ABSTRACTS

1. RELATING HR OUTSOURCING TO SUPPLY CHAIN STRATEGY TYPE

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ABSTRACT

HR outsourcing has now taken a stand of important organizational strategy which has a profound effect on the organizational performance. Studies have been done regarding how this strategy should be implemented, how to evaluate its effectiveness and how outsourcing decisions should be made. In this work we have formulated some hypotheses which relate the HR outsourcing to supply chain strategy type. Through this we suggest that Innovators and Prospectors (Differentiators) will do HR outsourcing on a large scale and Defenders (Cost leaders) will not outsource HR. This depicts that the decisions related to outsourcing the human resources must be dependent of the company strategy type.

Keywords: Human Resource Management, Outsourcing, Supply Chain Strategy Type

2. BUILDING HEALTHY NATIONS THROUGH THEORY OF RELATIVE ECONOMICS FROM THE PHILOSOPHY OF LORD MAHAVIR

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ABSTRACT

The world is undergoing a phase of turbulent change. Developing as well as the developed nations are seeing their economy collapsing. Today’s economic systems formulated by various scholarly economists have failed to provide the desired results. In this 21st century we are witnessing malnutrition, poverty, corruption, violence and terrorism, imbalance in environment, big gap between haves and have-nots, difference in urban and rural development and social injustice.

H.H. Acharya Mahapragya, has introduced the world with the much needed and highly relevant ‘human-centric’ theory of economics. All the principles of ‘human – centric’ economics have been derived from the philosophy of Lord Mahavir. This theory is known as the “Theory of Relative Economics” (TRE). This theory is relevant in the present economic condition of the world. It is not only relevant but also that it can be practically implemented with an assurance to provide the desired results and which would lead to a balanced society where the economic growth ensures the growth of each and every individual of the nation.

This research paper is a humble attempt to explain the Theory of Relative Economics and suggest the necessary changes in society for a balanced growth of society.

Keywords: ‘aparigruh’, ‘aatmaupamya’, ‘paraspaopagraho jeevanam’, ‘anekant’, ‘samvibhagi’
3. CHARTING THE COURSE:
   A TOOL FOR TEACHING AND ASSESSING MARKETING MANAGEMENT

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   ABSTRACT

   This paper identifies the component parts and uses of a chart designed to serve as both a teaching tool and analytical aid in the reading and discussion of marketing related materials. The chart is based on previous work in marketing education centered on the idea that marketing has four primary Demand Drivers that work in concert with the traditional four Ps, which basically represent what a firm will supply to the market. The use of the chart at both the principles and capstone levels is discussed. A process by which the chart is applied to Assurance of Learning at the capstone level is then described, and assignments for in-class use are discussed.

   Keywords: chart, marketing, teaching

4. CORPORATE SOCIAL RESPONSIBILITY PRACTICES
   BY SELECTED PHARMACEUTICAL COMPANIES IN INDIA

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   ABSTRACT

   A well-defined and enforced corporate governance provides a structure that works for the benefit of everyone concerned by ensuring that the enterprise adheres to accepted ethical standard and best practices as well as to formal laws. One of the ethical standards of Corporate Governance is the practice of Corporate Social Responsibility (CSR) by an enterprise. Considering the pharmaceutical industry, as a key player in the area of global health, the paper discusses CSR practices carried out by 14 selected listed and unlisted pharmaceutical Indian companies. The different broad areas of CSR practices identified are Corporate Social Responsibility Initiatives, Access Programme for Medicines, Patients Awareness Programme, Medical Education Programme (Doctors / Nurses / Para Medics), External Awards / Recognition, Capacity Building initiatives in Healthcare related projects in India and Collaboration or Partnership with Government, Public, NGOs and others. Key issues of CSR practices with respect to pharmaceutical industries are identified. The paper concludes with concerns arising from the study regarding CSR practices and suggestions for further CSR practices to meet the challenging issues.

