ABSTRACTS

1. STRATEGIES FOR LOWERING BARRIERS FOR NANO-TECHNOLOGY COMMERCIALIZATION: THEORY AND RESULTS OF AN EMPIRICAL STUDY IN EUROPE

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ABSTRACT

This paper analyses the nanotechnology industry with respect to the application of open innovation. By analyzing different open innovation practices first in a theoretical discussion, we identified the broadcast search mechanism as the open innovation method with a great potential to overcome the commercialization barrier in nanotechnology. First, broadcast search aims at a better directed, target oriented research and second, it helps to improve matching between supply and demand of research. The characteristics of nanotechnology as a platform industry make matching a very crucial element of improving commercialization efficiency. Based on these theoretical results, we conducted a more detailed industry analysis of nanotechnology. In a large scale quantitative survey, we addressed success factors and barriers to commercialization, including a detailed assessment of open innovation. Our survey on nanotechnology firms shows further that external cooperation is already a central element in some firms’ research strategy, however, organized absorption and in particular dissemination of knowledge is still neglected. Additionally, we see that higher readiness levels (with respect to technology, organization, manufacturing and investment) are positively associated with open innovation and that large firms in nanotechnology are more open towards external cooperation. There are no significant differences across European countries or branches.

Keywords: Open Innovation, Technology Management, Innovation Management, R&D, Nanotechnology, Commercialization Barriers

2. CULTURAL DIFFERENCES: THE CHALLENGES FACED BY EXPATRIATES

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ABSTRACT

Expatriation is a common practice among multinational corporations (MNCs) for international assignment. As more expatriate employees enter the workforce, several trends are converging to create a greater need for expatriate training and preparing to recognize how intercountry cultural differences affect the success of businesses. Insufficient cultural training can lead to business disasters for MNCs and expatriates. The expatriate failure has become a major concern and cause for considerable research and debate for the management of international employee’s literature. If MNCs are to be successful in a global business environment, they need to realize the importance for in-depth cultural training and development to get the maximum productivity from expatriates. They need to find the best way to develop talented expatriates and prepare them to meet the challenges of working in foreign countries and understanding the cultures of the operational theaters they are posted to by MNCs. This paper examines the essential challenges associated with the main reason for expatriate failure and their inability to adjust to the cross-cultural demands of the different host-country environment.
3. ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN SOCIAL NETWORKS: A UNIT-LEVEL, CONCEPTUAL STUDY

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ABSTRACT

Since its emergence in the literature, organizational citizenship behavior (OCB) has been predominately studied at the individual level. It is, however, suggested that OCB can be better understood at the group level (GOCB). Although GOCB has been investigated from various perspectives, there is a lack of emphasis on the relationship between social network characteristics on GOCB. In this article, we discuss the degree of GOCB exhibited using network tie strength, density, and centrality as these network characteristics shape much of beliefs, attitudes, and behaviors in organizations. By examining GOCB from this perspective, our conceptual analysis provides several important implications that may help managers encourage GOCB in organizations.

Keywords: Group Organizational Citizenship Behavior, Network Tie Strength, Network Density, Network Centrality

4. CHANGES IN THE ROLE OF MANAGEMENT ACCOUNTANTS FOLLOWING THE INTRODUCTION OF ERP SYSTEMS

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ABSTRACT

In recent times ERP systems have found their way into corporate world and brought great opportunities to improve effectiveness and efficiency of business processes. Thus ERP systems contribute considerably to the evolving role of management accountants. Although international research has taken up the field of ERP systems as well as of management accountants, there is still little research on ERP systems “AND” management accountants. Therefore the present study sheds light on the changing role of management accountants following the implementation of ERP systems. In reference to an extended Austrian survey and the theoretical concept of social role, this quantitative study shows that tasks of management accountants expand whereas management accounting jobs remain unchanged following the implementation of ERP systems.

