

ABSTRACTS**1. CORPORATIONS' INNOVATIVENESS IN RECRUITING IN TIGHT LABOR MARKET**

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ABSTRACT

Currently, corporations are recruiting in a tighter labor market than ever before due to the many changes and forces taking place such as increased use of technology, the retirement of the baby boomers, the aging population, the numbers desiring job sharing and part-time work, and many other forces. Many new sources of workers are being tapped--from migrant workers, the mentally ill, and the homeless all the way to corporations making a concerted effort to be featured on the "best companies" list. In addition, innovative companies become more aggressive in their recruiting strategies running the gamut from the virtual job fair to running an ad with the movie theatre previews.

2. INTERNATIONAL PHARMACEUTICAL FIRMS' MARKET ENTRY MODES DECISIONS INTO CHINA: A COMPARISON BETWEEN EARLY-ENTRANTS AND LATE-ENTRANTS

Fuming Jiang, Charles Sturt University, Australia

ABSTRACT

Based on an eclectic model developed by combining Root (1994), and Mockler and Dologite's (1997) conventional entry mode theory and Kumar and Subramaniam's (1997) contingency entry mode theory, this paper aims to investigate the determinant factors that affected international pharmaceutical firms' decisions in choosing either a joint venture or sole venture entry mode into the Chinese pharmaceutical manufacturing industry. It will also compare the perceptions of senior managers from Early-Entrants who entered into China before 1992 and Late-Entrants who started investment in China since 1992 on the impact of firms' international and external variables on the firms' entry mode decisions. The results suggested that China environmental factors and the market factors appeared to be the major determinants of forming joint ventures. Whereas, parent firm's decision task related factors appeared to be the major determinant of establishing a sole venture. The Early-Entrants paid more attention to the China's environment factors, whereas the Late-Entrants concerned more about China's market factors. The importance of foreign investors' ability to adapt products, cost of working capital, and cost of long term investment capital has been decreased significantly, whereas foreign investors' technology availability has become more important to foreign investors since 1992.

3. ROLE OF THE STATE AS A SALIENT STAKEHOLDER IN A TRANSITION ECONOMY: THE CASE OF EGYPT

Samir M. Youssef, American University in Cairo

ABSTRACT

Egypt, a developing country, is still going through a transition process from a socialist to a free market economy. With the declining role of centralized control, an institutional void was created. The various business stakeholders expected to fill in this gap are still in the process of formulation. The State continues to be in control of resources and is considered a major source of values that have considerable impact on society. Its tremendous sources of power make it more salient than other stakeholders. This paper aims at identifying this role of the State and its impact on other stakeholders

4. AN EXPLORATORY STUDY OF ETHICAL PHILOSOPHIES AMONG GRADUATE AND UNDERGRADUATE BUSINESS STUDENTS

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ABSTRACT

The growing cascade of unethical business practices led us to examine whether business students prescribe to specific ethical philosophies, and how those ethical philosophies affect their view of general morality, business ethics, environmental concerns, individual rights, global economics, government, culture, international organizations, and the future. Two distinct segments are identified that prescribe to different philosophies and ideas about business practices. And, not surprisingly, these segments also differ demographically.

5. THE CONTINGENT EFFECTS OF INDUSTRY CONDITIONS ON RELATIONSHIP BETWEEN STRUCTURAL COMPLEXITY AND STRATEGIC CHANGE

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ABSTRACT

In research on strategic change authors have given little attention to interactive effects of industry conditions and structural complexity on implementation of strategic change. In this paper we examine the independent and interactive effects of structural complexity and environmental conditions on implementation of strategic change. We develop argument supporting the independent effects of structural complexity and environmental conditions on changes and modifications in the organizational strategies. Moreover, we argued that the interactive effects of structural complexity and environmental dynamism, munificence, and complexity will have a significant impact on managerial perceptions and capabilities in managing strategic change. Formal propositions are derived from this theoretical framework.

6. DEVELOPING MEASURES TO ASSESS THE EXTENT OF SUSTAINABLE COMPETITIVE ADVANTAGE PROVIDED BY BUSINESS PROCESS REENGINEERING

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ABSTRACT

The study proposes a set of measures that assess the extent of competitive advantage provided by BPR. Naturally measures have to be both reliable (must not vary unreasonably because of irrelevant factors) and valid (should measure what they are intended to measure). The development of measures that have been tested for reliability and validity is a critical requirement for the advancement of knowledge in management disciplines.

