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**ABSTRACTS****1. USER SATISFACTION IN ERP SYSTEMS: SOME EMPIRICAL EVIDENCE**

Moshe Zviran, Tel Aviv University, Israel

**ABSTRACT**

*Enterprise Resource Planning (ERP) systems are defined as “configurable information systems packages that integrate information and information-based processes within and across functional areas in an organization”. They promise the seamless integration of all the information flowing through an organization – financial and accounting information, supply chain management, human resources information, customer information and the like. For managers who have struggled with incompatible information systems and inconsistent operating practices, these organization-wide systems hold the promise of integrating all aspects of information and processes within and around the organization. The strategic value of ERP systems and the resources organizations invest in them make evaluating and monitoring their success important to both practitioners and researchers. This is particularly true in light of the many reported cases of failures in implementing such systems. The study aims to gain a better understanding of ERP success through examining the levels of user satisfaction, the most commonly used surrogate for measuring the success of information systems in general, and comparing them to those obtained in traditional systems. It also tests a set of hypotheses regarding possible relationships between user satisfaction and organizational and user characteristics. The empirical results are based on a survey of some 200 users of an SAP ERP system in a Canadian organization. The results indicate a high level of user satisfaction – both in nominal values and in comparison to other IT environments. On the other hand, no supporting evidence was found for relationships between user satisfaction and organizational and user characteristics.*

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**2. APPLICATION OF THE ANALYTICAL NETWORK PROCESS (ANP) TO SELECT A CHANNEL TYPE FOR E-CONVENIENT STORES**

Ben-Jeng Wang, Tunghai University, Taichung, Taiwan  
Maw-Yang Hsu, National CHIN-YI Institute of Technology, Taichung, Taiwan

**ABSTRACT**

*For the convenient stores in Taiwan, three types of channels were used commonly- including the real channel, the virtual channel, and the real-virtual channel. The scope of this study is to analyze the suitable channel by advanced methods of the Analytical Network Process (ANP) for the convenient stores to meet the challenge of competitions. The patterns of management-regular chain, franchise chain, and regular-franchise chain, were evaluated based on analysis of strategies of management: innovation, growth, cost, differentiation, and alliance. The real-virtual channel was selected as the most suitable channel based on these studies, and the suitability of this channel to convenient stores was further evaluated in several cases to confirm its efficacy.*

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**3. A REVIEW OF SIMULATION STUDIES ON SUPPLY CHAIN MANAGEMENT**

Edward Chu, California State University, Dominguez Hills

**ABSTRACT**

*In a supply chain, a company links to its suppliers upstream and to its distributors downstream in order to serve its customers. Usually, materials flow forward while information and money flow backward in the chain. The goal of supply chain management is to provide maximum customer service at the lowest*

possible costs. In recent years, simulation is increasingly used to study supply chains. However, at present, simulation studies on supply chains are scattered. There is an urgent need to assess the results of these studies. The purpose of this research is to provide a comprehensive listing of these simulation studies so as to summarize their findings and to identify future research areas. Results of these studies indicate 1. Simulation is a useful tool to study supply chains in various industries. 2. Demand variability amplification in a supply chain is problematic but can be dampened by operating the supply chain more coherently using information sharing and lead time reduction. 3. Other enhancement strategies can be adopted to improve supply chain performance. Practitioners can use these findings to better manage their supply chains and researchers can use them to identify future research areas which are also discussed.

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#### **4. AN INVESTIGATION OF POST-MERGER SUPPLY CHAIN PERFORMANCE**

Jim Langabeer, Boston University

##### **ABSTRACT**

*This study examined the relationship between mergers and acquisitions and operational performance in the manufacturing and logistics environment (i.e., supply chain). The research compares how supply chain performance is impacted by merger activity, by analyzing both premerger and post-merger performance during the 1990 to 2000 timeframe. Findings suggest that there is a negative relationship between the volume and intensity of mergers with overall supply chain performance, or specifically that mergers have a negative impact on supply chain performance. Findings also indicate that this negative relationship was substantially moderated by the size of the target acquisition. Conclusions drawn from these findings suggest that this negative relationship is at least partially due to the lack of attention that critical supply chain processes are afforded prior to the transaction.*

