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**ABSTRACTS****1. DO CUSTOMER VALUE SERVICE QUALITY AS A MEASURE OF SERVICE BRAND IMAGE IN A SERVICE WITH LESS ENCOUNTERS?-A STUDY OF THE INDIAN CELLULAR AIRTIME MARKET**

Devashish Das Gupta, Indian Institute of Management, Lucknow, (UP) INDIA

**ABSTRACT**

*In any service what is most critical to the marketer, service provider as well as the customer is the stage of service encounter. This is the point wherein the production and consumption of service takes place. On an average this is the stage wherein the customer forms the opinion about future consumption of the same service and a feeling of satisfaction or dissatisfaction. Cellular airtime service is one exception wherein there is no service encounter. Indian cellular airtime market is one of the fastest growing markets of the world. Thus this market is the best to study such a topic. This paper delves into available theory of Service and service quality. Finally this study looks into the customer preference for airtime service provider and the influencing role of service quality and its various facets.*

**Keywords:** Service brand-image, Service quality, Consumer Preference, Cellular Airtime Market, India

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**2. INFLUENCING THE ACCEPTANCE OF INNOVATION: A TALE OF TWO PERSPECTIVES ON GENETICALLY-MODIFIED ORGANISMS**

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**ABSTRACT**

*Though some markets are relatively free of profit-blocking restrictions, most markets impose strong barriers to the introduction of genetically engineered crops and foodstuffs. Agrochemical firms that have invested significant resources in biotechnology applications encounter varying degrees of market access and acceptance. Some external stakeholders remain skeptical of the technology, with their refusal to accept it hurting innovators' returns on investment. We explore the tension between the social rationality perspective and the scientific rationality perspective on this issue. Critically evaluating the benefits of each perspective to innovation efforts, we make several theoretical and practical recommendations.*

**Keywords:** Biotechnology, Genetically Modified Organism, Social Issues, Social Rationality, Scientific Rationality

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**3. THE IMPACT OF GEOPOLITICAL FACTORS ON INTERNATIONAL BUSINESS**

Deepak Sethi, Old Dominion University, Norfolk, Virginia, USA

**ABSTRACT**

*Globalization, hyper-competition between multinational enterprises (MNEs), and proliferation of non-state stakeholders is making the context of global business increasingly complex. Politico-economic policies of countries, and their postures on various issues in world forums keep altering this context. Despite this symbiotic relationship, while both International Relations and International Business scholars allude to the geopolitical context of international business, it has not been explicitly analyzed. There is anecdotal evidence that MNEs do indeed factor it, in varying degrees, while formulating strategy, but there are no conceptual frameworks in either discipline that could facilitate such analysis. This study reviews the International Relations and International Business literatures to highlight the need for interdisciplinary research of the geopolitical context, since it shapes the international business environment, and hence*

*impacts MNE competitiveness. Actual MNE practices of deliberating this context need to be researched to derive conceptual maps of this uncharted area. This study lays the conceptual groundwork for further research into the geopolitical context, so that theory may catch up with practice.*

**Keywords:** *Geopolitical Context; MNE Strategies; International Business Environment; Globalization.*

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#### **4. SPIRITUALITY, VALUES, AND LEADERSHIP BELIEFS AND PRACTICES: AN EMPIRICAL STUDY OF U.S. AND CHINESE BUSINESS LEADERS**

Stephen L. Baglione, Saint Leo University, Saint Leo, Florida, USA  
Thomas W. Zimmerer, Saint Leo University, Saint Leo, Florida, USA

##### **ABSTRACT**

*A comparison of business leaders ensconced in their communities and careers finds spirituality permeates their business lives. And, surprisingly, Chinese business leaders believed more strongly than U.S. business leaders in the positive relationship between spirituality and the conduct of business. On all questions which linked economic benefit to organizational climate, productive workforce, and to the existence of strong and positive organizational values and beliefs, the Chinese business leaders responded more positively than their U.S. counterparts.*

