
ABSTRACTS**1. LINKING ENTREPRENEURIAL ORIENTATION TO COMPETITIVENESS:
HOW DO THAI SMEs MAKE IT WORKS SUCCESSFULLY?**

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ABSTRACT

This study assesses the effects of entrepreneurial orientation on competitiveness in the context of SMEs in Thailand. Five dimensions of entrepreneurial orientation (autonomy, innovativeness, risk taking, proactiveness, and competitive aggressiveness) were chosen as independent variables. In the results of the study, all dimensions of entrepreneurial orientation have significant positive direct influences on SMEs' competitiveness. These dimensions are important to positively explain and drive superior, unique, and outstanding competitiveness. Giving potential discussion is effectively implemented in the study. Also, theoretical and managerial contributions, and suggestions and directions are provided for future research.

Keywords: *Small and Medium-Sized Enterprises, Entrepreneurial Orientation, Autonomy, Innovativeness, Risk Taking, Proactiveness, Competitive Aggressiveness, Competitiveness*

**2. INTERNATIONALISATION PATTERNS OF CHINESE FIRMS:
ENTRY MODE, LOCATION, AND GOVERNMENT INFLUENCE**

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ABSTRACT

This study examines the process of internationalisation of Chinese firms through outward foreign direct investment, identifying the distinct features demonstrated. The focus is on three major aspects: internationalisation routes, destinations, and the role of government intervention. Findings indicate a preference for overseas investments from some Chinese firms motivated to overcome competitive disadvantages through their involvement in industries in developed countries, rather than leveraging the competitive advantages already possessed by firms. It is also evident that Chinese firms will expand abroad when the perceived location advantages sufficiently exceed those of ownership and internalisation advantages. In light of these findings, this study suggests that there is a need for an extension of existing international theories to accommodate the case for developing countries such as China.

Keyword: *Internationalisation, Outward foreign direct investment, Latecomer perspective, China*

3. ORGANIZATIONAL CITIZENSHIP INITIATIVES: A QUALITATIVE ANALYSIS OF OVERCOMING DETERRENTS TO VOLUNTEERISM AND COMMUNITY SERVICE OPPORTUNITIES

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ABSTRACT

This article examines employee, community and organizational benefits of Organizational Initiatives which allow employees to do community service and/or volunteer work during work hours. Work hours that can be used to engage in community service or volunteerism. It can be viewed as an added organizational benefit which meets personal goals of employees in that it provides those employees who value volunteerism and / or community service work an opportunity to fulfill their value while decreasing identified time conflicts and work/family life balance issues. An organization's community reputation benefits through giving back to the community and thereby addresses corporate social responsibility expectations. The community benefits and the win-win-win strategy are reified for the parties involved. Implementation limitations are also addressed in this article.

Keywords: Organizational Citizenship and volunteering, Volunteering and fulfilling organizational community service initiatives, Corporate Citizenship and community service, time and volunteerism

4. A QFD FRAMEWORK FOR DEVELOPING CAMPUS-WIDE ENTREPRENEURSHIP PROGRAMS

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ABSTRACT

We review the strategies adopted by several universities in developing successful programs in Entrepreneurship and identify critical success factors. We propose a planning framework utilizing Quality Function Deployment (QFD) to facilitate the incorporation of inputs from all stakeholders – administrators, faculty, students and the community, in developing campus-wide entrepreneurship programs consistent with a university's mission. Finally, we illustrate the application of this framework using a live case study from a university in North Florida.

Keywords: Entrepreneurship, Quality Function Deployment

5. THE IMPACT OF MARKETING STRATEGIES, MARKETING RESEARCH, AND MARKETING PLANNING ON THE EXPORT PERFORMANCE OF BRAZILIAN EXPORTERS

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ABSTRACT

Although there have been a number of studies regarding Brazilian exports, little attention has been paid to Brazilian firms' export marketing strategies and their implications for export performance. This research

contributes to the study of Brazilian exports by investigating the effects of marketing strategy, research, and planning on the export performance of Brazilian manufacturers. Eleven independent measures—nine regarding the degree to which aspects of the firm's strategy is or is not adapted to export markets and two regarding research and planning efforts—are regressed against six different conceptualizations and operationalizations of export performance, three financial and three nonfinancial measures previously adopted in the literature. The results seem to indicate that the decision to adapt certain elements of a company's strategy has some impact on the subjective measures or perceptions of export success. In addition, research and planning by a company did substantially affect export performance, as expressed in terms of given nonfinancial measures.