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#### **5. CORPORATE PHILANTHROPY IN THE INDIAN CONTEXT-CRITICAL FACTORS**

Sangeeta Mansur, AC NIELSEN ORG-MARG, Bangalore, India  
R. Srinivasan, Indian Institute of Science, Bangalore, India

##### **ABSTRACT**

*The study is an empirical investigation into Corporate Philanthropic (CP) behaviour in India. Collaborative relationships between the State, the business and the NGOs will be effective when behaviour and motivations of each partner are understood in terms of their underlying dimensions. This paper is an attempt to explore the critical factors of one key partner in the relationship- the business sector, which remains an inadequately researched area in India. It explores the critical factors underlying the Corporate Philanthropic phenomenon. It finds out 11 such factors and integrates them into a coherent model of CP which is a contribution to theory building on CP. It further explores differences between donor-segments on these factors to offer strategic inputs to fundraising Non Profit Organisations.*

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#### **6. USING MULTIPLE RATERS TO ASSESS THE ORAL COMMUNICATION SKILLS OF SENIOR-LEVEL MARKETING AND MANAGEMENT MAJORS**

Frederick J. DeCasperis, Siena College

##### **ABSTRACT**

*My institution is in the process of developing an outcomes assessment plan in response to a recommendation from its accrediting agency, the Middle States Association of Colleges and Schools. The first step in the strategic plan requested that School of Business faculty develop courseembedded*

*prototypes to test characteristics students should demonstrate in the areas of thinking and analytical skills, social skills and values, and communication skills at distinct points in their academic careers. This paper describes the use of multiple raters to assess the oral communication skills of 15 senior-level Marketing and Management students enrolled in an Advertising course. The course's final project required a comprehensive advertising proposal and provided an excellent opportunity to assess senior students' ability to polish and integrate their oral communication skills in a major field course.*

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## **7. LIGHTING A DARK CORNER - DISASTER RECOVERY FOR BUSINESS CONTINUITY IN HIGHER EDUCATION**

Ruben Hsing, Montclair State University, New Jersey  
Richard L. Peterson, Montclair State University, New Jersey  
Edward V. Chapel, Montclair State University, New Jersey

### **ABSTRACT**

*Information Technology (IT) challenges are intensifying. Among them, information system security, business continuity and disaster recovery planning (DRP) have quickly become the top priorities of the IT industry. Compared with other areas of information technologies, the DRP development is relatively behind market needs, and has received little attention at institutes of higher education. It is very important for academic administrations and technology centers in higher education to readjust their IT strategies in these areas. Meanwhile, to meet the growing challenges in the business world, universities must start to reform current IT education to cover the most updated DRP strategy and recent popular practices in information technologies.*

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## **8. MAINLAND CHINESE TRAVELERS' MOTIVATIONS AND BARRIERS OF VISITING HONG KONG**

Cathy H. C. Hsu, The Hong Kong Polytechnic University  
Terry Lam, The Hong Kong Polytechnic University

### **ABSTRACT**

This study identified potential mainland Chinese visitors' motivations and barriers of visiting Hong Kong. The push and pull motivation theory was used as the study foundation. Data were collected in China from 353 potential visitors. Results showed that sightseeing was the most important motivation. However, Hong Kong was perceived as an expensive place to visit. Demographic characteristics were not related to respondents' perception or importance ratings of travel motivations or barriers. Respondents who had visited Hong Kong rated the perception and importance of barriers significantly different from those who had not visited.

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## **9. PREDICTORS OF ACADEMIC PERFORMANCE AND PRO-SOCIAL BEHAVIOR OF BUSINESS ADMINISTRATION STUDENTS**

Ansgar Richter, European Business School, Germany

### **ABSTRACT**

*Using data from a private business school in Germany, I analyze the importance of educational qualification, social skills and maturity as predictors of academic performance and of pro-social behavior of business administration students. I find that academic performance is predicted by educational qualification and social skills. The latter are also weakly significant predictors of pro-social behavior. Experience and maturity are not significantly related to either academic performance or to pro-social*

behavior. Drawing on the empirical findings, I argue that business schools should do more to ensure that their programs appeal to the experience of students, and are practically relevant. I also argue that academic and social objectives of business administration programs should be integrated more strongly.