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#### **5. EFFECTS OF PROFESSIONALISM ON AUDIT QUALITY AND SELF-IMAGE OF CPAs IN THAILAND**

Sumintorn Baotham, Mahasarakham University, Mahasarakham, THAILAND

##### **ABSTRACT**

*This study investigates the relationships among professionalism, audit quality, and self-image. We use the samples of Certified Public Accountants (CPAs) in Thailand. Two dimensions of professionalism are chosen as independent variables including auditor's ability and auditor's professional conduct. The results show that professionalism has direct positive influence on audit quality and that it also has a positive affect on self-image. For association between audit quality and self-image, audit quality has a significant positive effect on self-image. Contributions and suggestions are also provided for further research.*

**Keywords:** *Professionalism, Self-Image, Audit Quality*

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#### **6. LEADERSHIP SOCIAL PERCEPTIVENESS AND STRATEGIC PLANNING IN THE SMALL BUSINESS ENVIRONMENT: AN EVOLVING LEADERSHIP REQUIREMENT FOR THE 21<sup>ST</sup> CENTURY**

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##### **ABSTRACT**

*Social perceptiveness has been identified as an instrumental leadership trait, and described as the ability to adapt to various needs and behaviors of organizational stakeholders impacted by internal and external influences (Mumford, Zaccaro, Harding, Jacobs, & Fleischman, 2000). Small business environments adapt and innovate based on the autonomy and individual knowledge provided by the leader(s) as well as influential stakeholders including employees (Raffa & Zollo, 1994). Analysis and evaluation of social perceptiveness of leaders in small business environments involves a transformative insight into*

sustainable growth. While SWOT analysis models dominated the 1950s and business transformation models dominated the 1990s, strategic planning for all business environments has taken many forms. Various theoretical constructs support the concept of strategy and planning as an essential part of the small business environment growth, and are impacted by leadership social perceptiveness. Certain strategic planning model(s) are more effective for small business environments while in expansion mode. This paper provides an argument for enhanced leadership sociability combined with adaptive strategic planning for small business transformational change in the 21<sup>st</sup> century based on existent theoretical constructs.

**Keywords:** Small Business, Strategic Planning, Leadership, Social Perceptiveness

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## 7. LOW PRICE STRATEGY AND SUSTAINABLE DEVELOPMENT OF ELECTRIC APPLIANCES CHAIN STORES IN CHINA

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Chun-Fan Guo, Jinan University, Guangzhou, Guangdong, China  
Aixin Ma, University of Massachusetts - Amherst, Amherst, Massachusetts, USA

### ABSTRACT

*This paper analyzes the low price strategy and sustainable development of the Electric Appliances Chain Stores (EACS) in China. The paper first sets up an analytical framework, then uses GOME, the largest EACS in China, as an example to illustrate the low price strategy and the resulting competitive advantage of EACS in China. The paper points out that EACS have gained their competitive advantage by squeezing suppliers therefore such competitive advantage may not be sustainable in the long run.*

**Keywords:** Electric Appliances Chain Stores (EACS); Low Price Strategy; Competitive Advantage; Business Model Innovation; Sustainable Development

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## 8. COMPETITIVE PRICING BEHAVIOR AMONG CHANNEL MEMBERS: AN EXPERIMENTAL APPROACH

Sungchul Choi, University of Northern British Columbia, Prince George, BC, CANADA  
Paul R. Messinger, University of Alberta, Edmonton, Alberta, CANADA

### ABSTRACT

*In this study, we conduct two experiments to examine the nature of competitive interactions among channel members in two different distribution channels: 1) A single-manufacturer / single-retailer bilateral monopoly channel model; 2) A two-manufacturer / common-retailer channel model. We find that manufacturer pricing exhibits properties of upstream vertical strategic complementarity when channel members know each other's cost and profit information in the single-manufacturer / single-retailer bilateral monopoly channel model. We also find that manufacturer pricing exhibits properties of upstream vertical strategic substitutability in a highly differentiated market, whereas manufacturer pricing exhibits properties of upstream vertical strategic complementarity in a less differentiated market in the two-manufacturer / common-retailer channel model. In addition, retailer pricing exhibits properties of downstream vertical strategic complementarity for both channel structures.*

