ABSTRACTS

1. INCREASING DATA WAREHOUSING SUCCESS RATES A TALE OF TWO COMPANIES

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ABSTRACT

The data warehouse (DW) remains one of the largest, if not the largest information repository in the enterprise. It is a key component of the IT infrastructure and practitioners believe that, as the demand for business intelligence (BI) and the wider category of business analytics increases, organizations must have a successful approach to developing and implementing data warehouses. Contrary to these expectations the success rate is still staggering with some enterprises still unsuccessful in data warehouse implementations. This paper presents success and failure factors as experienced by two companies. Future implementations must focus on socio technical factors to improve success rates.

Keywords: Data Warehousing Process, Model Validation, Business Intelligence, Data Warehousing Success, Socio technical theory, Technology Acceptance Model.

2. INDICATING THE MOST INFLUENTIAL MANUFACTURING FLEXIBILITY TYPES IN SCIENTIFIC RESEARCH

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ABSTRACT

The flexibility of manufacturing systems has been discussed extensively in the scientific literature. Given the considerable heterogeneity and the growing variety of types and dimensions of manufacturing flexibility, the purpose of this paper is to explore the structure and origin of flexibility research, focusing on the types and dimensions of manufacturing flexibility. Additionally, the current paper aims at reducing the many flexibility types and dimensions to a limited set to provide a clearly arranged structure of the scientifically most important types and dimensions that affect the flexibility of manufacturing systems. Therefore, a sample of 153 internationally published papers containing a total of 5,060 citations that refer to 2,527 sources has been analysed to explore the most influential works and their impact on flexibility research. We evaluated the importance of the discussed flexibility types based on their citation frequency and attached greater value to more frequently cited and discussed flexibility types. Subsequently, we ranked the flexibility types to determine those that are most influential. Our results indicate that the key flexibility types of manufacturing systems are volume, process, and product flexibility.

Keywords: flexibility, manufacturing flexibility types, flexibility dimensions, flexibility management.
3. EXPLORING THE INFLUENCE OF INTERORGANIZATIONAL INTERFACE PROBLEMS ON FIRM PERFORMANCE

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ABSTRACT

The supplier-buyer relationship has been the subject of analysis and discussion in the recent operations and supply chain management literature, particularly in the context of integration. Because supplier-buyer relationships are often characterized by complex interactions, a host of different problems can occur at interorganizational interfaces. These interorganizational interface problems exert significant effects on the collaboration between interacting firms by interrupting value-adding processes and by negatively affecting performance. The study developed a conceptual framework to address the effects of different interorganizational interface problems on performance. Our research leads to a better understanding of the relationship between suppliers and buyers and provides theoretically grounded implications for the management of interorganizational interfaces.

Keywords: Buyer/Supplier Relationships, Supply Chain Management, Cross Functional Interfaces

4. ANIMAL ACCOUNTING: REGULATIONS, PRACTICES AND VOLUNTARY DISCLOSURE IN THE FINANCIAL STATEMENTS OF ITALIAN COMPANIES

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ABSTRACT.

The purpose of the paper is to observe the level of voluntary disclosure about animals and the accounting method shown in the financial statements of companies where animals represent the core business; this is particularly important because in Italy there is neither any kind of obligation to specific information nor special accounting rules, excluding agricultural enterprises that apply international principles (IAS 41). Besides the agricultural sector, the study covers also the trade of domestic animals and other activities where animals are regularly employed, including exhibitions, competitions and entertainment activities such as zoos, aquariums, amusement parks, circuses and hunting reservoirs.

In order to assess voluntary disclosure the research examines the following: a) 104 financial statements of companies (not quoted on the Italian Stock Exchange) whose assets include animals even if they operate in different business sectors. b) All the financial statements of Italian companies listed in the Italian Stock Exchange. The data obtained from the financial statements are analyzed sing the content analysis method.

The research reveals that the voluntary disclosure, which is negatively influenced by the lack of standards and unified national regulations, is insufficient in all sectors examined, including those (such as zoos) in which animals represent a strategic asset for the companies, despite their actual economic value. The value of the paper is to highlight one of the weaknesses of the companies who present animals in their own assets. Moreover, the article can encourage further research in comparing this lack of voluntary disclosure with the company’s ability to attract strategic resources, such as, for example, new capital and managerial resources.

