identify senior travelers' hotel selection attributes and satisfaction as well as differences in these characteristics among travelers from different countries. The three most important selection criteria as well as the three most satisfied attributes were cleanliness of bathroom and bedroom, quietness of room/hotel, and cleanliness of public areas inside hotel. Japanese travelers emerged to be different from all other travelers in hotel selection criteria and satisfaction. This study contributed to the understanding of an important travel market and documented the differences in lodging preferences based on country of origin.

**22. SOCIAL CAPITAL AND ETHNIC IMMIGRANT ENTREPRENEURSHIP:
LESSONS FROM SILICON VALLEY**

Yongliang "Stanley" Han, California State University, Sacramento
Joseph B. Richards, California State University, Sacramento

ABSTRACT

In this paper, we propose that social capital plays a pivotal role in entrepreneurship as a valuable resource. Using a sample of ethnic-immigrant-founded companies (EIFCs) headquartered in Silicon Valley, we argue that social networking and consequent social capital creation based on ethnic lines may be a mechanism contrived to promote entrepreneurial behavior for technology products and services. Specifically we argue that the strong ties within ethnic networks provide a mechanism for sharing resources in a trustworthy fashion without the threat of opportunism and the dense ties bonded by shared culture and language provide an efficient mechanism for transferring knowledge resources. The weak ties of the ethnic network shared with outside social networks provide a shield to preserve the integrity of the information within the network as well as provide valuable inputs from other networks since these ties serve as bridging ties. Using a descriptive analysis method, we investigated the impact of ethnic and non-ethnic ties on the sample firms' financing strategy, composition of top-management team, and composition of board of directors. Our empirical results show that several ethnic and non-ethnic ties, such as same country or origin, same immigrant status, and same previous employer, are important factors in the primary founders' relationships with their co-founders and board members. However, the primary founders' relationships with other company executives are not significantly influenced by ethnic or non-ethnic ties, probably due to the increasing professionalization of these firms.

23. LABOR-TO-SPEND IN THE U.S. FEDERAL GOVERNMENT

Mindy S. Goeres, Nova Southeastern University

ABSTRACT

A benchmark analysis of the effectiveness of the procurement workforce is presented through a labor-to-spend analysis. This metric compares to industry benchmarks but has not been readily available for comparison due to differences in terminology. Data from the annual Federal Procurement Reports and bi-annual federal workforce data is analyzed to suggest a measure of procurement efficiency for the majority of government agencies.

**24. SOCIAL MARKETING AND COLLABORATION:
A CONCEPTUAL FRAMEWORK FOR HIGHER EDUCATION**

Joyce A. Banjac, Myers University

ABSTRACT

This conceptual framework posits that non-profit institutions of higher education, particularly those in a region in which a) postsecondary education competitors are proliferating; b) the population is undereducated as compared to national norms; c) and the regional economy is lackluster, should forge collaborative alliances with other education providers. Collaborative alliances can leverage social marketing techniques to change individual and organizational behaviors within a region, thus, positioning collegiate activity toward a more clearly defined educational mission.

**25. A STUDY OF THE EFFECTS OF ORGANIZATIONAL IMAGE ON FIRM'S
RISKS, EXPECTED PROFITS AND STRATEGIC OPPORTUNITIES**

Steven X. Si, Bloomsburg University of Pennsylvania
David Ahlstrom, The Chinese University of Hong Kong

ABSTRACT

Organizational image has been a hot issue and the subject of many different conceptualizations and definitional debates: (1) Organizational image is the way organizational members believe others see the organization. (2) Organization image can also be described as a construction of public impressions created to appeal to an audience that might or might not represent objective reality. (3) Organization image is the public's perception of a given organization that is usually associated with an action or event. This study has focused on how firm image can affect its strategic opportunities and is fitting the scholars' arguments such as obtaining competitive benefits through acquiring favorable image. It clearly indicated that any firm strategic decision-makers who have an understanding about the inputs to their firm's image can change the real performance of their business by creating, sustaining and developing a positive image. Positive changes in image are likely to decrease the risk and/or increase the expected profit of existing opportunities and possibly generate new opportunities not previously available to the firm, effectively shifting the opportunity line in a positive direction.