**Keywords:** Distribution Channels, Strategic Interactions, Retail Pass-Through, Game Theory, Experimental Economics.

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### 9. IMPACT OF ORGANIZATIONAL STRUCTURE AND INNOVATION ON PERFORMANCE VIA A MODERATING EFFECT OF STRATEGIC ORIENTATION: AN EMPIRICAL RESEARCH OF EXPORTING FURNITURE BUSINESS IN THAILAND

Pharnnapha Chuebang,  
Mahasarakham University, Mahasarakham, THAILAND

#### ABSTRACT

*Nowadays, most firms face major problems related to new product and process development due to the shortening of the innovation cycle, the higher complexity and inter-connectedness of technologies. Organizational innovations (technical and administrative) are the important ones that in business should be considered. In this study, we examine the impact of organizational structure and innovation on performance via a moderating effect of strategic orientation by using the 122 samples from Exporting Furniture Business in Thailand. We postulate that the underlying reason is a firm specific ability to handle, use, and exploit their organizational innovation. Furthermore, the organizational structure and organizational innovation antecedent have an impact on organizational performance consequence via a moderating of strategic orientation. The overall result reveals that organizational innovations have a very strong impact on performance, but the interactions are not significant when we used the strategic orientation as a moderator. Surprisingly, it is significant instead. Moreover the different types of organizational structures have the different levels of organizational innovation. Contributions and suggestions for further research are also provided.*

**Keyword:** Organizational Structure; Organizational Innovation, Technical Innovation, Administration Innovation, Strategic Orientation, Organizational Performance.

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### 10. AN INTEGRATIVE APPROACH TO MULTIVARIATE DATA INTERPRETATION IN TOURISM AND MARKETING

Wenbin Guo, La Trobe University, AUSTRALIA

#### ABSTRACT

*The purpose of this paper is to present a new approach to multivariate data analysis and interpretation. The approach uses both variable variance and variable mean score to interpret the meanings of a variable and to make strategic choices for the variable in marketing contexts. Sample variable variance is captured by factors determined by factor analysis models, such as principal components analysis (PCA) or common factor analysis (FA). Sample variable mean is calculated using  $\bar{x} = \sum_{i=1}^n x_i/n$ . A two by two marketing strategic choice matrix is proposed to articulate what strategic options are available for the variables analyzed. Finally, this new approach is applied to a destination marketing case to demonstrate how it makes better sense of the multivariate data.*

**Keywords:** PCA, FA, EFA, CFA, EFA Applications, Multivariate Data Interpretation, Marketing Strategy.

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## 11. THE STUDY OF COOPERATIVE RELATIONSHIPS, MASS CUSTOMIZATION, AND ORGANIZATIONAL PERFORMANCE

Thawatchai Jitpaiboon, Ball State University, Muncie, Indiana, USA  
Ramesh Dangol, Ball State University, Muncie, Indiana USA  
James Walters, Ball State University, Muncie, Indiana, USA

### ABSTRACT

*The role of information technology (IT) is expanding from financial and operating support to include strategic initiatives in knowledge management and long-range planning. IT is being adopted to facilitate customer and supplier involvement in designing specialized product offerings, implementing process improvements, enhancing manufacturing flexibility and controlling manufacturing operations. The confluence of these advances allows firms to customize their product offerings while quoting a price at or close to the price for mass produced products, i.e. mass customization. While the research on mass customization has been reported in the literature, empirical studies that investigate the impact of IT on creating cooperative and integrative relationships with customer and supplier and the impacts of these relationships on the level of mass customization are sparse and represent a missing link in manufacturing research. Using data collected from 220 manufacturers, this study shows that firms with high levels of cooperative relationship with suppliers and customers have higher levels of mass customization than firms that do not.*