Keywords: animals, IAS 41, livestock, biological assets, pets, farms, circuses, zoos, amusement parks, hunting reserves.
5. SUPPORTING LEARNING CONCEPTIONS THROUGH ANCHORED ASYNCHRONOUS ONLINE DISCUSSIONS

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ABSTRACT

Online discussions show promise for improving students’ learning. We conducted two case studies to explore the potential benefits of using anchoring in asynchronous online discussions. We compared anchored asynchronous online discussions (AAODs) with standard asynchronous online discussions (AODs) on students’ experience and learning in a blended environment. Qualitative data were obtained from students based on a “take-home” essay. The students’ answers were coded and analyzed for differences using open, axial, and selective methods. We found that AAODs were more likely to be perceived as helping improve understanding, problem solving, comprehension, and social learning. AAOD students reported more enjoyable and positive experiences with AAODs. Overall, a significantly higher number of AAOD undergraduate students stated that they would like to use online discussions in future courses. The implications for this study are notable for theory and practice. AAODs can increase sharing of ideas, perspectives, and support learning conceptions.

Keywords: Anchored asynchronous online discussions, learning conceptions, blended learning, peer learning, social learning

6. PRIORITIZATION OF PROXIMITIES AND INNOVATION

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ABSTRACT

This research is based on data from a survey of 615 manufacturing firms in the Chaudière-Appalaches region in the province of Quebec, Canada. It aims to advance knowledge about the importance of geographical, organizational and technological proximities in the process of business innovation. Using the Google Maps Canada website was necessary to measure the geographic distance separating the different external sources. The results of multiple linear regressions showed that these three forms of proximity affect the ability of businesses to innovate. In addition, the estimated coefficients of partial elasticity allowed to prioritize the impact of each of these forms of proximity.

Keywords: prioritization, proximity, innovation

7. LAISSEZ-FAIRE LEADERSHIP: DOING NOTHING AND ITS DESTRUCTIVE EFFECTS

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ABSTRACT

The sine qua non of laissez-faire leaders is that they do nothing. Despite many managers’ belief that doing nothing does not impact performance, managers change employee behavior by their inaction as well as their action. Management nonresponse to desirable or undesirable employee performance changes future worker behavior for the worse. Some managers seem incapable of expressing their
gratitude and appreciation to those employees who perform well and act as if their feedback philosophy should be one of “no news is good news.” Conversely, some supervisors hesitate to challenge employees needing corrective counseling and appear to endorse a “see no evil, hear no evil, speak no evil” management approach. Both practices lead to poor performance and supervisors who do nothing substantially damage their firms. Firms pay a high price for supervisors who do nothing.

“To do nothing is within the power of all men.”

— Samuel Johnson

**Keywords:** Laissez-Faire, Leadership, employee

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**8. THE EFFECTS OF IN-GAME ADVERTISING ON PLAYERS’ MEMORY**

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**ABSTRACT**

The study described in this paper examined the effects of in-game advertising in online computer games on players’ explicit memory of the brands. An experiment was designed with gamers randomly assigned to one of two conditions: (1) gamers playing the online computer game with sponsor brands already embedded in the game or (2) gamers selecting the sponsor brands and then playing the same game. No studies seem to exist that measured the effects of in-game advertising when the game players selected sponsor brands before playing the game. Explicit memory was measured using recall and recognition tests. Results showed that when sponsor brands are selected before playing the game, game players’ explicit memory improves significantly.

**Keywords:** In-game advertising; Online computer games; Explicit memory; Sponsors.

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**9. CO-OPETITION STRATEGIES IN SUPPLY CHAIN MANAGEMENT**

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**ABSTRACT**

Co-opetition is a well-known concept that has been utilized by companies and industry generally for generations. However, with the advent of technological innovations that enhance supply chain management, new strategic opportunities have emerged allowing companies of all sizes to better leverage markets and create opportunities through co-opetitive agreements and strategies. This work reviews contemporary literature and theory development by examining recent research to form five propositions that define the nature of co-opetition in supply chain management. These propositions are then mapped to establish a theoretical framework that defines the principles and outputs of co-opetitive relationships and agreements. Examples of these relationships and outputs are provided with modern forms of formal and informal governance. Suggestions for empirical and life cycle research to further understand and optimize co-opetitive agreements and relationships are examined.

**Keywords:** Co-opetition, Supply Chain Management, Strategic Management
10. EVIDENCE FROM CHINESE ACQUISITIONS OF MADE IN ITALY FIRMS IN THE LUXURY SECTOR – THE ACQUISITION OF A TRADITIONAL LUXURY FIRM

Alessandra Vecchi, University of Bologna

ABSTRACT

Outward Foreign Direct Investments (OFDI) from emerging economies have begun to increase significantly and have been growing at a faster pace than FDI from the developed world. The research seeks to assess the impact of Chinese acquisitions and their implications for the Made in Italy luxury sector and its firms. This paper presents the preliminary results stemming from a single case study on a Chinese acquisition in order to provide some in-depth insights over the influences and the motives driving Chinese firms to invest in the luxury Made in Italy, the patterns and modes of the Chinese acquisitions as well as the competitive strategies and the distinctive challenges that both investors and acquired firms have to face. From the findings, it emerges that both the investor and the acquired firm need to overcome several key challenges if they want to mutually benefit from the acquisition.