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#### **10. IMPACT OF ONE PIECE FLOW ON ECONOMIC DATA QUALITY AND SHOP FLOOR DATA COLLECTION**

Azim Houshyar, Western Michigan University, Kalamazoo, Michigan  
Gordon Peters, Western Michigan University, Kalamazoo, Michigan

##### **ABSTRACT**

*This article focuses on the basics of one-piece flow production as a market-oriented just-in-time (JIT) production system that strives to fulfill the requirements of total quality management (TQM), reduce product changeover time, increase productivity, reduce work-in-process inventory, and eliminate all sources of waste. The article outlines the impact of implementing one-piece flow manufacturing method on an organization's manufacturing agility. Aside from any productivity gains realized and financial gains associated from carrying the financial burden of excessive inventory, organizations can benefit from the improved quality (credibility) of the economic data it generates. These improvements are realized due to the reduction in total inventory primarily through dramatic improvements in WIP (work in process inventory) levels. The process of data collection from the shop floor represents an additional benefit of implementing a one-piece flow production system. A reduction in data entry requirements for production reporting and inventory tag system maintenance occurs once one-piece flow is implemented. Improvements in the quality of data contained in monthly, quarterly and annual financial reports and reductions in labor hours to maintain production and inventory control are very significant in today's competitive and dynamic manufacturing environment. This article will outline specific examples of how one-piece flow contributes to improving the quality of economic data and improving the shop floor data collection process.*

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#### **11. DEVELOPING COMPETITIVE ADVANTAGE THROUGH PROCESS/PRODUCT INNOVATION AND EXPERIENCE CURVE**

Alan S. Khade, California State University-Stanislaus, Turlock, California, USA  
Scott K. Metlen, University of Idaho, Moscow, Idaho, USA

##### **ABSTRACT**

*The sophisticated consumers of today know what they want and they want it immediately [1]. They expect the best products on time because companies are providing them the best products on time. A company must be competitive in the market place to gain and defend their market share. Companies must have some sort of advantage over their competitors to sustain this market share and provide consumers with what they want at the prices they are willing to pay. There are numerous ways to gain a competitive advantage. Two effective methods are process/ product innovation and the utilization of the experience curve. The ability to use these two methods concurrently can produce a synergistic effect in gaining and maintaining a competitive advantage. Competitive advantage, process/product innovation, the experience curve, and the S-Curve as used to explain learning rate and process/ product development are explained. We discuss how and when it is possible to create synergism using process/product innovation and the experience curve concurrently to create a competitive advantage. Lastly a case is presented that is an exemplary example of process/product innovation and the experience curve used concurrently to gain competitive advantage.*

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**12. DEPLOYMENT OF CUSTOMER NEEDS IN THE QFD USING A MODIFIED KANO MODEL**

Gerson Tontini, Regional University of Blumenau - FURB, Brazil

**ABSTRACT**

*The quality of a product or service is key for customer satisfaction. The level of satisfaction is ultimately dependent on the fulfillment of customer needs. Quality Function Deployment (QFD) has been an important tool in the translation of the voice of the customer (VOC) into product's specification. Since the impact on customer satisfaction is different for each customer requirement, it is very important to determine which attributes of a product or service bring more satisfaction than others. It is also important to use this information in an appropriate way in the QFD process. The Kano Model of customer satisfaction can determine attractive or must-be requirements, and can be used in the QFD matrix to assure that the most critical needs are translated into the next phases of product development. This paper shows a modified Kano method to determine the degree that an attribute is considered attractive or must-be by the customers. It also shows how to integrate the proposed modified Kano method in the planning matrix of the QFD.*

