

**ABSTRACTS****1. EXPLORING PERCEPTION OF TECHNOLOGY USEFULNESS AS A MEDIATOR BETWEEN ICT SUPPORT AND KNOWLEDGE SHARING**

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**ABSTRACT**

*It is widely recognized that the effectiveness with which knowledge is managed in today's organizations will be the determining factor for their performance and even existence. An important aspect of managing organizational knowledge is to promote knowledge sharing among individuals within the organization. Increasingly, these individuals are also required to use information and communication technologies (ICT) for knowledge sharing in the work place. Coupled with the ubiquitous nature of technology use and increasing interpretive flexibility afforded to today's applications, it is important to understand the role of individuals' perception of the various functionalities available in these technologies to accomplish various tasks. This paper explores the relationship between the extent of ICT support available and knowledge sharing, and the role of individuals' perception of the usefulness of these tools. The results indicate that individuals' perception of the usefulness of Information Technology (IT) tools they use fully mediate the relationship between ICT functionalities available to them and the extent of their knowledge sharing.*

**Keywords:** knowledge sharing, perceived usefulness, ICT support, knowledge management

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**2. PROJECT AUDITING:  
A TOOL FOR COMPLIANCE, GOVERNANCE, EMPOWERMENT, AND IMPROVEMENT**

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**ABSTRACT**

*More than 20% of the global economic activity takes place as projects. This percentage tends to be higher in emerging and transition economies and in some it approaches 40%. Effective management and governance of projects is becoming more critical to the competitive position of organizations and societies. Project auditing provides valuable means for effective governance and proper compliance with organizational policies and government regulations. It gives senior executives confidence that projects are being conducted properly allowing them to empower project managers and project teams appropriately. Such empowerment is needed for decision-making and rapid action in the dynamic project environment and plays an important role in the ultimate success of the project. We discuss the role of project auditing, reviewing, and evaluation in project and program governance to raise awareness of their increasing importance, and explore the need for and the benefits of auditing of projects and programs, distinguish different types of project audits, and discuss auditing roles, processes, and methods. We consider auditing from different angles and discuss the implications of auditing as an instrument for quality assurance, control, and learning. These diverse perspectives allow us to view auditing as a sound governance tool to further develop competence and capabilities in the project oriented organization.*

**Keywords:** Capital Formation, Project Management, Project Performance, Project Auditing Practice.

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### 3. THE PREVALENCE AND BUSINESS MERIT OF ETHICAL DILEMMAS OF COMPETITIVE INTELLIGENCE

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#### ABSTRACT

*The authors surveyed predominately mid-level managers regarding a series of scenarios which pose potentially unethical situations about competitive intelligence. Respondents were asked to rate the scenario in terms of its ethics nature, whether others would do it, and its business merits. Responses lead the authors to believe that little ethical consistency exists among respondents and that most respondents believe others to be less ethical than they are. Almost all scenarios viewed as unethical were deemed prevalent by others. Whether a scenario was a good or bad business decision was the most vexing question for respondents, consequently, most scenarios were evaluated as neutral.*

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### 4. INTER-FIRM INNOVATION TEAMS: STRUCTURES FOR RELATIONAL LEARNING

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#### ABSTRACT

*Learning in innovation alliances is fostered by inter-firm NPD teams. Still, to encourage innovation, those teams have to be carefully designed to fulfil their demanding tasks of learning across the boundaries of the firms. Therefore, this study explores the impact of team design on learning. We research the effects of technical learning and on meta-learning. Team unity and project modularity are found drivers of inter-firm learning. Trade-offs between the two devices of team design are discussed and empirically tested. We show that process measures of modularity can only partly overcome deficits in structure, in particular a missing team unity.*

**Keywords:** Alliance, Innovation, Teams, Inter-firm Teams

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### 5. IS MANAGING THE INTRA-ENTREPRENEURIAL TEAMS' CONFLICTS A SOURCE OF CREATIVITY?