Keywords: China, acquisitions, luxury

11. HOPING FOR A FULL STATE OF ADULTHOOD BUT WEDGED IN A STATE OF WAITHOOD

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ABSTRACT

This study explores the nature of school-to-work transition of 435 young Sudanese college graduates, identifies the explanatory factors (career barriers and strategies) behind ‘easy’ or ‘difficult’ transitions to ‘decent jobs’, and conducts between-gender comparisons. All respondents have urban middle-class Arab Muslim background. The findings revealed difficult and long transitions which often exceeded 4 years, and only 6% of the respondents transited to decent jobs as defined by the ILO. Others who confirmed the completion of their transition were in fact working in jobs that did not completely fulfill the decent work criteria, suggesting that Sudanese youth may have lowered their expectations regarding what decent work entails. There are signs of low job involvement and organization commitment even among ‘transited’ youth as they expressed willingness to jump ship for better career jobs. For men more than women, money is a major attraction for jumping ship. The transition often included long unemployment periods with spells of temporary employment in the formal and informal economies. Most of ‘in-transition’ youth were in a state of ‘waithood’ as their transition is likely to roll to their 30s and hence limiting their chances of enjoying a full state of adulthood (getting married, having a home etc.). Main perceived career barriers were poor job supply and hence limiting their chances of enjoying a full state of adulthood (getting married, having a home etc.). Main perceived career barriers were poor job supply, lack of experience, recruitment prejudice (nepotism). Women also suffered from gender discrimination. Those who had experiences in the informal economy got there because of their limited work experiences, job opportunities, capital, market information and social connections.

The main life goal of half of the respondents was career success. A common dream of most males is to be entrepreneurs or emigrate; women aspire for a decent job. Males tended to opt for temporary but ‘suitable/higher salary jobs rather than ‘unsuitable’ fixed ones. Females who sought ‘decent employment’ remained in transition longer than males; married women suffered most. Generally females had poorer employment deals than males (job contract contents). Generally, the females did ‘all the right things’ to enhance their careers. They sought and achieved better education, based their career strategies on pragmatism, self-efficacy and persistence to continue working even if it required relegation to lower level jobs, being determined to improve their job status by proving themselves. Also, they created their own jobs as ‘self-employed’ in the informal economy and/or revolted against tradition by working in selected ‘masculine’ jobs. While 75% of the “transited” youth felt that their college education helped their career
only half of the “in-transition” youth agreed, signaling low economic returns of education. Main job search methods were informal social networks, and the “transited” youth also responded more than “in-transition” to job advertisements. Effects of formal employment mechanisms and Active Labor Market Programs on enhancing youth transition were minimal.

**Keywords:** Sudanese, Arab, Youth, Waithood, School-to-work transition, Unemployment, Employment barriers.

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**12. SUPPLY CHAIN MANAGEMENT: MODELS FOR PRODUCTIVITY, SUSTAINABILITY AND EFFECTIVE MARKETING**

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**ABSTRACT**

Supply chain management is a strategic business process or approach which has been used in various loose terms to explain or describe the materials management process of an organization. The result of this materials management process influences the productivity of the organization which goes to determine the sustainability of operations as well as their effectively meeting the needs of the organizations’ customers and satisfying the fund owners’ objectives. This conceptual study constructs models which define the relationships of the variables and show how the result of the relationships satisfies the two major actors – the customers and the fund owners (otherwise known as corporate objective).

**Keywords:** Supply chain management, productivity, sustainability, effective marketing, customer satisfaction, corporate objective.

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**13. MERGERS AND ACQUISITIONS STRATEGY: THE ROLE OF CORPORATE GOVERNANCE**

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**ABSTRACT**

Corporate governance from the mergers and acquisitions (M&A) point of view has not gotten the same focus as the one for the accounting framework. This paper offers an overall look at persisting problem that is plaguing the M&A area. Most M&A deals have been destroying values for the shareholders. This paper offers a look at the problems real companies have suffered from. Then it pinpoints what had caused the problem. And finally it offers a solution, particularly to future leaders who will be the one making those M&A growth strategies during the next mergers wave.

**Keywords:** Acquisition; corporate governance; merger; strategy.