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**13. OPTIMAL FILM SELECTION FOR MULTIPLEX THEATER**

Zinovy Radovitsky, California State University, Hayward  
Bradley Vereen, California State University, Hayward

**ABSTRACT**

*The paper presents a film selection optimization model for a multiplex theater. In this model, the multiplex theater is treated as a single facility with multiple screens that can generate revenues through assignments of different films to those screens. The model identifies an optimal selection of the available films that maximizes revenue per multiplex theater subject to a variety of special constraints. These constraints include screen availability, limitation on the number of film copies, genre mix, time availability, and contractual obligations between theater owners and film distributors. The model was successfully used to develop optimal film selections and identify associated optimal revenues for a real multiplex theater for a period of 12 weeks. On the average, the optimal revenues in that period were almost 18% higher than the estimated revenues based on the actual film selections.*

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**14. GOING TOWARD A BETTER PRODUCTION BY CPFR**

Seyed-Mahmoud Aghazadeh, State University of New York at Fredonia

**ABSTRACT**

*This paper will show the CPFR (Collaborative, Planning, Forecasting, and Replenishment) concept and how it benefits companies in present day America. We will test the effectiveness of CPFR by performing analyses of several case studies involving suppliers and retailers that have employed the supply chain management technique*

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**15. CHOOSING A STATION LOADING RULE IN ASSEMBLY LINE DESIGN**

Fred Silverman, Pace University, White Plains, NY  
John Carter, Pace University, White Plains, NY

**ABSTRACT**

*Paced assembly lines remain the dominant means of efficiently mass producing products such as major appliances and automobiles. Innovations in operating assembly plants make it important to be able to quickly and efficiently balance assembly lines in a practical setting. For example, manufacturers rebalance lines to adjust for demand changes, accommodate specialized equipment, and innovations in work force management. Previous research in assembly line balancing described methods for minimizing the cost of line design under conditions of variable task times. However, there has not been an adequate study of the relative effectiveness of various station loading rules. This paper compares the performance of two commonly used station loading rules in a variety of contexts. The performance of the rules are examined in cases of high and low task time variability, high and low remedial costs when the cycle time is exceeded, 45 and 70 task problems and two actions that can be taken when the cycle time is exceeded. In most of the contexts studied, the probability rule outperformed the percent rule. Significantly, the optimal percentage and probability threshold are not stable and must be determined for each situation.*

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**16. B2B E-COMMERCE IN THE UNITED STATES, EUROPE, AND JAPAN:  
A COMPARATIVE STUDY**

Theophilus B. A. Addo, San Diego State University, San Diego  
Milton M. Chen, San Diego State University, San Diego  
Yow-Yuh Leu, California State University San Marcos, San Marcos

**ABSTRACT**

*The globalization of business has become a reality, thanks in large part to the Internet. Several models of Internet-based electronic commerce have already become quite well established, while others continue to emerge and/or evolve. It is important to understand the economics, structure, and workings of these e-commerce models, as well as the trends in their development, in order to gain some perspective on current and future business expectations and direction. This paper examines the implementation and practice of business-to-business e-commerce in the United States, Japan, and Western Europe and notes some of the major similarities and differences among these economic regions with respect to this new business environment. A brief overview of B2B infrastructure is first presented, together with a discussion of the relative degrees of utilization of B2B technologies in the three regions. Critical elements of the B2B market are also discussed, as well as projected growth trends. Other aspects of B2B e-commerce are examined as well, including financing of B2B ventures and regulatory issues. Finally, we discuss some drivers and inhibitors of e-commerce and attempt to discern some possible reasons for the differential patterns of B2B e-commerce implementation in the selected triad of economic regions.*

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**17. PRICING DIFFERENCES BETWEEN DOTCOMS AND MULTI-CHANNEL RETAILERS IN THE  
ONLINE VIDEO MARKET**

Fang-Fang Tang, Chinese University of Hong Kong  
Xiaolin Xing, National University of Singapore