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#### ABSTRACT

*In this paper, we wonder about the impact of demographic diversity of an entrepreneurial team on its creative capacity. The demographic diversity of a team represents a source of intra-group conflict. This conflict is double: the cognitive conflict and the emotional conflict. The cognitive conflict which is born from the heterogeneity of the entrepreneurial team members can have a positive impact on its capacity with being creative. We show that this assumption can be validated only thanks to one effective management of the emotional conflict which constitutes a strong barrier with the creative development of an entrepreneurial team.*

**Keywords:** Entrepreneurial Teams; Demographical Diversity; Intra-group Conflicts; Creativity.

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## 6. PRICE DISPERSION FOR FREQUENTLY PURCHASED CONSUMER PACKAGED GOODS: AN EMPIRICAL EXAMINATION OF THE COLA MARKET

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### ABSTRACT

*An understanding of price dispersion may help firms make better pricing decisions and increase their competitiveness and profitability. This research empirically examines price dispersion for the carbonated cola (a typical consumer packaged good) market using an extensive data set. The findings suggest that brand name, packaging uniqueness, number of units in a package, and container size are significantly correlated with price dispersion. These findings have important implications for pricing managers and may provide useful insights into setting prices.*

**Keywords:** Price dispersion, FMCG, pricing, packaging.

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## 7. A PROPOSED EMPIRICAL MODEL OF HOW AFFECTIVE ONLINE EXPERIENCE CAN AFFECT CONSUMER LOCATION PURCHASE DECISION

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### ABSTRACT

*This phase 1 proposal develops a model of affective online experience (AOE) and proposes tests via two studies. Study 1 develops a multi-item measure of affective online experience and distinguishes it from positive cognitive effects (PCE). The study would be investigating whether AOE directly influences online purchase intentions only and PCE directly influences both online and in store purchase intentions. PCE could also be verified to be a mediating variable for AOE. Study 2 examines the antecedents and moderators of AOE. An empirical study would be conducted in the NEXT phase 2.*

**Keywords:** Online experience, cognitive effects, store purchase, mediating, moderators

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## 8. AN AMOS ANALYSIS OF FACTORS THAT AFFECT KMS MAINTENANCE

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### ABSTRACT

*The phenomenon that is described in this paper is concerned with knowledge maintenance in a KMS. Once a knowledge piece is planted in a KMS, the knowledge piece gains the aura of authority as if it were a code of conduct which the company leadership forces every employee to follow. According to structuration theory, the knowledge piece will become a structure that reinforces the status quo of the business practices of the company. This is why it is hard to take maintenance action on the KMS. Updating a KMS is required as time passes due to changes in the external environment. However this maintenance work has to confront the reality that people are reluctant to criticize the existing knowledge piece because they believe it can be regarded as disrespectful against the company. We use AMOS statistical package to explore factors that affect KMS maintenance empirically.*

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### 9. DO GOVERNMENT SUBSIDIZED PROGRAMS EFFECT PERCEIVED PRODUCT QUALITY AND BRAND EQUITY?

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#### ABSTRACT

*The United States government has many subsidized programs designed to benefit its citizens, i.e., social security, Medicaid, and Medicare. What is the affect of government-subsidized programs on brand equity? Do these programs negatively impact the consumers' perception of product quality? This paper will attempt to answer these questions using the product category of infant formula and how the constructs of brand equity and perceived quality are affected by WIC (Women, Infants, and Children); a federally funded, state managed program, designed to provide free infant formula and other staples to needy families.*

**Keywords:** Government Subsidized Programs; Product Quality; Brand Equity

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### 10. ADVERTISEMENT AND SALES: A CONTEMPORARY COINTEGRATION ANALYSIS

