ABSTRACTS

1. COMPARING INSTITUTIONAL LEVEL AND TECHNICAL CORE LEADERS: HOW PERSONALITY AND ORGANIZATIONAL ROLES AFFECT LEADERSHIP CHOICES

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ABSTRACT:

Conventional wisdom suggests that leaders should conform to a style best suited for one’s organization, or at least the best style for a particular role. Yet, this approach implies a unitary approach to leadership and assumes chameleon-like capabilities. (Conger 2004) Recent work on the power of authenticity (e.g., George, et al, 2007) and the persistence of personality make it seem unlikely that would-be leaders are sufficiently malleable to change his or her leadership style at will. Instead, we should expect leaders to gravitate toward the roles in which they can be most authentic. We demonstrate this expected, natural sorting by examining US military organizations using Thompson’s (1967) division of responsibility and control within organizations. In particular, we apply Yukl’s (2008) leadership dimensions and Gangestad and Snyder’s (2000) self-monitoring scale to demonstrate that technical core and institutional level leaders rely on very different leadership styles. We then show that the need for authenticity drives different personalities into very different leadership roles.

Keywords: Leadership, Systems, Leadership Task-Behaviors, Leadership Relationship-Behaviors, Leadership Traits, Change-Oriented Leadership, Technical Core, Institutional Level, Personality, Authentic Leadership

2. ENTERPRISE SIZE IMPACT ON THE ERP SYSTEM IMPLEMENTATION

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ABSTRACT

Enterprise resource planning (ERP) systems belong to the prevalent issues of contemporary business management. Many enterprises implement ERP systems to improve the effectiveness and efficiency of business processes. Thus, only a few research works have investigated the effects of the context factor enterprise size on ERP systems. The present article addresses this research gap and examines the impact of the context factor enterprise size on the ERP system implementation. The research results show a positive correlation between the context factor enterprise size and the ERP system implementation.

Keywords: Enterprise resource planning systems, ERP, management accounting, contingency theory, size
3. EMPLOYEES’ REWARD PERCEPTIONS – AN EXPLORATORY APPROACH

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ABSTRACT
In this paper, we show that the marketing theory of reference prices can be useful adapted for reward management, especially for the communication of rewards. First of all, we will explain the theory of reference prices in marketing and the life event cycle. Second, we demonstrate by including the results of a qualitative empirical study, how this theory can be adapted for reward management and used for human resource management (HRM). The paper ends with management implications and general thoughts about the analogy of marketing and HR.

Key words: Relationship Human Resource Management, Reward Management, Life Event Cycle, Analogy of Marketing and HR

4. INNOVATION COMMERCIALIZATION STRATEGIES FOR TECHNOLOGY-BASED FIRMS: DO TECHNOLOGICAL REGIMES AND SIZE MATTER?

Traoré Namatié

ABSTRACT
The central question of this work is do technological regimes and size matter when firms attempt to commercialize their innovations? Contrary to earlier studies on innovation commercialization, the current article is based on the convergence of technologies often necessary to create new products and processes and thus captures the complexity of innovation commercialization in the industry. It uses innovation commercialization data from 375 Canadian biotech firms to investigate commercialization strategies and the role played by technological regimes and size. Results show that the “patenting portfolio race” is not an inevitable outcome of firms racing to commercialize their innovations. Biotech firms use a variety of strategies to commercialize their innovations. In particular, these innovation commercialization strategies vary with firms’ size and the technological regime. Thus, multidimensional innovation commercialization policies will be more effective in helping knowledge-intensive firms get the most out of their innovations.

Key words: innovation commercialization; biotech firms; commercialization strategies; patents; propensity to patent
5. SUPPLY CHAIN PERFORMANCE IN A MONOPOLISTIC RETAIL MARKET WITH MULTIPLE SUPPLIERS

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ABSTRACT

This work studies the performance of a supply chain called the general case in which there exist multiple products and suppliers but one monopolistic retailer, compared with that of a completely centralized supply chain, named the benchmark case. In the general case, some products are made by retailer-owned suppliers and some other products are produced by independent suppliers. In the benchmark case, all the products are manufactured by retailer-owned suppliers. The results indicated that when these products are more substitutable, the supply chain performance improves rather than deteriorates. Furthermore, although adding more products leads to higher market potential, infinitely increasing product offerings hurts supply chain performance when product substitutability is sufficiently low.

Keywords: Supply Chain Performance, Game Theory, Stackelberg Game

6. GENDER EFFECTS: DIFFERENCES IN PERCEPTIONS OF DECEPTION IN THE WORKPLACE

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ABSTRACT

Although often identified as an ethical issue, deception has become a significant variable that has drawn the attention of organizational behavior researchers. Questions emerge regarding the significance of deception in organizations, how does deception function as an organization variable, and is deception ever a legitimate and/or acceptable behavior? The purpose of our study is to extend our knowledge of deception in the workplace by testing the effects of gender, if any, on perceptions of deception in the workplace. Our research question: Do males and females perceive deception in the workplace differently? The results of our study indicated that female workers, significantly more than male workers, perceived their manager to expect them to be deceptive to others. Also, female workers, significantly more than male workers, perceived deception to be a common practice in their organization. There were no significant differences between male and female subjects with regards to observing their manager as being deceptive, observing co-workers as being deceptive; or, observing other managers as being deceptive in the workplace.

