

ABSTRACTS**1. ORGANIZATIONAL LEARNING CAPABILITY, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL EFFECTIVENESS: AN EMPIRICAL STUDY OF THAI ACCOUNTING FIRMS**

Phapruke Ussahawanitchakit, Mahasarakham University, THAILAND

ABSTRACT

This study aims at empirically examining and investigating the relationships among organizational learning capability, organizational commitment, and organizational effectiveness of accounting firms in Thailand. According to the existing literature, organizational learning capability is an important strategy that will help firms achieve greatly organizational commitment and gain outstanding organizational effectiveness. In this study, four dimensions of organizational learning capability (managerial commitment, systems perspective, openness and experimentation, and knowledge transfer and integration) were chosen as independent variables. Also, organizational commitment is a mediating effect of the organizational learning capability-organizational effectiveness relationships. The results demonstrate that openness and experimentation, and knowledge transfer and integration have significant positive impacts on organizational commitment and managerial commitment has an important positive relationship with organizational effectiveness. Likewise, organizational commitment is positively related to organizational effectiveness. Thus, theoretical and managerial contributions are provided and limitations of the current study and suggestions for further research are introduced.

Keywords: *Organizational Learning Capability, Managerial Commitment, Systems Perspective, Openness and Experimentation, Knowledge Transfer and Integration, Organizational Commitment, Organizational Effectiveness*

2. COMPETITIVE STRATEGY ANALYSIS OF THE ARABIAN PERFUME MARKET: CASE IN FOCUS: AL HARAMAIN PERFUMES

Syd Gilani, Dubai Maritime City, Dubai World Group, United Arab Emirates
Berina Esra O. Gilani, International Marketing Consultant (Independent), United Arab Emirates

ABSTRACT

The GCC perfume market is worth Dh11 billion per annum, accounting for approximately 20 per cent of the worldwide market with a per capita consumption of cosmetics and perfumes which is amongst the highest in the world. The perfume industry deals primarily with companies that produce oils, non-alcoholic perfumes, and alcoholic perfumes that are targeted mainly toward the local and Arab market segment in the UAE. It is currently in its maturity stage with only four large surviving market players, given the earlier shake outs due to the instability during the Gulf War. These players not only dominate the Arabian Perfume market but also have a competitive edge due to their distinctive strategies and dynamics. The study explores and analyzes this market further with the aim of understanding its structure, dynamics, players, and their competitive strategies from the perspective of western and eastern competitive philosophies, and with a special focus on Al Haramain as one of the key market players.

Keywords: *Competitive Strategies, Industry Structure Analysis, Intense Rivalry, Product Life Cycle, Market Signals, Strategic Groupings, Sun Tzu's Art of War, Knowledge Management, Strategy Stretch Model, Value Chain Analysis*

3. OUTSOURCING AND ORGANIZATIONAL PRACTICES: THE EFFECTS ON FIRM COMPETITIVENESS

Kevin E. Henrickson, Gonzaga University, Spokane, Washington, USA
Ashish Thatte, Gonzaga University, Spokane, Washington, USA

ABSTRACT

Outsourcing of both manufacturing and post-sales support has received considerable attention in the current era of globalization. This study explores the impact of key organizational practices on both the choice to outsource and on the extent of outsourcing by firms. In addition, this study assesses the effect of this outsourcing on the competitive capabilities of a firm. Using survey data from industry professionals in the manufacturing and supply chain area, it is found that organizational practices explain a great deal of the differences in the extent of outsourcing across firms. We also find that the greater the intensity of manufacturing outsourcing a firm pursues, the less competitive they are on product quality and product innovation, while a greater intensity of post-sales support outsourcing allows the firm to be more competitive on price.

Keywords: *Outsourcing, Competitive Advantage, Firm Practices*

4. DEVELOPMENT OF ENFORCEMENT MECHANISMS FOLLOWING ADOPTION OF INTERNATIONAL ACCOUNTING STANDARDS IN THE GULF CO-OPERATION COUNCIL MEMBER STATES

Ahmad Al-Hussaini, Public Authority for Applied Education and Training, Kuwait
Bader Al-Shammari, Public Authority for Applied Education and Training, Kuwait
Waleed Al-Sultan, Public Authority for Applied Education and Training, Kuwait

ABSTRACT

This study reviews the activities of enforcement bodies in Bahrain, Oman, Kuwait, Saudi Arabia, Qatar and the United Arab Emirates over the period 1999 – 2003. We observe an increase in the bodies' activities following adoption of IASs, with a larger number of qualified audit reports, complaints about financial reporting made to authorities and subsequent actions against company directors and officers. However, despite many similarities in the frameworks for enforcement, there were considerable differences in the level and type of enforcement activity among the countries. Our study focuses on a group of early IAS adopting countries, to provide insights into the relationship between mandatory IAS adoption and enforcement, which may be of interest in countries, which have adopted international standards more recently. We show that a high degree of commonality in the legal framework of company law, accounting standards and audit requirements will not necessary lead to the same enforcement outcomes, even among countries, which have a formal cooperative economic relationship. A key implication of our findings is that specific commitments to enforcement activities are necessary to ensure consistency in enforcement between countries.