**Keywords:** Mass Customization, Supply Chain Integration, Cooperative Relationship, Organizational Performance

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## 12. IDENTIFICATION OF IMPEDIMENTS TO AUSTRALIA'S SEAFOOD INDUSTRY DEVELOPMENT AND OPPORTUNITIES ON EXPORT MARKETS

Hailu Kidane, Charles Sturt University, Wagga Wagga, NSW, AUSTRALIA

### ABSTRACT

*The Australian seafood industry is of significant importance in the Australian economy valued at A\$1.04 billion in 2005. However, Australia's real export value of seafood exports accounts only for about 2 per cent of the total real value of world seafood trade. Asia is the major destination for Australia's fisheries products, accounting for about 79 per cent of the total real value of Australia's seafood products exports. The purpose of this paper is to examine the impediments to and opportunities for Australian seafood exports on world export markets. The survey of impediments to Australian seafood exports suggested that a strong Australian exchange rate and world prices reduced seafood export returns. Thus, the relative importance of exchange rate and world seafood prices was tested using a linear regression model. The coefficients of these two variables are statistically significant at 1 per cent levels, and the results suggest that they are important determinants of Australia's seafood exports. The findings of this study also reveal that Australia is highly restricted in its access to world food markets including seafood by the impact of rigid import controls, tariffs and other trade barriers including export subsidies provided by foreign countries for their own exports. Australia therefore needs to give priority to diversification of export markets, particularly in the emerging markets in Africa, Asia, the Americas and the Middle East, where reduced tariff barriers are expected to improve market access. Australia also needs to be competitive in terms of product quality, improved packaging, adoption of quality management, undertake marketing innovation and development, in order to capture a sizeable share of the market from its major global competitors that have established markets in Asia and other potential export markets.*

**Keywords:** Australia, seafood, export markets, prospects, impediments.

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### 13. WILL FIRMS SURVIVE RESTRUCTURING? KEY FACTORS AND ISSUES

Beixin (Betsy) Lin, Montclair State University, Montclair, NJ, USA  
Zu-Hsu Lee, Montclair State University, Montclair, NJ, USA

#### ABSTRACT

*Corporate restructuring has been studied from a variety of perspectives, such as the characteristics of firms that undertake restructuring activities, the causes of restructuring initiatives, and the wealth and performance effects of restructuring events. Here, we explore the factors that govern the delisting risk of restructuring firms, using a logistic regression analysis. We draw on a sample of firms that reported restructuring charges during the 2001 economic recession. Our viewpoint is that of a stakeholder's need to both assess an operational restructuring and forecast its outcome. This study finds that restructuring frequency is significantly negatively correlated with the survival of a firm that restructures. Also, significant asset downsizing and layoffs may be a sign, instead of a remedy, presaging failure to survive. A firm's high level of debt, its size and negative stock returns also significantly affect its delisting risk.*

**Keywords:** operational restructuring; delisting; logistic regression

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### 14. DYNAMIC PRICING OF PERISHABLE GOODS PRICING IN ELECTRONIC MARKETS

Meilian Liu, Guilin University of Electronic and Technology, Guilin, CHINA  
Weiwei Huo, Guilin University of Electronic and Technology, Guilin, CHINA

#### ABSTRACT

*The paper focuses on the dynamic pricing of perishable goods in the electronic markets. Compared with the ordinary durable goods, the perishable goods can preserve shorter time, so it is not suitable for perishable goods to take the same pricing method as other goods. Based on the characteristics of the perishable goods and the need of changed market demand, we have put forward a dynamic pricing model and have demonstrated how to run the simulation by Agent software in order to obtain the maximum profit for suppliers. What's more, the preserved time is different among the perishable goods, and methods for time restricted limitations of perishable goods put emphasis on reducing the obsolete costs, so negotiation pricing has been taken for the longer preserved time to improve profits for both buyers and suppliers.*