Keywords: management, actions, employee perceptions, applied management.

7. SUSTAINING CORPORATE PERFORMANCE THROUGH EMPLOYEE WELL-BEING: APPLYING THE STINSON WELLNESS MODEL IN A BUSINESS ENVIRONMENT

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ABSTRACT

Sustaining performance in a corporate setting has become an increasingly difficult paradox for leaders of organizations. On the one hand investors and analysts are demanding steady rates of returns on their investments, yet on the other hand the organizational leaders are attempting to navigate a perilous economic environment, typified by uncertainty about what tomorrow will bring and striving to predict from a strategic perspective what will happen over the next three to five years and beyond. In addition, these
leaders are also trying to balance the needs of a diverse population of employees, knowing that motivated and creative employees are critical for the success of the organization. At the same time, these employees are equally stressed about what the future holds for them and their careers, given the uncertainty within the organization and the variety of scenarios that might impact them, such as threats of layoffs and downsizing, plus an ever increasing work load for the survivors of these corporate purges. As a result, the modern work environment has become the antithesis of a bastion of sustainable performance and employee well-being.

Within this context, the purpose of this paper is to introduce a new model of employee wellness, which could lead to a better understanding of the contributing factors to employee well-being. The Stinson Wellness Model (Stinson, 2013) will be introduced as a methodology for addressing employee well-being, then in turn the model will be applied within an organizational setting as an intriguing alternative for leaders to use in organizational decision-making, when striving for sustainable corporate performance.

Key Words: Sustainable corporate performance; employee performance; organizational well-being; employee well-being; wellness; decision-making; alignment; human resources; strategic decision making.

8. A PROPOSED FRAMEWORK TO GUIDE THE ADOPTION OF MOOCS IN BUSINESS EDUCATION

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ABSTRACT

The emergence of MOOC (Massive Open Online Courses) has created a number of questions for higher education especially in terms of how to integrate MOOC into programs. This paper develops a framework that may be used as guidance for analysis, evaluation and efficient integration of MOOC into business programs of higher education.

Keywords: Business Education, MOOC, Costs of College, Online Learning
9. INNOVATION GENERATION AND LEADERSHIP ON VALUE CREATION: THE CASE OF SOFTWARE DEVELOPER SECTOR IN GUADALAJARA, MÉXICO

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ABSTRACT

This document is a descriptive and correlational study that aims to discover and analyze the elements that characterize the Innovation Generation (IG) and leadership (LD) on Value Creation (VC) in the organizations. The methodology is based on the application of Oslo Manual Statements (2005) and other authors around IG, and the Manual Short Multifactor Leadership Questionnaire (MLQ 5XLD) of Avolio & Bass, (2004), for discovering the predominant components about IG, and the LD type: Transformational (TRFL), Transactional (TRSL), Passive / Avoidant (PAVL) throughout the VC accomplishment. The final model, is described with 45 indicators for MLQ5XLD, 50 indicators for IG, and VC with 8 indicators, add up 103 indicators, with 36 dimensions and 9 variables. The final questionnaire was applied to 200 managers belonging to firms of the Software Developer Sector (SDS), as a study subject in Guadalajara City, Mexico (GCM). The study concluded with the discovery of TRSL (.213) as a predominant MLQ5XLD and Output Items for IG (OIIIG=.135) as IG indicator, with the highest positive correlationas with VC in SDS at GCM.

Keywords: Leadership, MLQ5X, Innovation Generation, Value Creation.

10. THE IMPACT OF IT SYSTEM SUPPORT ON HOSPITAL TECHNICAL EFFICIENCY OVER TIME

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ABSTRACT

The Health Information Technology for Economic and Clinical Health (HITECH) provision of the 2009 American Recovery and Reinvestment Act (ARRA) requires hospitals to increase their investment in information technology (IT) in order to achieve “meaningful use” of electronic health records by 2015 or face reduced Medicare reimbursement. The empirical literature evaluating the impact of IT on hospital costs and quality, however, is inconclusive. Recent work, therefore, explores the importance of complements to a hospital’s IT capital investment such as process re-design and user acceptance. We argue that IT support is another crucial complement to IT capital investment and therefore analyze its impact on hospital technical efficiency using data envelopment analysis (DEA). To better understand the path by which IT impacts hospital efficiency, we estimate not only overall technical efficiency, but also its two components: pure technical efficiency and scale efficiency and assess the impact of an increase in the level of IT support on these efficiency measures. While we find limited evidence that IT support does contribute to hospital overall technical efficiency, primarily through an improvement in pure technical efficiency, we do not find evidence that a higher level of IT support leads to improving technical efficiency over time.