Keywords: *Adoption of International Accounting Standards (IAS), Financial Reporting Compliance; Audit Function; Enforcement of Accounting Standards*

5. SCAPEGOATING ONLY WORKS IF THE HERD IS BIG: DOWNSIZING, MANAGEMENT TURNOVER, AND COMPANY TURNAROUND

Frank Smith, Henderson State University, USA
Alan Wright, Henderson State University, USA
Y. Paul Huo, Henderson State University, USA

ABSTRACT

The field of academic study on corporate strategy is still in its juvenile stage. Owing to its multidisciplinary nature, this vein of research has been influenced by different streams of academic literature in social sciences. Scholars in economics, finance, marketing, organizational studies (behavior, theory, and development), and communications all claim some impact on the field of strategy research. Other disciplines, such as industrial psychology, sociology, political science, and anthropology, have also offered useful theoretical models that help to advance the research on strategic management.

Within the field of business policy and strategy, the antecedents and consequences of strategic change are increasingly the targets of academic research. In essence, change has become the name of the survival game in today's business world due to globalization, shortened technology cycles, shifting demographics, and fast-changing expectations among workers and customers. The greater the external forces for change, the greater the competitive pressure, the greater is the internal demand for change (Beatty & Ulrich, 1991). Even slower growth or slipping market share, while still showing a profit, can become a call for change.

The result of strategic change is, however, not always positive. Under tremendous pressure to improve the financial performance -- caused especially by the decline of the stock price -- the board of directors may make hasty, ill-conceived personnel changes, and top management may make imprudent strategic decisions. It is therefore no surprise that, in the history of corporate America, successful turnarounds have occurred less frequently than downward spirals.

This paper will explore the relationship between two of the strategic alternatives commonly undertaken by financially stressed companies, downsizing and top management turnover, and the subsequent probability of a successful turnaround. In the past a wide variety of qualitative data sources, such as case studies, management consultants, and biographies of CEOs, have been used by researchers for empirical studies of strategic change. We see the need to conduct a more rigorous quantitative analysis of publicly traded firms across a broad range of industries.

Keywords: corporate strategy, top management

6. INTERNET MARKETING IN THE INTERNATIONAL ARENA: A CROSS-CULTURAL COMPARISON

Edward G. Thomas, Cleveland State University, Cleveland, OH, USA

ABSTRACT

This paper presents a review of the literature on international Internet marketing over the last ten years. Included are research studies on business-to-business marketing, business-to-consumer marketing, and services marketing. In general, the studies tend to support the view that Internet marketing can be a positive addition to a firm's international marketing strategy. Most of the studies included determined that the use of Internet marketing has a positive impact on the firm's marketing performance. The studies also tend to support the view that firms using Internet marketing in the international arena should use localization of language and content to effectively serve foreign markets. While large companies appear to be effectively using the Internet in international operations in both B2B and B2C contexts, some smaller firms and some service providers use only the simplest of functions or are in the earliest stages of figuring out how to use the Internet effectively in their business models. Virtually all of the studies indicated that further research is needed to determine whether the findings are valid for other types of

businesses, to assess the results across different countries and cultures, and to identify the impacts of new applications and approaches to international Internet marketing.

Keywords: Internet Marketing, Internet Marketing Strategies, International Internet Marketing, Cross-Cultural Comparisons

7. TRANSFORMING A MULTI-NATIONAL CORPORATION FROM A CENTRALIZED ORGANIZATION TO A DECENTRALIZED ORGANIZATION

Dezaree Seeds, California State University, Stanislaus, Turlock, CA, USA
Alan S. Khade, California State University, Stanislaus, Turlock, CA, USA

ABSTRACT

“One thing that business, institutions, governments and key individuals will have to realize is spiders and starfish may look alike, but starfish have a miraculous quality to them. Cut off the leg of a spider, and you have a seven-legged creature on your hands; cut off its head and you have a dead spider. But cut off the arm of a starfish and it will grow a new one. Not only that, but the severed arm can grow an entirely new body. Starfish can achieve this feat because, unlike spiders, they are decentralized; every major organ is replicated across each arm” (Beckstrom and Brafman 2008).