**26. THE ETHICAL AND LEGAL ISSUES IN COMPETITIVE INTELLIGENCE GATHERING:
A STUDY OF MBA STUDENTS' PERCEPTIONS AND INTENTIONS**

Leah Spengler, Ohio University, Athens
Ashok Gupta, Ohio University, Athens
Mary Tucker, Ohio University, Athens

ABSTRACT

This study explores MBA students' perceptions of the legal and ethical issues surrounding questionable competitive intelligence (CI) gathering. MBA students were presented with a case describing misrepresentation in CI gathering. Students ranked their perceptions of the case on a five-point semantic differential scale using ten bi-polar adjectives and answered two yes/no questions regarding whether they would repeat the act as (1) an employee and (2) as a boss asking an employee to do the project. Only 7 of the 89 MBAs felt the CI case was completely unethical. Seventy-one percent of the students would repeat the act as an employee; 57 percent would repeat it as a boss asking an employee to do the act. Two theories about the expected results of the survey were developed from the information gathered in the literary review. Both theories were supported: (1) a positive correlation was found between the ethical perception and the intent and (2) as a manager, fewer respondents would ask an employee to engage in

questionable CI gathering. The report concludes with ideas for further research and business education implications.

27. THE EFFECTS OF COMPLEXITY ON BUSINESS PROCESSES REENGINEERING: VALUES AND LIMITATIONS OF MODELING AND SIMULATION TECHNOLOGIES

Mohsen Modarres, University of La Verne
Al Ansari, Seattle University

ABSTRACT

This paper argues that the value of simulation and modeling technology tends to be contingent on creating models that can offer a systematic, well defined way of representing the structure of a firm's business processes. As such, the behavior of the stable systems can be predicted through modeling and simulation. Stable business processes can reach equilibrium over time. Complexity (hierarchical processes) and random changes within complex processes, however, tend to create dynamic systems that have a tendency not to reach equilibrium. Hence, simulation and modeling of complex and dynamic systems tend to add less value in predictability of such systems.

28. MULTI-OBJECTIVE PROGRAMMING APPROACH TO LOAN MANAGEMENT IN COMMERCIAL BANKS

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Debasis Ghosh, Ministry of Communication and Information Technology, WBSU, India
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ABSTRACT

The applicability and use of management science models have increased dramatically in recent years due to the extraordinary improvements in computer, information, and communication technologies. This paper describes how the priority based Goal Programming (GP) and GP with percentage normalization models can be used to develop decision support systems and help management to effectively allocate loans to individuals and institutions by the commercial banks. The decisions made by using these systems or models can help management to develop strategy to maximize the return on investments. Besides, management will be able to determine which of the two methods is most appropriate for their institution. We have analyzed and presented the results based on the data collected from the Union Bank of India.

29. IN-STORE INFLUENCES: A STUDY OF RURAL BUYERS IN INDIA

Pingali Venugopal, XLRI Jamshedpur INDIA
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ABSTRACT

In store influences have become an important element in the marketing mix of most companies in India. The emerging supermarkets (in India) that aid the process of recognition have further necessitated the need for in-store influences. While, in-store influences have found to help increase trial and variety seeking behavior in urban India, companies are adopting similar strategies in the rural markets where the shopping environment is still dominated by small stores and the purchase process continues to be dominated by the recall process. This research studied the in-store influences on rural buyers during

pesticide purchases. 260 agri-business users of pesticides formed the sample. The study throws up some important findings to the marketer. While the marketers perceive that the buyers would be influenced by instrumental attributes (company representative giving advice), functional attributes (point of purchase advertising) and concrete attributes (retailers' push), it was found that the buyers were predominantly influenced by psycho-socio attributes (purchases made by other buyers). Buyers did not consider nonavailability as a constraint as they either insisted on the retailer to procure the brand from a nearby shop or they purchased it from another shop. Differences across the areas were studied.

30. ENVIRONMENTAL MATRIX ANALYSIS: PAIRING PORTER'S FIVE FORCES

Michael F. Latimer, University of Dallas

ABSTRACT

The epicenter of strategic management theory and practice continues to be situational analysis of strengths, weaknesses, opportunities and threats (SWOT). Proper positioning of SWOT in a broader strategic management framework that accommodates and integrates relevant global industrial dynamics is essential to success in both the educational and organizational context. In contrast to the organizational and competitive view of SWOT, an industry-level view requires a precise definition of the industry and a comprehensive assessment of the favorable and unfavorable influences affecting the task environment and its constituent firms. Pairing the climate and competitive forces in Porter's Five Forces framework allows the strategic planner to evaluate how their interaction (intersection) translates into the future opportunities and threats that ultimately influence the outlook for an industry.