**ABSTRACT**

*Focusing on a homogenous product (videotapes), we use a unique data set with a total of 4800 price observations to compare the pricing behavior between online branches of six traditional retailers and six*

online-only retailers. We find that posted prices by the pure Internet players are significantly lower than posted prices by the multi-channels online, 6.42% on average. However, it is only 3% lower on average in the full price sense (including shipping costs) and such differences do not seem statistically significant. Further, price changes by both types are few but adjustment magnitudes are large, indicating that both types of online retailers do not change their prices frequently although many claimed that menu cost might be as small as negligible for the online market. Price dispersion seems rather large by both types, around 30%, and statistic evidence shows that it is significantly lower among the dot coms than among the multi-channels online in the sense of posted prices, but the contrary in the sense of full prices. The empirical evidence suggests that the online videotape market is far from perfect competition. Market power and offline pricing behavior influence pricing efficiency in the Internet.

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## **18. MAPPING THE RELATIONSHIPS AMONG PRODUCT COMPLEXITY, INFORMATION TECHNOLOGY, AND TRANSACTION GOVERNANCE STRUCTURE**

Aimao Zhang, Georgia Southern University  
Arlyn Melcher, Southern Illinois University  
Ling Li, Old Dominion University

### **ABSTRACT**

*Transaction governance structure (TGS) mediates exchanges of goods or services between businesses. In recent years, we have observed broad shifts of TGS such as a large-scale integration among banks, security firms, and insurance companies and a continuous migration toward market TGS in the computer industry. To understand the underlying factors associated with TGS shifts is of central significance in management, economics, and governmental policy.*

*In this paper, we develop the construct of product complexity based on the theory of complexity (Simon, 1962) and the concept of modularity (Baldwin & Clark, 1997; Sanchez, 2000). We propose that product complexity is a primary factor in shaping TGS and that information technology has a moderating effect.*

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## **19. EFFICIENT ALLOCATION OF IT RESOURCES**

Kimberly Killmer Hollister, Montclair State University  
Nicole B. Koppel, Montclair State University

### **ABSTRACT**

*Technology spending has risen sharply over the past 40 years, in 2001 spending approached \$906 billion of which computer hardware expenditures amounted to about 20%. In the past, companies have replaced PCs every three years. Budget constraints are expected to lengthen this cycle. As a result, IT managers are faced with the complex, and sometimes political, decision of how to distribute new and/or redistribute existing PCs to staff. The decision must be based on getting the largest value from each IT dollar spent on PC replacement. To answer this need, we develop a model to assist IT managers in allocating PC resources. The model is illustrated with a real world application of allocating PCs to faculty members in a business school.*

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**20. REALITY OF KNOWLEDGE MANAGEMENT SUCCESS**

Yong S. Choi, California State University, Bakersfield

**ABSTRACT**

*Knowledge management (KM) involves employees at all levels and qualitative as well as technical methods to improve an organization's sustainable competitiveness. Numerous studies have proposed critical success factors of KM. However, there is a general paucity of empirically based studies that tested validity of such success factors of KM. Thus, this study's objective is to develop and empirically examine the factors affecting the success of KM. The findings indicate that IS capability is most critical for KM success, even though organizational culture has been suggested as the most critical factor for KM implementation according to numerous previous studies.*

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**21. THE COMPETITIVE BENEFITS OF IT INVESTMENTS: A TWO INDUSTRY COMPARISON**

Gregory M. Kellar, Penn State University, Delaware County  
Anthony M. Akel, Long Island University/C.W. Post Campus

**ABSTRACT**

*Researchers have questioned for sometime the financial value that IT investment provides to firms. Primary difficulties have been in the statistical measurements deployed. This paper shows that these difficulties can be explained in part by how the investing firm is classified, i.e. a high-tech or low-tech company. In particular, this study focuses on a low tech industry (the interstate motor carrier industry) and a higher technology industry (the household goods industry) and compares the financial benefits of their respective IT investments. This research finds that IT investments have benefited lower technology firms greater than those of higher technology firms.*

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**22. THE EFFECTS OF IT-BASED SECURITY ON FEEDBACK MECHANISMS AND TRUST BUILDING IN ONLINE AUCTION SETTINGS**