There has been an ever going battle on which organizational structure is the most effective and profitable in today’s business world... centralized, decentralized, or hybrid. Each model definitely has its own pros and cons. This paper will detail each structure and give examples. We conclude with the fact that we believe the decentralized way of life is the best. I will provide a detailed process on the steps needed to change a centralized organization into a decentralized organization.

Keywords: multinational corporation, centralized organization, decentralized organization

8. AFRICA AND STRATEGIES FOR FUTURE DEVELOPMENT: MORE AID OR MORE TRADE? – PART II (COUNTRY-LEVEL ANALYSIS BASED ON NIGERIA)

Richard O. Omotoye, Virginia State University, Petersburg, Virginia, USA
E. M. Ekanayake, Bethune-Cookman University, Daytona Beach, Florida, USA
Kwadwo Bawuah, Virginia State University, Petersburg, Virginia, USA

ABSTRACT

The paper is a conclusion of an earlier study investigating contrasting views on Africa’s development strategies. In this concluding part, we disaggregated the regional model and investigated same problem at the country level. Current country-level investigation is based on data evidence from Nigeria.

Generally, results of current country-level study portray characteristics and tendencies similar to those observed at regional level. The investigation leads us to conclude that while African countries may well approach both international aid and external trade as complementary development vehicles, they would be much better off mounting endeavor to strengthen their trading position with the rest of the world. In other words, a much better policy approach to development is for them to view international aid as no more than a supplementary development tool. The results portray that while trade strengthens a country’s bargaining position with the rest of the world, dependence on external aid tend to do the exact opposite. Countries that depend on external aid—in view of growth-stifling complexities—portray an observable tendency of economic stagnancy or slow growth.

Keywords: External Aid; International/External Trade; Gross Domestic Product (GDP); Economic Reforms; Transition; Transformation; Sub-Saharan-Africa (SSA); Less Developed Countries (LDCs); Nigeria; United Nations Conference on Trade and Development (UNCTAD)

9. THE IMPACTS OF ORGANIZATIONAL SYNERGY AND AUTONOMY ON NEW PRODUCT PERFORMANCE: MODERATING EFFECTS OF CORPORATE MINDSET AND INNOVATION

Viroj Jadesadalug, Mahasarakham University, Thailand
Phapruek Ussahawanitchakit, Mahasarakham University, Thailand

ABSTRACT

This research is to investigate the influence of organizational synergy and organizational autonomy on the new product development through the corporate mindset, managerial innovation, and marketing innovation. Technological turbulence and competitive intensity are moderators, in the context of Thai firms in building material industry. Through filed research accompanied by a review of related literature, this research identifies organization synergy, organizational autonomy, and innovation that are important to successful new product performance. The model testing is using the data collected from 98 building material industry firm in Thailand. The overall result reveals that strong relationship has a positive impact on new product performance, but the interaction is not significant when we use the technological turbulence and competitive intensity as moderators. Contribution and suggestions are provided for future research.

Keywords: Organizational synergy; Marketing synergy; Technical Synergy; Organizational Autonomy; Structural Autonomy; Resource Autonomy; Social Autonomy; Corporate Mindset; Managerial Innovation; Marketing Innovation; New Product Performance

10. A MODEL OF ORGANIZATIONS' STRATEGY ORIENTATIONS: AN EMPIRICAL TEST

Jean Baptiste K. Dodor, Jackson State University, Jackson, Mississippi, USA

ABSTRACT

In this paper, we postulate and test a conceptual model aimed at contributing to a better understanding, explaining, and predicting of strategy orientations organizations use to identify, analyze and respond to innovations and changes. Three theoretically grounded environment-based variables (1- competitive pressures, 2-institutional pressures, and 3-resource dependence) are used synergistically to test American Business Schools' strategy orientations toward E-Commerce Education (an educational product innovation). Results provide strong evidence to support the postulated model, with all the hypothesized paths, except one, directly significant at a 0.05 level. We discuss the results for their theoretical as well as practical implications. We also acknowledge the study's limitations and draw relevant conclusions for organizations' strategy orientations toward changes and innovations.