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#### ABSTRACT

*In many studies advertisement expenses are considered as a mean to increase sales. For the purpose of investigating the direct effect of advertisement spending on sales, researchers have developed various linear regression models, which are estimated by the Ordinary Least Squares (OLS) method. However, the majority of the data sets to which this estimation method is applied, suffer from nonstationarity (i.e. the series are not stationary), which in usual applications may give rise to the so called spurious regression. In the latter case the estimation results are inaccurate, so as the related conclusions are misleading, altering the real picture. With this in mind, the authors analyse in this paper the proper methodology, based on cointegration analysis, in order to investigate the effect of advertising spending on sales response. The formulation of a Vector AutoRegressive (VAR) model was necessary, for applying causality test, as well as to briefly present a fairly new method for computing a cointegrating vector, apart from the one obtained from the long-run relationship. Finally the authors investigate whether a positive unit change of the advertising spending has an identical influence on sales, as a negative unit change does, by specifying and estimating the proper irreversible model.*

**Keywords:** Integration, VAR model, cointegration, error correction, cointegrating vector, singular value decomposition, irreversible model.

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### 11. THE KNOWLEDGE CREATION AND ORGANIZATIONAL VALUES: COMPARING MORE INNOVATIVE AND LESS INNOVATIVE ORGANIZATIONS

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#### ABSTRACT

*As the values are transnational beliefs, hierarchically organized, capable of orienting the individual actions, becoming, then, goals both to the individuals, to the organizations, institutions and societies, and they influence not only people, but the institutions and organizations, the following question comes to the mind: how the knowledge creation, considering the shared values, is different from one organization more*

*innovative to another one less innovative? Aiming to clarify that research problem, an empiric descriptive exploratory study has been conducted, through a quantitative complemented by a qualitative approaches, involving 105 professionals from product development function, in organizations considered more and less innovative, upon a criteria previously defined. The results revealed that the more innovative organizations differed from the less innovative in all knowledge creation dimensions, but they did not differ in the tradition value.*

**Keywords:** knowledge, knowledge creation, values, shared values, innovation

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## **12. THE INFLUENCE OF A FOUR-FACTOR GOAL ORIENTATION MODEL ON MOTIVATIONAL PROCESSES AND PERFORMANCE**

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### **ABSTRACT**

*The influence of a four-factor goal orientation model on self-regulatory processes was examined in a 14 week longitudinal field study. 104 participants received detailed, written feedback after each of seven biweekly exams. Results indicated that (a) individuals were sensitive to and motivated by the discrepancy between their goal and performance, (b) the four goal orientation variables differentially influenced cognitive processes and resource allocation strategies prior to the performance episode, (c) performance was positively influenced by performance-approach but negatively associated with performance-avoid, and (d) mastery-approach and performance approach goal orientations influenced goal revision strategies for the next proximal goal after presentation of performance feedback. Theoretical and applied implications for future research on the goal orientation construct are discussed.*

**Keywords:** Goal Orientation; Performance Feedback; Goal Revision; Self-Regulation; Motivation.

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## **13. ALLOCATION OF U.S. COAST GUARD BOATS UTILIZING INTEGER PROGRAMMING**

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### **ABSTRACT**

*This paper considers an application of integer linear programming for optimal allocation of small boats among the stations of the U.S. Coast Guard Pacific Area. The main objective of the developed model was to provide the best allocation of boats among the USCG stations that would minimize shortage or excess of capacity at the stations. The model constraints involved existing limitations of the boat types and their availability, and the number of specific boat types for each USCG station. The received solutions drastically improved the distribution of boats and positively affected boat capacity effectiveness while utilizing fewer boats. We also considered several model's alternatives, however, the initial model for the optimization across the entire Pacific Area provided the most efficient allocation of boats.*

**Keywords:** Optimal Resource Allocation, Optimization, Integer Linear Programming, Service Capacity Management

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#### 14. BRINGING STRATEGIC PLANNING AND MANAGEMENT BACK TOGETHER: A LEARNING AND EVOLUTIONARY PERSPECTIVE

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Søren H. Jensen, Copenhagen Business School, DENMARK  
Sascha Kraus, Salzburg University of Applied Sciences, AUSTRIA