   Key Words: Corporate Social Responsibility, Ethical Standard, Shareholders oriented CSR, Stakeholders oriented CSR

5. CHINESE CONSUMERS: INTERNET SHOPPING PERCEPTIONS

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   ABSTRACT

   This research aims to examine the demographic characteristics along with facilitating and deterring factors influencing online shopping habits of Chinese consumers. Focus group results indicate that Chinese e-commerce consumers are aware of risks associated with online shopping; however they believe that the possibility of negative consequences associated with online shopping is minimal. An
increased understanding of this issue will help marketers to target the right consumers and to encourage those who may be on the fringes to actively participate in online shopping experiences.

**Keywords:** Chinese consumer e-commerce, Internet shopping, online shopping

6. **THE IMPACT OF PERCEIVED ORGANIZATIONAL HEALTH AND EMPLOYEE HEALTH ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR VIA THE MEDIATING ROLE OF WORK HAPPINESS OF UNIVERSITY LECTURES**

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**ABSTRACT**

Based upon the work happiness and organizational citizenship behavior concept, this study aims to the impact of perceived organizational health and employee health on organizational citizenship behavior via the mediating role of work happiness. Perceived organizational health and employee health are independents. Organizational citizenship behavior is a dependent and work happiness is a mediator. This study provides useful information to help the management for making a decision including how to manage an organization to adapt to its environment, to achieve its goals, to make employees happy, and to create organizational citizenship. Theoretical contributions are providing for future quantitative research.

**Keywords:** Perceived Organizational Health; Employee Health; Work Happiness; Organizational Citizenship Behavior

7. **EXAMINATION AND DETERMINATION OF THE MOST IMPORTANT SUPPLY CHAIN FLEXIBILITY TYPES IN LITERATURE**

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**ABSTRACT**

Supply chain flexibility is an emerging and increasingly important issue in academic research and business practice. As a result, supply chain flexibility has been differently defined and discussed by many scientists. Furthermore, many different types, dimensions, and components of supply chain flexibility have been identified, defined, and described in the academic literature. Hence, the purpose of this paper is to explore the structure and origin of flexibility research, focusing on the types and dimensions of supply chain 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 industrial supply chains. Therefore, a sample of 153 internationally published papers containing more than 5,000 citations that refer to more than 2,500 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 supply chain flexibility is primarily driven by three major capabilities: sourcing, logistics, and structural flexibility.

**Keywords:** flexibility, supply chain flexibility, flexibility types, supply chain management.
8. AGE STEREOTYPES AND OLDER WORKERS' ADAPTABILITY, EFFECTIVENESS, AND GENERATIVITY

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ABSTRACT

Given the increased presence and need for older workers in the workforce, it is important that managers and younger workers objectively judge older workers. University business school alumni completed a survey eliciting self-ratings and assessing respondents' stereotypes of older workers. Included were perceptions of adaptability, effectiveness, and desire for generativity (developing the next generation). Self-rated adaptability decreased as respondent age increased. Self-rated effectiveness did not vary with respondent age. Desire for generativity increased with age. As the age of the respondent increased, ratings of older workers' generativity, adaptability, and effectiveness increased. On all scales younger respondents (under 50) rated themselves higher than they rated older workers, while older respondents did so on adaptability and effectiveness, but not on generativity. Older workers' generativity motivation is a valuable resource, but we found it to be underestimated by younger workers and by managers. Implications of negative age stereotypes for work-related practices (e.g., hiring, retention, and job design) are discussed.

Keywords: Older Workers, Age Stereotypes, Generativity

9. THE BEST PRACTICES OF SME INNOVATION MANAGEMENT

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ABSTRACT

How can small and medium-sized enterprises (SMEs) increase their innovation capacity through their innovation networks? This article aims to present the results of the literature on the open innovation model to identify best practices.

Keywords: Innovation management, cluster, open innovation model.