Keywords: Innovations and Changes, Organizations' Strategy Orientations, Competitive Pressures, Institutional Pressures, Resource Dependence

11. STRATEGIC PARTNERING IN TECHNOLOGICAL JOINT VENTURES: EVIDENCE FROM U.S. BIOTECHNOLOGY FIRMS

YoungJun Kim, Texas A&M International University, TX, USA

ABSTRACT

This paper examines the potential factors that might affect the propensity that two firms will collaborate in a joint venture between specific dyads of companies with the help of a unique data set of observed joint ventures formation. The important explanatory factors relate to technological similarity between partners, familiarity through prior interaction, and prior independent experience of alliances participation. The

results show that transaction and learning cost considerations and network effects weigh in heavily when choosing technological joint venture partners.

Keywords: Technological Joint Ventures, Strategic Partnering, Biotechnology

12. THE CASE STUDY OF DERIVING A PROMISING RESOURCES TECHNOLOGY R&D PROGRAM BY TECHNOLOGY CLUSTER ANALYSIS

Ok Sun Lee, KIGAM, KOREA

ABSTRACT

In these days, for maximizing R&D performance of outputs and outcomes, efficient process management of a R&D program is needed from its selection to its evaluation under limited resources. Particularly, various researches have continued for selecting a R&D program to match with its goal in the selection stage. The resources technology R&D program has been carried out in KIGAM since 2001 donated by Ministry of Knowledge Economy. This program consists of several subprojects to make the role of technological sources, urgently to need to settle or reasonably to carry out by the government. In this paper, we concern with deriving a preliminary R&D program for this program based on technological characteristics of element technologies through technology cluster analysis, which is focused on R&D program selection. Therefore, we suggest the group of element technologies to select from whole element technologies in resources field, united technology roadmap for industrial resources in 2007, 15 of total 79 element resources technologies. As proposing a preliminary R&D program through a pre-feasibility study, the resources technology R&D program could be conducted with high chance of success.

Keywords: Resources technology, Projects priority, Technology clustering

13. SECTORAL GROWTH AND POVERTY REDUCTION: A DYNAMIC APPROACH

Boopen Seetanah, University of Technology, Mauritius
Sawkut Rojid, University of Mauritius, Mauritius
Ramessur Shalini, University of Technology, Mauritius

ABSTRACT

In studies of poverty reduction/alleviation two important questions arise: How far economic growth contributes to poverty reduction? And through what channels this may happen? In light of these two questions, this paper explores the link between absolute poverty, given by the headcount index and growth for Mauritius. Growth, in this study however, is disaggregated by sectors. To account for dynamism and endogeneous relationship, this study applies a VAR framework. The study is conducted for the period 1960-2005. Results from the analysis showed that industrial growth is the main element in poverty reduction and that the growth in the service sector also plays a sizeable role in the fight against poverty though to a lesser extent than that of the industrial sector. However, quite surprisingly agricultural growth is observed to have the least, though significant impact on poverty reduction. There is also evidence of indirect effects emanating from sectoral growth through the employment, human capital and financial development channels. Interestingly bi-causality exists between sectoral income level of the country and absolute poverty level.

Keywords: Sectoral Growth, VAR, Poverty

14. EXAMINING DRIVERS OF SUSTAINABLE INNOVATION

Steven F. Tello, University of Massachusetts Lowell, USA

Eunsang Yoon, University of Massachusetts Lowell, USA

ABSTRACT

Various forces drive corporations to sustainable innovation, including: (a) external stimulus such as government regulation or social activism, (b) business opportunities from technological advance or customer demand for environmentally friendly products and (c) transition of business mission and orientation toward corporate social responsibility. Each of these drivers of sustainable innovation is based on a differing view of the relationship between economic growth and the environment. This paper explores the views and driving forces of sustainable innovation and proposes a future research program that examines the relative importance and interaction of the drivers of sustainable innovation.

Keywords: *Sustainable Innovation, Sustainable Development, Corporate Social Responsibility*

15. TOP LEVEL MANAGEMENT SUCCESSION PLAN STRATEGIES

Felix Khumalo, Capella University, Minneapolis, Minnesota, USA

Marilyn Harris, Capella University, Minneapolis, Minnesota, USA

ABSTRACT

Evidence from demographics shows a widening gap between baby boomers that are nearing retirement without successors and young managers who lack skill and experience. This is further worsened by an influx of CEO turnover that is escalating and a lack of succession plans in many companies. This study postulates strategies for succession planning and offers transformative change recommendations to a company's Board, CEO and Top Management Team (TMT) to lead from the immediate and emerging future.

Keywords: *succession plan, intellectual capital, relay succession plan, transformative change*