This study is a planned methodological research program based on (Churchill's 1979) guidelines for developing measures that have the desirable reliability & validity properties. The eight-step process recommended by Churchill is adopted in this research. In the main study primary data was collected using structured questionnaire by eliciting response from 181 respondents. The construct was checked for measurement properties through statistical analysis.

7. SPINNING OFF LOW COST CARRIERS - WHEN IT DOES MAKE SENSE?

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ABSTRACT

In the last 10 years, a number of major and flag-bearer air carriers have been spinning off low fare alternative airlines from their main operation to compete with low fare rivals. This paper examines the incentives and possible indicators of success for this strategy. Using a two-stage game model, we determine that the high fare airline company will find it profitable to create its own low fare airline when (a) the factor of cross elasticity between high fare good and low fare good is relative large and (b) the existing load factor on the high fare airline is relatively high. The model also shows that total welfare as a result of this strategy can rise under some favorable conditions.

8. BUSINESS STRATEGIES IN A TRANSITION ECONOMY: THE CASE OF EGYPT

Samir Youssef, American University in Cairo

ABSTRACT

Egypt, a country in transition from a socialist to a free market economy suffers from underdeveloped institutions, inept bureaucracy, limited and uncertain resources and inadequate organizational capabilities. Business organizations have developed a number of strategies to deal with this situation. Some companies have clung to the past, sought government protection, focused on the local market and exploited opportunities resulting from the institutional void. These types of strategies are classified as either defender or reactive. Some other companies have capitalized on cheap local resources, sold locally and abroad, established links with multinational companies developed their internal capabilities and still benefited from government incentives and market imperfections. These strategies are classified as analyzer or analyzer/defender. A common pattern in most is to dominate the market through acquisition or related diversification or to follow unrelated diversification strategy. Companies which operated outside the domain of the government, while benefiting from its incentives, appear to be more viable.

9. THE IMPACT OF INDUSTRY CHARACTERISTICS ON VERTICAL INTEGRATION STRATEGIES

Richard T. Mpoyi, Middle Tennessee State University

ABSTRACT

The purpose of the paper is to examine the impact of industry characteristics on vertical integration strategies. The empirical test was based on a framework that included two vertical integration strategies (levels of vertical integration strategies and trends of vertical integration) and three industry characteristics (competition, uncertainty, and industry's average company size). The statistical analysis of a sample of 316 manufacturing companies resulted in the findings that the levels of vertical integration were influenced by all industry characteristics considered while the trends of vertical integration were explained only by industry uncertainty.

10. LEADERSHIP STYLES AND EMOTIONAL COMPETENCIES: AN EXPLORATORY STUDY

PT Joseph, XLRI, Jamshedpur, India

ABSTRACT

This paper is a summary of the results of an empirical study done on 295 managers in the last two years. The hypothesis of this study is to test whether the leadership style of a manager is a function of the emotional competencies of that individual. Based on the Enneagram and the FIRO scales, nine leadership styles are identified. Then the response of each leadership style to nine emotional competencies is tabulated. These competencies are: stress response, emotional literacy, ability to express emotions, dealing with the emotions of other people, resilience, interpersonal connections, compassion, ability to trust others and happiness.

11. WORKPLACE RIGHTS AND RESPONSIBILITIES DIFFERENCES BETWEEN CONCEPTIONS OF ROMANIAN AND CHINESE EMPLOYEES

Steven X. Si, Bloomsburg University of Pennsylvania

ABSTRACT

The current study first identifies the essences of employees' conceptions and rights in two countries China and Romania that have different cultures but have been exposed to a semi-market economy control system. We also attempt to make a comparison between the two conceptions and find the common traits and the differences. The key differences of conceptions of rights and responsibilities between Chinese and Romanian employees are partly explained by the findings in the research up to date.