Ahmed Elmorshidy, Claremont Graduate University, California

**ABSTRACT**

*The purpose of this study is to examine the effects of IT-based security on the feedback mechanisms and trust building in the online auction settings. Evidence of price premiums and buyer confidence will be examined. This study extends the work of previous studies -in trust building in online marketers- by including IT-based security measures such as authentication, biometric controls and online audit to examine how they affect feedback mechanisms. This study will also make use of the well-accepted IS success model of DeLone and McLean (1992) to examine the success of our research model and how the enhanced system quality and information quality of online auctions -through authentication, biometric controls and audit- can affect feedback profiles, trust, and price premiums. Literature review, theoretical framework, research model, hypotheses, research methodology, potential results, and limitations of the study are described in the following sections.*

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**23. THE EFFECTS OF THE VIRTUAL COMMUNITY ON CHANGING WORLDWIDE GLOBAL BUSINESS AND CULTURE**

Janet Durgin, Lockheed Martin Aeronautics, Forth Worth, Texas  
Joseph S. Sherif, California State University, Fullerton, California

**ABSTRACT**

*Because the Internet is the fastest growing new mode of technology since the industrial revolution, we all have an incredible opportunity to witness the massive change the metamorphosis is bringing to our culture on a worldwide basis. The effects and changes taking place in our culture and in cultures across the oceans are overwhelming, and the expansion of people partaking in virtual communities is phenomenal. The changes are here to stay, like it or not. This paper puts forward the birth of the virtual community, the controversy at the heart of online cultures, the psychological aspects of these unseen relationships, and the applications that benefit the people engaged in the communities.*

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**24. THE INFLUENCE OF PATRIOTISM ON SOFTWARE PRODUCT CHOICE**

Ook Lee, Hanyang University, Seoul, Korea

**ABSTRACT**

*This paper examines the patriotism factor in consumer behavior toward software product choice. Unlike other industries such as automobiles, software industry never had to resort to patriotism in their marketing effort since there was no serious competition against globally dominant US firms such as Microsoft. Thus the patriotism factor is not obvious in US consumer behavior. However outside US the patriotism factor could be salient and play a role in consumer behavior. This paper presents a survey with Korean consumers regarding their attitude toward software product choice. Regression analysis shows that patriotism is a statistically significant factor in selecting software products among Korean consumers. This finding implies that software multinational companies should pay attention to patriotism of local population in marketing software products globally.*

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**25. AN INTEGRATED FRAMEWORK FOR DEVELOPING E-BUSINESS PROJECTS**

Vishwanath G. Hegde, California State University, Hayward  
Zinovy Radovilsky, California State University, Hayward

**ABSTRACT**

*Modern research in the area of e-business development is based on analyzing and classifying value proposition, technology architecture, e-business applications, and others. However, these aspects of ebusiness development are usually separated from each other and not considered as one integrated process. This paper presents, through analyzing existing e-business development approaches and models, a new integrated framework for developing e-business projects. This framework is based on defining the e-business strategic model, selecting business model, identifying e-business applications, and developing technology architecture. The paper explains in details these four elements of the integrated framework, and their utilization in development of e-business projects.*

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## 26. MULTICRITERIA SUPPORT TO SORT INFORMATION SYSTEMS PORTFOLIO

A.P.C.S. Costa, Federal University of Pernambuco, Brazil  
A.T. Almeida, Federal University of Pernambuco, Brazil  
C.M.G. Miranda, Federal University of Pernambuco, Brazil

### ABSTRACT

*This article presents how to sort information system projects portfolios, based on a number of criteria used by companies according to the ELECTRE TRI method for multicriteria decision support. The projects portfolio is set up as a step of information system planning, by using business strategies, since information systems must support companies in business strategies execution. Thus, sorting this portfolio is the point. The ELECTRE TRI method is used as a support. This is a multicriteria method, which defines decision alternatives, in this case, IS, for pre-defined categories.*

**Keywords:** *Multiple criteria analysis; Information Systems Priorities, ELECTRE TRI Method,*

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