31. TRUST DEVELOPMENT IN E-COMMERCE THROUGH ELECTRONIC CUSTOMER ORIENTATION

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ABSTRACT

Trust is an implicit factor in developing any relationship and relationships do matter in life, whether personal or professional. E-commerce is growing phenomenally and is rapidly changing the face of today's marketplace as more and more consumers move away from traditional "brick-and-mortar" sales channels toward sales channels that primarily rely on the Internet but the penetration rate of internet shopping is still low. People, as a matter of fact, have trusted in face-to-face interaction more than any other modes of interactions and one of the most concerned problems that the electronic world is facing, is the lack of trust. For online trust development, study of customer behavior is must as customers, in present context, have become more fickle and product cycles are shortening. The authors in this paper have focused on development of trust in Internet shopping through orienting electronic customers' behavior, wherein special attention has been paid to e-customer analysis and the ways to make their behavior loyal.

32. EMPLOYEE EMPOWERMENT READINESS – A CASE OF AN INDIAN ORGANIZATION

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ABSTRACTS

It is true to say that the 'age of empowerment' (Senge et al., 1999: 11) has become a key rhetoric of the last decades of the twentieth century (Lashely, 2001: 1). Empowerment is about achieving organizational goals; it means getting everyone involved in making a success of the business (Johnson and Redmond, 1998: xv). Empowerment by definition needs people to feel empowered (Heslin, 1999). Empowered employees are supposed to feel a greater sense of personal power together with the freedom to use that power (Potterfield, 1999), a sense of personal efficacy and self-determination (Alpander, 1991). To create and sustain an empowering environment in an organization, members of the organization must be committed to the change process and have a general propensity toward fundamental empowerment principles. The structure of empowered organizations spreads authority laterally rather than concentrating decision making power at one level in the traditional, vertical line of authority. Organizational benefits of empowerment include innovative problem solving and an improved ability to anticipate, facilitate, and manage change in response to internal and external influences. Exploring the degree to which certain characteristics exist among an organization's members can help to determine the organization's overall readiness for empowerment. An assessment of organizational readiness can identify the existence of the characteristics that support the empowerment process and that hinder it (Henkel et al, 1993).

33. "AND THE WINNER IS . . . !": COMMON OBJECTIVES IN OFFERING SWEEPSTAKES PROMOTIONS

John L. Beisel, Pittsburg State University

ABSTRACT

The role of sweepstakes, contests, and games in the promotional mix of both corporate and non-profit organizations is experiencing a phenomenal growth in the United States. Indeed, Promo Magazine's 2001 Industry Report states that spending on these promotional tools in year 2000 came to \$1.5 billion, which represented an annual growth of 9.0% over year 1999. This follows a 15% growth in spending from 1998 to 1999. All indications are that spending continues to increase as each year passes. Sweepstakes account for about 63% of this activity. And consumer response has been tremendous.

This paper discusses the various objectives that organizations may have in sponsoring a sweepstakes promotion. The concept of sweepstakes is defined and explained. Various common objectives for sponsoring a sweepstakes are reviewed.

Included as common objectives of sweepstakes are:

1. To introduce a new product or service;
2. To build brand equity;
3. To encourage consumers to try a product for the first time;
4. To build a database for future mail-outs or online promotions;
5. To encourage retailers to use sponsor-provided displays;
6. To bring consumers into a store or place of business;
7. To increase brand awareness;
8. To counter a sweepstakes campaign put forward by competitors;
9. To create goodwill for a sponsor and improve its reputation;
 10. To obtain market research information about users of a product or service;
 11. To support personal selling by the sponsor's sales force;
 12. To stimulate off-season interest in a product or service;

13. To increase advertising readership by creating excitement in a printed ad;
14. To encourage consumer loyalty;
15. To pep up sales;
16. To give a brand its own set of personality traits (fun, exciting, tasty, etc.).

This list is not complete, since each organization can utilize sweepstakes promotions to achieve specific goals unique to that organization. The paper's conclusions relate to the broad benefits that sweepstakes can give as an integral part of the overall sales promotion mix.

34. NEW ESTIMATES ON THE INFLUENCE OF CENTRAL BANK INDEPENDENCE ON THE VARIABILITY OF INFLATION: IMPLICATIONS ON THE TERM STRUCTURE AND THE FINANCIAL MARKETS.