**Keywords:** Electronic market; Negotiation pricing; Perishable goods; Dynamic pricing.

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### 15. INTERNAL AND EXTERNAL NETWORKS: BALANCING THE INCENTIVES TO COLLABORATE WITH THE CONTROL REQUIREMENTS OF A GLOBAL STRATEGY

Alfredo J. Mauri, Saint Joseph's University, Philadelphia, PA, USA

#### ABSTRACT

*This paper suggests that balancing the collaboration incentives and the control requirements of a global strategy leads to an inverse U-shape relation between the internalization of value-added activities through subsidiaries and the intensity of collaboration. Statistical results using a negative binomial regression in a sample of 112 U.S. firms and 453 international alliances support this non-linear relationship.*

**Keywords:** Strategic Alliances; Global Strategy; Global Industries

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**16. EXPLORING THE CULTURAL EFFECTS ON THE NEGOTIATION:  
FOCUSING ON HOUSE PURCHASING PROCESS**

Sungwoo Jung, Columbus State University, Columbus, Georgia, USA  
Yonpae Park, Savannah State University, Savannah, Georgia, USA

**ABSTRACT**

*This research is to explore whether there is any cultural effects between Asian immigrants and the nativeborn whites in house-buying experiences. The emphasis is on the negotiation and communication process throughout different stages of such experience.*

**Keywords:** Cultural Effects, Negotiation, House Purchase, Cross-Cultural Negotiation.

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**17. MANUFACTURERS' REPRESENTATIVES AND PRINCIPALS: TOWARDS UNDERSTANDING  
DIFFERENCES BETWEEN EFFECTIVE AND INEFFECTIVE RELATIONSHIPS**

Michael W. Pass, California State University-San Marcos, San Marcos, California, USA  
John L. Schlacter, Arizona State University, Tempe, Arizona, USA

**ABSTRACT**

*Manufacturers (i.e. principals) increasingly outsource the sales function to manufacturers' representatives (i.e. MRs) on an extended contract basis. Developing an effective relationship with the MR is very important to the principal because an MR is the primary link to customers. Moreover, sales performance is stronger when an effective relationship exists. This study examined the types of leadership behavior and support provided by principals that delineate effective from ineffective MR-Principal relationships. Performance and satisfaction of MRs for each type of relationship were also examined. The study reveals key areas needing the principal's attention when developing effective relationships with MRs.*

**Keywords:** Manufacturers' Representatives; Outsourcing; Sales Management; Channel Leadership

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**18. THE STRATEGIC OASIS**

Brad Prince, University of West Georgia, Carrollton, GA, USA  
William Lankford, University of West Georgia, Carrollton, GA, USA

**ABSTRACT**

*The strategic oasis is the prime real estate in which effectiveness and efficiency of business strategy must be addressed. The strategic area should also be maximized to the resource limitations line. However, neither scale nor flexibility should be sacrificed; new and creative ways must be developed to achieve an increase in both simultaneously.*

**Keywords:** Technology Management; Technology Strategy; Technology Adoption

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## 19. SUSTAINING SUPPLY CHAIN INTEGRATION THROUGH PERFORMANCE MEASUREMENT SYSTEM: A CONCEPTUAL FRAMEWORK

Abirami Radhakrishnan, Morgan State University, Baltimore, USA  
V 'Sri' Sridharan, Clemson University, USA  
Douglas N. Hales, University of Rhode Island, USA

### ABSTRACT

*Supply Chain Integration is recognized as one of the important factors to attain superior supply chain performance. Prior studies examining the relationship between the level of integration and performance provide mixed evidence. While firms are able to achieve integration they find it hard to sustain integration. In this paper we argue that a formal performance measurement system is needed to sustain supply chain integration. We develop and present a set of testable research propositions for establishing a supply chain performance measurement system based on several management theories.*