##### ABSTRACT

*This article builds an evolutionary foundation for the process of strategic planning and management. We argue that economic evolution based on competition, innovation, and tradition in enterprises is structurally comparable to evolutionary processes. Therefore, an evolutionary framework can be used to integrate the planning and management processes of strategy making. We develop an argument why analyzing organizational and competitive processes based on concepts from population ecology and the economics of technology and innovation is very useful. It allows seeing the development of economic actors as ecologic-evolutionary process. On this basis we argue for the integration of strategic planning concepts as parts of a evolutionary strategy-making process. After a short description of concepts, we discuss the possibilities for a transfer of evolutionary theories to economics and strategies. In the third chapter we discuss concepts of strategic management and in the fourth chapter develop a view and a model of an evolutionary competitive process relevant for evolutionary strategy-making.*

**Keywords:** Strategy, Strategic, Planning, Evolutionary

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#### 15. A THEORY OF DOCILE SOCIETY: THE ROLE OF ALTRUISM IN HUMAN BEHAVIOR

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##### ABSTRACT

*Herbert A. Simon is widely known for his studies on rationality, artificial intelligence and for his pioneering approach to organizational studies. In one of his latest works, he presented a theory of human interaction, focused on the conflict between the selfish and the altruistic that can be seen as the essence of human relationships. The model is quite ambiguous: (1) it follows a kind of social Darwinism that (2) postulates selfish individuals' extinction. Taking up Simon's hypotheses on altruism, docility, and selfish behavior, we develop an alternative model of human interaction. The main objective of the paper is to show that rejecting neo-Darwinism and assuming slight complications in the model can explain more in terms of social system interactions. We assume that docility and then altruism, in a technical sense, is the basis of social interaction as it shapes the whole system. It is worth noting that, in our model, selfish individuals do not disappear.*

**Keywords:** docility, altruism, social system, bounded rationality, social interactions, social Darwinism

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#### 16. FORECAST PROCESS STRUCTURE AS A KEY DRIVER FOR DETERMINING COLLABORATION REQUIREMENTS

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##### ABSTRACT

*Although CPFR has emerged as the principal model for supply chain collaboration, lately a number of CPFR implementations have faced problems. Several of those studies indicate that forecasting related factors are largely responsible for CPFR implementation problems. The relationship between the forecasting needs of the supply chain entities and the collaboration requirements has been largely*

unexplored. This paper examines whether companies have different forecasting needs, which in turn results in different collaboration requirements. Through an exploratory study involving six cases, we develop a theoretical framework to understand the relationship between forecasting needs and collaboration characteristics.

**Keywords:** Supply Chain Collaboration, Forecasting, CPFR, Case Studies

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## 17. DOES SIMULTANEITY MATTER? THE RELATIONSHIP BETWEEN ECONOMIC GROWTH, INCOME INEQUALITY, CORRUPTION, AND POLITICAL INSTABILITY

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### ABSTRACT

*A simultaneous equations model is developed which endogenously determines economic growth, income inequality, corruption, and political instability while using initial GDP, average schooling, investment share of GDP, population growth, educational inequality, trade share of GDP, and ethnolinguistic fractionalization as exogenous variables. Eighteen different specifications of the model are estimated using ordinary least squares (OLS), two-stage least squares (2SLS), and three-stage least squares (3SLS) methods. In one third of the cases estimated, the OLS and simultaneous results differ significantly. When dealing with variables that may have a two-way relationship, using OLS estimation alone may lead to incorrect and inappropriate policy recommendations*

**Keywords:** Economic Growth, Income Inequality, Corruption, Political Instability, Simultaneous Equations, Endogeneity

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## 18. AN EMPIRICAL STUDY OF TELEVISION VIEWER DEMOGRAPHICS AND ADVERTISING STRATEGIES: CASE OF PROCTOR AND GAMBLE CANADA

Freddy Su Jin Lee, California State University at Los Angeles, Los Angeles, California, USA