Keywords: Export Performance, International Marketing, Marketing Strategy, Export Success.

6. ISSUES IN CROSS-CULTURAL SUPERVISION: SOME EXAMPLES FROM COMMUNITY WORK SETTINGS IN AUSTRALIA

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ABSTRACT

Community work practice is increasingly becoming multicultural, both in terms of the diversity of communities it serves and the workers it employs. This paper looks at some supervision examples from community work settings in Australia. The aim is to highlight some actual and potential issues which arise in cross-cultural supervision and call attention to the need for further examination of these issues to inform practice and education of community work.

Keywords: Supervision, Community Work, Cross-Cultural, Multicultural

7. ANTECEDENTS AND CONSEQUENCES OF ORGANIZATIONAL INTELLIGENCE: AN OVERVIEW

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ABSTRACT

This article seeks to conceptualize the construct of organizational intelligence with its antecedents and consequences and offer an overall view of organizational intelligence. It also makes a conceptual contribution to form the missing link between individual intelligence research and organizational intelligence studies. Based on a comprehensive literature review, a number of propositions are developed concerning the relationships of organizational intelligence with its antecedents and consequences. Then, a model is presented depicting the relationships proposed. Implications for future research and managerial practice are discussed. Suggested implications include a more significant managerial emphasis on improving organizational intelligence as well as increased attention to social and cultural aspects regarding the development of employees and organization, besides utilizing advanced information technologies.

Keywords: Intelligence, Emotional Intelligence, Organizational Intelligence, Innovation Capability, Organizational Performance.

8. STRATEGIC IT OUTSOURCING: OPPORTUNITIES AND CHALLENGES FOR THE PHARMACEUTICAL INDUSTRY

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ABSTRACT

We review the literature to gauge industry best practices in IT Outsourcing and identify key factors for successful outsourcing partnerships. We confirm that IT Outsourcing remains an indispensable strategic choice for business firms in today's increasingly competitive global business environment and observe that IT-outsourcing still remains a daunting challenge for many firms. Finally, we examine the opportunities and challenges associated with IT Outsourcing in the Pharmaceutical industry and propose winning strategies for adoption by global pharmaceutical companies.

9. ASSESSING MARKET POTENTIAL OF TECHNOLOGICAL INNOVATION: THE CASE OF INTEL'S MICROPROCESSOR

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ABSTRACT

This research paper focuses on a different angle to confer extent by which market potential influences the technology innovation. The main study areas of this research paper will be: defining terms of market potential and technology innovation, analyzing market potential and the driving force of technological Innovation in assessing market potential of technological innovation, searching for the relationship between market potential and technological innovation and analysis of why it's important to consider market potential when innovating the technology. Seeking the way to assess Market potential of technological innovation and use the case of Intel as example to make the whole research more understandable. This research paper will attempt to establish a relationship between market potential and technology innovation.

Keywords: market potential, technology innovation, demand-pull, technology push.

10. THE RELATIONSHIP BETWEEN VARIABLE REMUNERATION, ORGANIZATIONAL STRATEGY, AND FIRM PERFORMANCE

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ABSTRACT

This study examined the relationship between variable remuneration, organizational strategy, and firm performance. Companies with implemented profit-sharing/gain-sharing programs were chosen as the study's focus, and Porter strategy vision was utilized. Financial and non-financial value drivers measured firm performance. The 79 companies of the sample were medium and large-sized firms, from the industrial sector, and located in the Brazilian state of Sao Paulo. The analysis of the study data indicated a statistically significant relationship between profit-sharing/gain-sharing programs, and value drivers. The performance of the non-financial value drivers is the most favorably influenced by the implementation of profit-sharing/gain-sharing programs, and productivity is the most highly influenced of all the value drivers evaluated in this study. In spite of the fact that the descriptive analysis showed a relationship between profit-sharing/gain-sharing programs, organizational strategy, and value drivers, it was not possible to find statistically significant evidence to confirm the existence of such a relationship.

Keywords: Variable Remuneration, Organizational Strategy, Firm Performance, Value Drivers.