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ABSTRACT

The Term structure has been demonstrated to be effective in predicting the path of financial and economic variables. Studies conducted by Harvey (1993), Estrella and Mishkin (1997) and Plosser and Rouwenhorst (1994) among others; provide evidence of the ability of the term structure to predict the path of real economic activity and expected inflation. An observation implicit in these studies was that the ability of the term structure as an economic indicator was influenced by the credibility of monetary policy. This paper investigates the latter observation within the context of central bank independence (CBI), specifically; CBI measures are employed as proxies to gauge the credibility of central banks to inflation control and stability. The underlying motivation for this study is the extensive empirical evidence of an inverse relationship between the measures of CBI and the level and variability of inflation. To wit, the higher the CBI the lower and more stable the inflation. To this end, the objective is to determine if the varying measures of CBI across nations influence the term structure as an indicator of behavior of economic and financial variables. To test the latter hypothesis, we develop functional form that defines the relationship between CBI measures and the moments of inflation as diagonal and off diagonal parameters in the covariance matrix within a generalized maximum likelihood framework. This procedure, unlike existing OLS-based studies, will fully impound and reflect the information value of CBI measures in the estimates. We believe that the results better capture the credibility influence of CBI measures on the term structures' relationship with economic and financial variables in general. Within this general framework we also examine the relationship between monetary policy innovations, across countries with different levels of CBI, and financial market reactions. We expect that economies with higher levels of CBI will be more sensitive policy innovations essentially due to implied high credibility of monetary policy makers.

35. TOWARDS A NEW THEORY OF THE FIRM

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ABSTRACT

This paper explores the nature of a firm from an innovation perspective. An organization may be thought of as a collection of networked resources. Developments in information technology enable increased interactions between these resources for information and knowledge generation. Because of these increased interactions, the value of each resource is likely enhanced. The possibility of generating new knowledge and information resources as a result of these interactions would affect the structure which organizations adopt to manage environmental uncertainty and to effect innovation. The basic question we explore whether the need for innovation is the fundamental reason for firms coming into existence in this era of information economy. Schumpeter's idea of innovation is essentially "carrying out new combinations" and in this respect, innovation is a broad concept. The importance of a firm's resources in

carrying out these new combinations was pointed to by Penrose (1959). The rapid advance of information technology has increased the possibilities of combining resources within firms and combining resources across firms and national boundaries. Managing intangible resources like knowledge and information can have greater impetus for economic growth than tangible resources, because intangible resources can be leveraged to add value to tangible resources (Teece, et.al., 1997). A natural reason for the existence of the firm is its ability to process the information and knowledge by combining its own knowledge with outside information and therefore generating innovations. This new theory of the firm is contrasted with alternative theories like resource based and transaction cost theories.

36. THE ROLE OF PHYSICIANS IN HOSPICE CARE: AN EXPLORATORY STUDY

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ABSTRACT

Physicians are key gatekeepers for hospice referrals. Hospice care is a choice individuals make to enhance life for a terminally ill person. Hospice exists not to postpone death, but to help the patient and the family to live as fully as possible. Hospice care and an array of services for terminally ill patients are available through over 2,465 hospices in the United States today and serve over 500,000 Medicare patients. This number represents a relatively small percentage of terminally ill patients who could be served and therefore there is significant underutilization of hospice care in United States. This is partly due to a lack of knowledge on the part of many care providers, i.e. gatekeepers, concerning hospice. Gatekeepers, including physicians, are not completely familiar with the range of services provided by hospice. This study investigated physicians' awareness and perceived importance about hospice services, referral behaviors, and agreement with hospice philosophy. The target population consisted of physicians practicing in two counties located in Northern California, one metropolitan and the other rural. Given the research context of hospice care, the sample population was censored to exclude physicians with specialty areas in pediatrics, psychiatry, orthopedics, gynecology and anesthesiology. One hundred and four elements were identified in the sample population. The majority (86.8%) of physicians included in this study perceive all hospice services investigated to be either "very important" or "important" to patients, families and physicians. The majority of physicians are only aware about the services provided by hospice in general terms and lack specific knowledge. This outcome indicates hospices need to survey physicians periodically about their level of awareness of hospice service offerings. Findings suggest that an educational effort should be initiated to increase the level of awareness, notably for those services for which there is a relatively high degree of unawareness. The number of hospice referrals by physicians varies. More than one out of five physicians believes that involvement with patient care will diminish when referrals are made. Physicians are, however, committed to hospice care and share the philosophy of the American Academy of Hospice and Palliative Medicine.