10. DRIVER SHORTAGEDURING ECONOMIC RECOVERY: SUPPLY CHAIN CHALLENGES IN THE U.S.

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ABSTRACT

Freight transportation is the backbone for an industrial supply chain and a critical function to ensure supply meets demand in a timely and efficient manner. In the U.S., the majority of goods and services are moved by the trucking industry. In the current high unemployment context, the trending driver shortage is an alarming and paradoxical phenomenon. Without sufficient and qualified drivers, the operations of the freight transportation industries will be greatly impaired, affecting the operations of industrial supply chains and even the functions of the economy. In this study, the authors apply action research skills to
collect trucking information of the trucking industry and simulate the impacts of driver shortage on a fleet’s financial and operational impacts. We further assess the deficiencies in current employment strategies of the trucking industry. A set of actions are proposed and discussed to improve the hiring, training, and retaining practices by trucking companies and transform the trucking industry to achieve higher driver retention.

**Keywords:** Driver Shortage, Turnover, Trucking Industry

**11. AN EXPLORATORY STUDY OF ORGANIZATIONAL CRISIS PLANNING IN CHINA**

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**ABSTRACT**

This study was designed to replicate and extend recent crisis management research conducted in Malaysia. Analysis of survey data revealed that 50 of the 127 Chinese companies included in the study had a Crisis Management Plan (CMP). Rationale for organizational crisis planning, structural elements of CMP, assessment of importance of factors that positively influence crisis-preparedness, and other findings are presented and discussed.

**Keywords:** Crisis Planning, Crisis Management Plan, China.

**12. MODELING A DISASTER RELIEF SUPPLY CHAIN WITH ARENA**

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**ABSTRACT**

Recent natural and man-made disasters underscore the need of a resilient and agile disaster relief supply chain to mitigate the damages and reduce casualties. Simulation modeling have become a powerful and useful tool to help decision makers tackle problems related to disaster relief supply chain. In this study, a simulation model of the disaster relief supply chain has been designed and developed using Arena Simulation software. The simulation model considers the key processes of the disaster relief supply chain, which consists of four stages: Point of Distribution (POD), State Staging Area (SSA), Federal Staging Area (FSA), and Suppliers. The victim demand is random at the PODs and the supply of disaster relief goods are unlimited and 100% reliable at the supplier stage. At the PODs, SSA, and FSA stages, (Q, R) continuous review inventory policy is used to control the inventory. The main performance measures include total inventory costs, inventory level, backorder level, lost demand, and customer service level. The developed simulation model is evaluated through a computational study, which shows the impact of demand loads on the main performance measures. The computational results are discussed and the future work is addressed.

**Keywords:** Disaster Relief Supply Chain, Simulation modeling, Arena Simulation Software
13. EFFECTS OF INDIVIDUALISM AND POWER DISTANCE ON BUSINESS STUDENT JUDGMENTS OF VARIOUS NEGOTIATING TACTICS

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ABSTRACT

This study examines the influence of cultural values (individualism and power distance) on ethical judgments regarding the appropriateness of five categories of negotiating tactics: ‘misrepresentation of information’; ‘manipulation of opponent’s network’; ‘traditional competitive bargaining’; ‘inappropriate information-gathering’; and ‘bluffing’. Two samples of business students, one from a Western cultural context (Canada: high in individualism and low in power distance) and the second from a non-Western cultural context (Tunisia: high in collectivism and power distance), rate 18 negotiating tactics. The findings reveal that individualism and power distance have positive and negative effects on the appropriateness of negotiation tactics, respectively. Both the Tunisian and Canadian respondents believed that most of the proposed negotiating tactics were ethically problematical. However, Canadian students differed significantly from their Tunisian counterparts on ratings of four out of the five negotiation tactic categories. Despite numerous studies in the literature on the influence of culture on business ethics, there is no consensus on which cultural (values) factors have the greatest influence. Indeed, the current study is the first to investigate the possible differences between ethical judgments of Canadian and Tunisian trade negotiators.

Keywords: Business Ethics, Negotiating Tactics, Ethical Judgment, Individualism-Collectivism, Power Distance.