11. U.S. ARMY WOMEN GENERAL OFFICERS AND THEIR STRATEGIES FOR ASCENSION

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ABSTRACT

A dearth of women General Officers exists in the Army. Only 4.3% of Army General Officers are women (U.S. Department of the Army, 2007). A qualitative phenomenological study was conducted using a modified van Kaam method by Moustakas with semi-structured, audio-taped, and transcribed interviews. The study explored the perceptions and lived experiences of a purposive sample of 23 women active duty Army General Officers, in terms of what leadership factors and competencies the participant officers believed enhanced their ability to be selected and serve in the highest senior leadership positions in the Army. As demonstrated by the research, seven themes emerged that may provide leaders with factors and competencies that may positively impact selection for advancement and career ascension in the U.S. Army and throughout the business community: (a) professional competency and doing a good job, (b) interpersonal skills including good communication skills and taking care of people, (c) being known by your good reputation, (d) taking and doing well in the tough jobs like command, (e) luck and/or timing, (f) not aspiring to make General Officer, and (g) mentoring.

Keywords: Women Leaders, U.S. Army, General Officers, Promotion Factors, Career Ascension, Glass Ceiling, Mentors.

12. AFRICA AND STRATEGIES FOR FUTURE DEVELOPMENT: MORE AID OR MORE TRADE?

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ABSTRACT

In the current paper, we examine contrasting views in literature on Africa's development strategies. Unlike past studies, the current paper is an empirical investigation based on new facts and data compiled from the transformed environment of investigated problem. The results- viewed in context of new realities

surrounding the problem: (1) the on-going realignment of international relationships among nations; (2) the increasing effectiveness of trade compared to the increasing "politicization" of aid; (3) and the growthstifling eligibility requirements being demanded by international creditors and donors- lead us to conclude that while African countries may well approach both international aid and external trade as complementary, alternative development vehicles, they would be much better off mounting endeavor to strengthen their trading position with the rest of the world, while they view international aid as no more than a supplementary development tool.

Keywords: External Aid; International/External Trade; Economic Reforms; Transition; Transformation; Sub-Saharan-Africa (SSA); Less Developed Countries (LDCs); Former Soviet Union (FSU); Central and Eastern Europe (CEE); United Nations Conference on Trade and Development (UNCTAD).

13. TECHNOLOGY TRANSFER IN INTERNATIONAL BUSINESS: THE ROLE OF THE MULTINATIONAL CORPORATION IN BUILDING CAPACITY IN DEVELOPING COUNTRIES

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ABSTRACT

The role of multinational corporations (MNCs) in developing countries is a controversial issue. They have been criticized for social and environmental irresponsibility, for ignoring national sovereignty (Dobbin, 1998), and for dominating the global agenda at the expense of other societal stakeholders (Korten, 1996). On the other hand, their potential contribution to host countries' development has been described by other authors (Van-Dam, 1978; Sharma, Vredenburg and Westley, 1994; Moser and Miller, 1999). Many developing countries are struggling to overcome poverty and their access to new technologies is considered a key issue to economic growth and the fight against poverty (Teece, 1977; United Nations Development Programme, 2001). Nevertheless, there is a lack of absorptive capacity (scientific knowledge and management skills) within educational institutions in these countries to facilitate the access to new technologies (Shahidulah, 1991). This paper investigates the potential role of MNCs in building capacity of educational institutions and other societal institutions oriented to facilitating the access to and implementation of new technologies in developing countries.

Keywords: Technology Transfer, Capacity Building, International Business, Multinational Corporations, Developing Countries

14. THE IMPACT OF CUSTOMER SATISFACTION ON EXPECTED UTILITY: A MULTI-STAGE CHOICE EXPERIMENT

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ABSTRACT

In recent years there has been disenchantment with the performance and relevance of customer satisfaction models in applied business contexts. An expected utility framework overcomes many of the weaknesses and provides a possible relevant solution. This paper applies a designed stated choice experiment to broadband services using a three-stage approach. The first stage sets product expectations and determines choices. The second stage introduces a product experience for one of the alternatives while the third stage asks respondents for a post experience choice between competing alternatives. The impact of expectations, performance and disconfirmation and satisfaction on future choices is estimated using a contingency tables and a binary logit model and contrasted with preexperience choices. Overall, the actual performance of the broadband service is important in determining satisfaction with the service which in turn influences brand choice.

Keywords: *Customer Satisfaction, Expected Utility, Consumer Surveys, Logit Models.*

15. ANALYSIS OF STRATEGIC MANAGEMENT OF ENTREPRENEURIAL AND VENTURE CAPITAL ENTERPRISES

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ABSTRACT

This article reveals the analytical result of a study, which identifies and defines synergistic outcomes of the entrepreneurial strategic contextualization. Within this context, the specific research objectives are fourfold: (1) to determine the conceptual strategic synergistic formation of a global start-up company within the international market; (2) to identify and define the differential philosophies of an entrepreneurial firm in application of strategic contextualization; (3) to identify and analyze prejudgmental description concerning an entrepreneurial strategic vision, mission, goals, and objectives; (4) to identify qualitative outcomes of entrepreneurial contextualization and its effect on corporate strategy formulation, implementation, operationalization, and evaluation. To this end, the remainder of this article is organized as follows: first, to review characteristics of entrepreneurs and venture capital holders. Second, a historical review of the literature concerning entrepreneurial definitions is provided.