**Keywords:** Supply Chain Integration, Performance Measurement System, Theory Building

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## 20. DEVELOPING AND ENHANCING ORGANIZATIONAL LEADERS AS COMPETITIVE ADVANTAGE

Stanley Ross, Bridgewater State College, Bridgewater, Massachusetts, USA

### ABSTRACT

*Competitive advantages represent the lynchpin of a successful firm's corporate strategy. A firm's effort to dominate competitors requires a well-crafted strategy executed effectively. Leadership is critical both in formulating strategy and during the execution stage. Firms seek to concentrate on strengthening their competitive advantages as a way of retaining and improving their competitive position. Leadership has the potential for being one of a firm's competitive advantages. As such, firm's need to focus on selecting individuals with leadership potential and develop these individuals to be successful leaders occupying influential positions throughout the organization. A recommended educational model offers a framework for organizations to pursue a proactive approach in developing effective leaders and more importantly, create a systematic process that ensures that leadership remains one of the organization's competitive advantages.*

**Keywords:** Leadership, Leader Orientation, Organizational Effectiveness, Competitive Advantage, Proportionality, Focused Active Learning, Assessment, Processes, Problem-Solving.

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## 21. INNOVATION AND NATIONAL ECONOMIC STRATEGY

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### ABSTRACT

*In the formulation of a national economic policy today the need to compete in a global knowledge economy has been recognized. The importance of the knowledge services sector now rivals that of materials and products and their associated processing, manufacturing and distribution sub-sectors. A policy component common to both knowledge services and businesses handling tangible assets is a country's investment and support for innovation as part of a national science and technology (S &T) strategy. Innovation can play a major role in creating new business opportunities, in retaining and perhaps expanding current business dominance, and in transitioning a country's assets to address changing global market needs. Policy components that can be included in an investment model of innovation include direct funding, tax incentives, purchasing, infrastructure investment and trade*



*restrictions. The process flow of innovation consists of steps which research and development efforts take in yielding results such as inventions and discoveries that eventually lead to national competitiveness. A sound investment model will also have feedback loops which contain proposed metrics by which the policy components can be measured in terms of their effectiveness. The metrics include per capita income, jobs created, export volume, company starts, patents, disclosures, trade secrets, prototypes and licensing agreements. This paper reviews and summarizes factors in the economic modeling of governmental investment and associated metrics. Specifically, we describe how the principal factors (namely, human, financial and intellectual capital) of innovation come into play in the formulation, testing, refinement and optimization of science and technology policy of national governments. Factors relevant to S & T policy formulation also include industrial partnerships, degree of overall funding, length of time of policy intercession, global environment, and investment diversity. This overview can be useful to policymakers in formulating or in refining future investments in innovation.*

**Keywords:** Economic policy, National Science and Technology Strategy, Economic Development

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## **22. AN EXPLORATORY STUDY OF INFORMATION TECHNOLOGY UTILIZATION AND ITS INFLUENCE ON BUSINESS PERFORMANCE OF UPSCALE HOTEL INDUSTRY IN TURKEY**

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Erdal Balaban, Istanbul University School of Business, Istanbul, TURKEY  
Erman Coskun, Sakarya Universit, New York, USA  
Dheeraj Sharma, Ball State University, Muncie, USA

### **ABSTRACT**

*The lodging industry uses information technology to perform its tasks faster and better to increase its customer satisfaction. Different types of information systems and technologies are utilized in the lodging industry to perform basic tasks such as customer check-in and to execute complex tasks such as strategic decision making for the firm. However, research demonstrating the influence of IT utilization on performance is limited. This study presents the preliminary results of a study conducted in Turkish upscale hotels. The study presents a profile of Turkish upscale hotels in terms of different types of IT and IS utilization and explores for possible relationship between IT utilization and company performance.*

**Keywords:** Information technology, hotels, performance, information systems

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