12. FACTORS AFFECTING THE EFFECTIVENESS OF FDI VENTURE OPERATIONS IN CHINA: A COMPARISON BETWEEN EARLY-ENTRANTS AND LATE-ENTRANTS

Fuming Jiang, Charles Sturt University, Australia

ABSTRACT

This paper aims to examine the factors affecting the effectiveness of international pharmaceutical firms' foreign direct investment (FDI) venture operations in the Chinese pharmaceutical industry during the period of 1980-1998. It will also compare the perceptions of senior managers from Early-Entrants who entered into China before 1992 and Late-Entrants who started investment in China since 1992 on the impact of Chinese culture, relationship networks (Guanxi), and organizational resource variables on the effectiveness of China venture operations. It was found that way of doing business in China, relationship with Chinese partner and relationship with Chinese partner government authority, and competent sales and marketing professionals were regarded as the most important variables. Early-Entrants and Late Entrants had significantly different opinions on three variables: employees' loyalty to company, employees' expectation from the company, and relationship with the local logistic network. The importance of employees' loyalty to the company has decreased significantly since 1992, whereas employees' expectation from the company has become more important. The influence of the relationship with logistic network has decreased significantly since 1992. Overall the influence of the majority of work and business relationship variables did not show significant changes. However, the influence of personal relationship variables tended to decrease since 1992.

13. MNC CHARACTERISTICS AND GLOBAL LEARNING

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ABSTRACT

This study attempted to identify firm characteristics related to global learning. The results of this study suggest that cultural proximity, ownership percentage, similarity of processes used and products produced, and competitive advantage are positively related to global learning. The coefficient of the variable representing the size of the MNC, however, is not statistically significant in any of seven regression equations. That might suggest that rapid advancement in information and transportation technology and subsequent decrease in costs of communication and transportation has made global learning affordable regardless of firm size. Meantime, there are no generally accepted measures to examine global learning. Consequently, this study developed seven measures to examine global learning, i.e., scope of global learning, diversity of global learning, diversity of production-related global learning, diversity of non-production-related global learning, intensity of global learning, intensity of production related global learning, and intensity of non-production-related global learning. As such, this research contributes to collective knowledge on the knowledge-based view of the firm.

14. COVERAGE OF INTERNATIONAL ISSUES: CURRICULUM ASSESSMENT FROM A STUDENT PERCEPTION PROSPECTIVE

Richard T. Mpoyi, Middle Tennessee State University
R. Earl Thomas, Middle Tennessee State University

ABSTRACT

The study assesses international curriculum in the College of Business at Middle Tennessee State University based on student perception. The results of a survey conducted before and after the international competencies exam suggest three findings. First, students were neutral about how well the business curriculum prepared them in international issues. Secondly, students almost agreed that the coverage of international topics should be improved and that they understood why they needed to have a good knowledge of international issues. Last, unlike male students, female students significantly changed their perception after taking the international competencies exam.

15. AN EXPLORATORY LOOK AT THE NETWORK STRUCTURES OF MINORITY BUSINESS OWNERS: A COMPARATIVE ANALYSIS ACROSS GENDER LINES

Andrea E. Smith-Hunter, Siena College

ABSTRACT

The current study analyzes the network structures of minority business owners by providing a comparative analysis of male versus female minority business owners. The paper is thus significant in three basic respects. First, it analyzes minority business owners, an often-ignored area of research. Second, it provides a comparative analysis of male minority versus female minority business owners, seeking to rectify the lack of studies that present such an emphasis. Third, it looks at the network structures of minority business owners, an area which is rarely analyzed, providing answers that cannot be found by looking at the United State Census Data. The results show that network structures of minority business owners are primarily the same across the gender samples and that issues that affect the business owners based on their race (which is similar in this case) are more prominent than issues that impact gender.

16. AN INSTITUTIONAL RETROSPECTIVE ON SOUTH AFRICAN AND AMERICAN HEALTH SECTORS

Peter Hilsenrath, University of North Texas Health Science Center at Fort Worth
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ABSTRACT

Economists have rediscovered how social institutions shape the structure and performance of economic activity. Institutional economics is especially useful in understanding the complex health sectors of the world. This paper examines health sector institutions in South Africa and the United States with an emphasis on how they shape the balance between private and public sectors, and how they promote efficiency and equity. The poor showing of both countries in the World Health Report 2000 is also discussed.