14. GRADUATE BUSINESS STATISTICS: COMPARISON OF GRADES FROM ONLINE AND ON-GROUND COURSES

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ABSTRACT

The explosive growth of online education seems to slow down. Does this trend indicate that some courses are not appropriate for online education? We sought to find an answer to this question regarding graduate business statistics. We assumed that a course is well suited for online education if the students in the online and on-ground courses make overall grades that are not significantly different. We found that overall grades in the online graduate business statistics course were not significantly different from those in the on-ground course, though there was significant difference between the midterm grades of the two versions of courses. We assumed that it was due to the difference of learning speed. Comparison of letter grade distributions of the two modes of learning led us to the same conclusion. The results of this study led us to believe that graduate business statistics is appropriate for online education. We also recommend further research on students’ perceptions on the two learning environments to find how to reduce or remove the difference in learning speed.

Keywords: Online Course, Graduate Business Statistics
15. ENTREPRENEURSHIP IN GUATEMALA

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ABSTRACT

Entrepreneurship provides the opportunity for individuals to better their lives by creating a business enterprise. The benefits offered by entrepreneurial development directly address the weaknesses found in developing countries. By their very nature, developing countries contain lower standards of living, limited industrial bases, and job shortages. However, the success of a country’s entrepreneurship pipeline is related to a collection of factors offered by each particular country. This paper offers an overview and entrepreneurial case study on the developing country of Guatemala.

Key Words: Entrepreneurship, Guatemala, Small Business, Free Enterprise

16. HOW DO HEALTHCARE PROFESSIONALS USE KNOWLEDGE MANAGEMENT?: EVIDENCE FROM AN EMERGING ECONOMY

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ABSTRACT

In this study, the authors investigated the understanding of healthcare professionals regarding knowledge management and the contributions of knowledge management adopted by healthcare professionals to their organisations. The population consisted of healthcare professionals working in hospitals in the Aegean region in Turkey. Data have been collected through questionnaires. The results revealed that healthcare professionals favour both social relationship and technology-based knowledge management. Healthcare professionals reported that knowledge management facilitates contributions to several applications of the organisation. However, knowledge management applications and their contributions have varied with regard to healthcare professionals and organisations. Finally, the authors have examined the meaning of such applications in the literature and in applications and have made suggestions as to what could be done in the future.

Key Words: Knowledge management, healthcare sector, hospitals, healthcare professionals, Turkey.

17. THE RELEVANCE OF LEADERSHIP EDUCATION IN GRADUATE BUSINESS PROGRAMS A FOCUS ON: SPIRITUALITY IN MODERN BUSINESS LEADERS

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ABSTRACT

The paper focuses on examining, analyzing, and supporting studies that validate the effectiveness of spirituality in modern business leaders as well as the growing interest in spiritual leadership while emphasizing on the relevance of offering leadership education in graduate business programs. The relevance of leadership in business studies shows that successful businesses invest in leadership development programs to attract and retain visionary individuals with the ability to solve complex problems, make difficult decisions, and think critically and beyond obvious reasoning. A further analysis
in the paper explains the spirituality in modern leadership terminology to decipher the fascinating leadership abilities that consist of high energy, initiatives, imagination, entrepreneurship, visionary, transformational, and an agent of change. The level of spirituality in these leadership styles is high. An analysis of spirituality in leadership can also serve as a methodology to use in business education programs to help those that pursue leadership to be an agent of transformation. Spirituality as an ingredient in effective leadership can contribute to making the leader-follower relationship positive and enduring. Effective leaders need followers that believe and trust them in their mission. Effective leaders emerge in difficult times; respond in eras of uncertainty related to social, economic, political, legal, technological, and cultural climates. Ultimately, spirituality in leadership is studied and practiced in education, healthcare, management, and psychology.

**Keywords:** High energy, initiatives, imagination, entrepreneurship, visionary, transformational, spirituality, spiritual leader, and agent of change.