### ABSTRACT

*This research project investigated the demographics of television viewers during different periods of a weekday to better aid the Marketing department of Proctor and Gamble in deciding the airing intensity of product commercials. The Nielsen Media Research television viewer respondent level data for the period of August 1999 to February 2000 for the Toronto/Hamilton and Vancouver/Victoria region was used. The respondent level database design includes the individual level characteristics, household viewing statistics and household characteristics. A week of data in January 2001, comprising about 850 unique households and 1800 unique individuals, was used in the analysis so as to reduce computational time. 3 time periods were identified for a typical weekday and studied for demographic effects. Day time is defined from 8am to 5pm, Early Evening time is defined from 5pm to 8pm while Prime time will be defined as from 8pm to 11pm. The dependent measure is aggregated television viewing time for the 5 weekdays while the explanatory variables include the individual level characteristics (age, sex, education, occupation, principal shopper) and household characteristics (income, language, kids indicators). SAS was used to clean up the raw data into a form where SPSS was then applied in a regression context. From the results, analysis was done on the variables that were significant at the 5% level and reasonable explanations were attempted for the results. An advertising airing intensity recommendation grid is thus devised so as to match the television viewing demographics to the broad category of Proctor and Gamble products catering to different market segments. This grid will be useful to the Marketing executives at Proctor and Gamble in planning their product marketing strategy.*

**Keywords:** television demographics, advertising, household, marketing

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**19. MINIMIZING WEIGHTED FLOW TIME OF A CYCLIC SCHEDULE WITH REENTRANT JOBS**

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**ABSTRACT**

*We study the computationally-hard, re-entrant flow, cyclic scheduling problem. We present a new problem formulation to minimize job flow time (work-in-process), given a target cycle length (throughput). We describe an effective method to solve the problem to optimality; in computational experiments this method is significantly faster than commercial optimization software (CPLEX-8.0) and can solve 40% more of the test instances to optimality within the specified run time and memory limits. We also develop a novel ImproveAlignment (IA) heuristic algorithm which we test against the optimal flow time or bounds. Numerical experiments indicate that the proposed IA heuristic quickly produces solutions which are significantly better than those from the two earlier published heuristics and within 14% of the optimality.*

**Keywords:** Scheduling; Heuristics; Repetitive Manufacturing

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**20. DETERMINING REORDER POINT IN THE PRESENCE OF STOCHASTIC LEAD TIME AND BOXJENKINS TIME SERIES DEMAND**

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Jim Chen, Norfolk State University, Norfolk, Virginia, USA

**ABSTRACT**

*This paper discusses the determination of reorder point and safety stock when the period demands are not independent, but exhibits a serially correlated demand process which can be represented as an autoregressive-moving average – ARMA (p.d.q)-model for both deterministic and discrete stochastic lead time. An Excel based methodology for finding the reorder point and the safety stock level is also presented at the end of the paper.*

**Keywords:** Inventory Model, Serial Correlation, Box Jenkins, ARMA, Excel

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**21. PRIVATE LABEL STRATEGY AND CUSTOMER LOYALTY**

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**ABSTRACT**

*Recently, the retailer as a store brand is one of the most important trends in retailing in order to increase their relative market power and their share of the total channel profit pie. Past studies have focused narrowly on either the post-consumption decisions of consumers or on loyalty development, failing to propose and to test a unique framework able to explain the whole evolutionary path of a customer-loyalty relationship. Grounding on the customer loyalty and relationship marketing literatures, our research attempted to identify the variables, private label strategy, intervening in the causal relationship between satisfaction and loyalty. Understanding the image of a retailer as a brand or how brands impact its customer satisfaction and loyalty are important issues both for retailers and the manufacturers who rely on them to sell their own branded merchandise. In this research, an empirical study involving 245 subjects was conducted to test the model. In order to test the hypotheses underlying the model we run Structural Equation Modeling (SEM) to support the theoretical model and have implications for future research and customer relationship management. The results indicate that customer satisfaction and loyalty has a positive influenced by private label strategy.*

**Keywords:** *Customer Satisfaction, Customer Loyalty, Private Label*

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