17. INSTITUTIONAL ENVIRONMENT, TRANSACTION COSTS, AND THE THEORY OF INTERFIRM GUANXI

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ABSTRACT

Taking a new institutionalist and transaction costs approach, we argue that in such special institutional environments as China, where transactions are highly uncertain, opportunism is widespread, property rights-based contract laws are not well developed and enforced, and capital and managerial resources are scarce, economic exchanges conducted in both markets and hierarchies may entail high transaction costs. Therefore if intermediate forms are less costly, they will be chosen as an alternative way of organizing exchanges. Interfirm guanxi, the trust-based particularistic ties between the key personnel of independent firms to pursue mutual interest of firms, is the primary or at least supplementary governance mechanism of intermediate forms. Interfirm guanxi is backed by a series of special enforcement instruments, such as goodwill, reputation, and codes of ethics, etc. Therefore whether the intermediate forms have a transaction cost advantage is determined by the efficacy of interfirm guanxi, which is a function of economic calculus of gains and losses from cooperation, goal and product complementarity, information symmetry, and the efficiency of transmitting reputation across networks. We then identify several characteristics of interfirm guanxi: trust-based particularistic ties; reciprocity; long-term orientation; adaptability and incentive intensity, etc. Interfirm guanxi as a product of institutional environment evolves with institutional change. We conclude this paper with some suggestions for future research.

18. A MANAGEMENT INFORMATION SYSTEM TO EVALUATE BLACK INFANT HEALTH CARE

Carolena Lyons Lawrence, San Diego State University

ABSTRACT

Health Agencies are increasingly faced with the need to develop data systems capable of both generating reports for funding and assisting providers with managing patient care (U.S. Government, 1990). Therefore, these health care agencies now require infrastructures and capabilities in information technology that can help them justify funding from state and local agencies and to evaluate patient care.

19. A PSYCHOLOGICAL MODEL OF ENTREPRENEURIAL BEHAVIOR

Andrea Smith-Hunter, Siena College
Joanne Kapp, Siena College
Virginia Yonkers, Siena College

ABSTRACT

Entrepreneurship is a multidimensional process. A review of the literature provides some support to look at a multidimensional perspective when analyzing entrepreneurs. There are two distinct schools of researchers in the field of entrepreneurial psychology. The more traditional group of researchers have focused on the personality characteristics of the individual such as: locus of control, risk taking, achievement motivation, problem solving style and innovativeness, perception, and work values. The second group of researchers has taken a social cognitive approach, looking at the relationship between an individual and his or her environment. The external factors include culture, role models, work experience, education, and environment. It is important to look at all of these factors and their influence on entrepreneurial behavior. The relationship between the entrepreneur, personality characteristics, values, and other dimensions helps explain why some become entrepreneurs and others do not. This model has implications for entrepreneurial educators and policy makers.

20. A MODIFIED FUNCTIONALITY PERFORMANCE EVALUATION MODEL FOR EVALUATING THE PERFORMANCE OF CHINA BASED HOTEL WEBSITES

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ABSTRACT

As China becomes a member of WTO, her hotel industry will speed up its openness to the world. A natural outcome of such openness will enable the wide use of the Internet and World Wide Web in the industry. On the basis of the modified Functionality Performance Evaluation Model, which consists of hotel website dimensions including facilities information, customer contact information, reservations information, surrounding area information and management of website, this research evaluates the content of China based hotel websites, and contrasts the hotel websites' performance among different hotel categories. The research commenced with a focus group discussion to redefine the features of the Functionality Performance Evaluation Model and to rate the importance of the components. Ninety hotels were chosen from different categories. Two investigators conducted the actual performance evaluation. The evaluation scores of the websites were used to compare and contrast the performance among three hotel categories. The results of analysis showed that the websites' performance was poor and that there was no significant difference detected on the website performance scores among the three categories of China based hotels.

21. POST-CRISIS MANAGEMENT: A STUDY OF CORPORATE RESTRUCTURING IN ASIA

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ABSTRACT

In this article, the literature was reviewed on the sources of Asian corporate crises and the major approaches for corporate recovery and turnaround. Second, we elaborate the role of lack of prior frameworks appropriate to the East Asian culture in the corporate crises and the modalities of turnaround, based on the case of China Huajing Electronics Group Corporation - a leading Chinese enterprise. We conclude with a framework for transformative turnaround that highlights directions for meeting the

managerial challenges arising out of the uniqueness of East Asian culture. The term “transformative turnaround” is used to connote a formative transformation in the knowledge generation and value capture model of a firm.