Keywords: Health IT, HITECH, Data Envelopment Analysis (DEA)
11. COMPETITIVENESS, THE RELATIONSHIP WITH CRM: SMEs SERVICE INDUSTRY IN WESTERN MEXICO

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ABSTRACT

Knowledge society organizations are urged to realize developed into an area of major significance such as customer relationship management in a context of rapid market transformation. The purpose of CRM is to efficiently the activities in areas of major significance in the organizations, particularly in areas of modern marketing. The present work is related to an analysis done for small and medium service companies in western Mexico. The methodological tool used was a questionnaire given to 418 organizations, all of them in Jalisco, Nayarit, Colima and Queretaro States, in SMEs service industry with a convenience sample. Also used was a statistical analysis using the Structural Equations Model (SEM) software EQS 6.1

Keywords: Customer Relationship management, Competitiveness, Service Industry.

12. BRAND ADAPTATION AND REVITALIZATION

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ABSTRACT

In a longitudinal field experiment, we examine the effects of hedonic adaptation on brand attitude. Supporting the adaptation principle, the findings reveal that the brand attitude decreases one month after the brand purchase. To combat hedonic adaptation, this research further investigates the moderating role of a fit between brand excitement and an individual’s temporal orientation. The results demonstrate that when high (low) excitement brands are matched with short-term (long-term) oriented individuals, a brand-self fit occurs, which subsequently counteracts adaptation effects. Brand-self connection mediates the moderating effects.

Keywords: Hedonic Adaptation, Brand Excitement, Temporal Orientation, Brand-Self Connection

13. A STUDY OF HOW THE INTERNAL CAPACITY OF EMPLOYEES INFLUENCES KNOWLEDGE MANAGEMENT AND BUSINESS PERFORMANCE

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ABSTRACT

This research investigates the relationships between internal capacity, knowledge management and business performance in Korean’s high-tech industries. This study proposed statistical hypotheses and a structural equation model to study these based on the data sampled from employees of tourism industry listed in the yearbook published by the Korea Information Service Incorporation. This study uses a stratified random sampling method to select 150 employees in the top tourism company. By testing three hypotheses, this study finds that knowledge management is the intervening factor between internal capacity and business performance. It also shows that internal capacity has a positive effect on knowledge management, but it has not a positive effect on business performance. Finally, managerial
implications are discussed and a brief conclusion is presented.

Keywords: internal capacity; knowledge management; business performance

14. SOCIAL INFLUENCES TOWARD INTENTION TO USE FACEBOOK IN STUDENTS

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ABSTRACT
Facebook is one of the most popular social networking services in the world. People utilize Facebook for various purposes such as Teaching, Learning, Entertaining, Marketing and etc. Facebook could be a very crucial tool in enhancing the student’s interaction with students. Thus, this research studied the effect of social influences toward the intention to use Facebook in students in confirming the relationship and its impacts. The data were collected from undergraduate students in a University in Thailand. The regression analysis was being used to explain its relationships. The research found its significant impact from social influences toward intention to use Facebook as discussed in this study.

Keywords: Facebook, Social Influences, Intention to use Facebook

15. EFFECTS OF GREEN MARKETING STRATEGY ON FIRM PERFORMANCE OF ISO 14001 BUSINESSES IN THAILAND

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ABSTRACT
This study investigated the relationships between green marketing strategy on customer satisfaction, competitive advantage, corporate image and firm performance of manager in company. The sample was managers of the ISO 14001 Businesses in Thailand. The results show that eco-design and green process have significant positive effects on customer satisfaction. Green process has significant positive effects on competitive advantage. Eco-design and green process have significant positive effects on corporate image. Customer satisfaction and corporate image have significant positive effects on competitive advantage. Competitive advantage and corporate image have significant positive effects on firm performance. Green process has significant positive effects on firm performance.

Keywords: Green Marketing Strategy, Environmental Awareness, Eco-Design, Eco-Label, Green Process, Customer Satisfaction, Competitive Advantage, Corporate Image, Firm Performance

16. STATISTICS IN THE LEGAL AND MEDICAL PROFESSIONS

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ABSTRACT
With the increasing use of complex data in the legal and medical profession it is no wonder that lawyers, judges and medical professionals are sometimes baffled by the vast array of data that passes their way. And to make matters worse, an unscrupulous “expert witness” can almost seem to make the data say almost anything they choose, while doctors may inadvertently present misleading statements to patients based on an ignorance of statistics. This has led to erroneous conclusions based on the evidence that have become known as a variety of ‘fallacies’, including those of both the prosecutor and defence.
Whether or not the underlying mathematics is fully understood, it is essential that practitioners can correctly interpret the information provided by ‘experts’.

**Keywords**: statistics, Bayes theorem, probability, law, medicine

17. ETHICAL LEADERSHIP AND THE NORMATIVE COMMITMENT OF FOLLOWERS IN A HEALTHCARE SETTING

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**ABSTRACT**

The aim of this paper is to explore the relationship of ethical leadership with normative organizational commitment in a healthcare setting. Data were collected on ethical leadership and normative organizational commitment with a questionnaire, from nurses working in a hospital located in France. The results indicated that ethical leadership is positively related to normative commitment. Findings imply that ethical leadership does not just serve the goal of setting the organization’s ethical tone, it may create a positive outcome such as increased normative commitment.

**Keywords**: ethical leadership, organizational commitment, normative commitment