Keywords: *Strategic Contextualization, Strategic Operationalization, Entrepreneurial and Venture Capital; Global Multiculturalism, Nichemanship, Nichefication, Intrapreneur, Infopreneur*

16. THE “BATTLE OF SEXES” IN A HYPOTHETICAL ECONOMIC EXPERIMENT

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ABSTRACT

In this paper I present a hypothetical experiment of the well-known symmetric game: “Battle of Sexes”. The experiment consists of allowing different anonymous individuals to play a number of times this oneoff game. The next step is to find the pure and mixed-strategy Nash equilibria. At the end of the experiment, I try to find the evolutionary stable strategy based on players’ bounded rationality and on a determined learning equation.

Keywords: *Battle of Sexes, evolutionary stable strategy, Nash equilibrium, experimental game*

17. USING INNOVATIVE IDEAS TO DEVELOP CREATIVE WINNING STRATEGIES

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ABSTRACT

Building on (and continuing) the structured analysis of the present market and of possible future market trends, and on an analysis of a specific company's strengths and weaknesses and possible strategic moves which might affect its performance in that marketplace, this paper describes winning strategies other specific companies have developed in response to the observed and anticipated driving forces in competitive markets. The studies are designed to stimulate further thinking about ways to brainstorm new ideas and write new scenarios for possible alternatives a company under study might want to explore.

Keywords: *Strategic Management, Market Analysis, Company Analysis, Decision Making*

18. A RETAIL PHENOMENON: POCKETS OF AFFLUENCE

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ABSTRACT

Retailers generally use zip codes as a primary criterion for locating stores and deciding merchandise selection. This paper identifies and discusses a retail phenomenon: ‘pockets of affluence’, which should be considered in the retail location and merchandise selection processes. The concept of pockets of affluence refers to the existence of higher income residents surrounded by lower median income residents and how their existence is overlooked by retailers determining store location and making merchandise selection decisions. When pockets of affluence are considered, the benefits to retailers and the communities they serve are higher margins, more retail locations, and better merchandise variety.

Keywords: *Pockets of Affluence; Retail Selection; Merchandise Selection; Data Disenfranchisement*

19. ANALYSIS OF STRATEGIC CONTEXTUALIZATION OF KNOW-HOW KNOWLEDGE: CRITICAL THINKING AND THINKING CRITICALLY

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ABSTRACT

Academic critical thinking and thinking critically are known as the two syllogistic expository component parts of intellectual organized manners of the know-how knowledge. Both are concerned the intrinsic traditional and extrinsic innovative cognitive deliberations on truth findings. The research undertaken has revealed significant differences in strategic contextualization approaches by application of the two sets of models. Specifically, with regard to their academic efficacy and efficiency, both sets of models were generally how to enhance human knowledge concerning factfindings and assertions of truth. Analysis of perceptual similarities and differences, however, revealed that more variable perceptions exist between critical thinking and thinking critically.

Keywords: *Strategic Critical Thinking; Thinking Critically; Strategic Contextualization; Academic Massification; Academic Elitism; Meritocracy; Innovation; Technovation*

20. ADAPTING TO PROMOTE COMMITMENT IN INTERNATIONAL MARKETING STRATEGIES

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ABSTRACT

Some of the key elements of successful marketing relationships within an economy are well understood (Morgan and Hunt, 1994; Walters, Peters, and Dess, 1994; Anderson and Narus, 1990). However, the spread of global business presents distinct challenges beyond those previously addressed. This paper expands our understanding of cross-cultural marketing relationships by proposing a model that supplements prior models of commitment and trust through the addition of the effect of adaptation on such relationships. It lays the theoretical foundation for empirical investigation of marketing relationships on an international basis. Beginning with Morgan and Hunt (1994), we propose that a firm's adaptation to its partner's culture significantly effects cooperation in cross-cultural marketing relationships. Then we discuss the design of a study to test the relationships.

Keywords: International marketing strategies, International strategy, Cross-cultural relationships,