Keywords: Enterprise systems, ERP systems, management accountants, role, quantitative survey

5. PERFORMANCE MEASUREMENT MODELS IN THE BIOPHARMACEUTICAL SECTOR

THE TABLEAU DE BORD APPROACH: A CASE STUDY

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ABSTRACT

The concept of Balanced Scorecard (BSC), formulated by Kaplan and Norton is well known in all the world, but in the 60s a similar report was already been developed in France: the Tableau(x) de Bord (TdB). The revolutionary contribution of both reports was the idea of suggesting to management an integrated model of performance measures, as a useful tool for the development and implementation of company’s strategy. The idea of the TdB is the construction of a model in order to integrate financial indicators and physical-technical parameters in the same dashboard. This model is a useful tool which gives information in a synoptic way about the progress of business, and moreover it can help managers
The purpose of the paper is to analyze the definition and the use of the TdB in the context of a medium sized company: Kedrion SpA. Kedrion is a family-owned Italian biotechnology company, specialized in the development, production, and distribution of plasma derivatives. Kedrion is present in many international markets (www.kedrion.com) and its established position on the domestic and international markets increases the interest on the analysis of the company’s performance measurement models (PMM). Some research questions emerge from this analysis: 1) what is the role of TdB in the implementation of the Kedrion’s strategy and what is the contribution to the achievement of leadership position? 2) What are the reasons for the Kedrion’s choice of the TdB model? 3) What are the benefits in the context of strategic planning and management control systems?

The methodology used is the case study research approach, following the methods recommended in the literature. The aims of the paper are: 1) analysis of the possible differences between the TdB model, developed by Kedrion, and the earlier version of the TdB; 2) analysis of the operational consequences derived from the implementation of the TdB, which is popularized only in the French business context. The contribution of the paper to the literature is motivated by the lack of surveys in non-French companies about the TdB implementation. Moreover, the pharmaceutical sector is principally analyzed in the accounting field (for example studies on investments in Research & Development) or in the corporate governance thematic area (in particular, researches on Corporate Social Responsibility) than in the context of performance measurement models. The performance measurement system adopted by Kedrion group constitutes an interesting case of implementation of the TdB. Nowadays Kedrion group largely benefits from the adoption of the TdB, which represents a useful tool in controlling business results, supporting the decision making process and consolidating the vision of the group in order to achieve strategic goals.

Keywords: Tableau de Bord, Performance, Measurement, models, case study, biopharmaceutical sector, BSC, KPIs.

6. REVIEW OF TIME-COST OPTIMIZATION TECHNIQUES IN CONSTRUCTION PROJECT MANAGEMENT

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ABSTRACT

Time and cost are two major factors to be considered in the construction project management. In general, there is a tradeoff between time and cost to complete each activity of a project. The relationship between time and cost can be presented by continuous function or discrete function. The choice of function is dependent upon the characteristics of the construction activity. The concurrent optimization of time and cost so as to maximize profit leads to the development of time-cost optimization (TCO) concept. Existing techniques for TCO including heuristic methods, mathematical programming models, and artificial intelligence techniques are reviewed in the paper. With continuous time-cost function, the TCO can be effectively performed by genetic algorithm (GA); whereas with discrete time-cost function, the TCO can be performed by ant colony optimization (ACO). Beneficial implications of TCO on the general construction planning are discussed with particular attention paid to the procurement of sub-contracts and critical materials, as well as human resource scheduling. Finally, remarks on the positive contributions of TCO in the construction industry are made.

Keywords: Time-cost Optimization, Heuristic Methods, Mathematical Programming Models, Artificial Intelligence Techniques.
7. A STUDY TO IMPROVE DECISION MAKING PROCESS IN PLANNING FOR REDUCTION OF PROJECT FAILURES: A THESIS RESEARCH NOTE

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ABSTRACT

In today’s business world, projects and project management are the way most works are being done. In the heterogeneous and enormously complex construction industry, organizations are largely delivering products through project management systems comprising cooperation and collaboration across project organization’s practitioners and expert temporary external stakeholders which could have been achieved only with great difficulty if processed in traditional ways. However despite the growth of project management research, the construction projects continue to fail at an astonishing rate. Project planning is accepted as the key to project success. The research developed strategies on how construction project failures can be reduced by masterly situational leadership of the project manager for facilitations of team members’ effective decision making of major planning problems at multiple levels of construction projects. The study advances the process oriented project planning and decision making framework for effective outcomes for reduction in project failures. The leadership of construction is highly challenging from various contexts. The research was restricted to project management operating challenges from under-defined projects where the scope, dimensions and predictability of processes cannot be reasonably forecasted, inevitable uncertainties, challenges of teamwork for effective decision making, relationships and coordination problems with stakeholders, and acute shortage of skilled personnel. These problems are common in modern construction projects. The primary concern of the research was the people-side (people issues) of leadership. The paper proposed key leadership processes of planning and proactive decision-making by teamwork of expert members, and a comprehensive decision making framework which is flexible for practitioners’ adaptation at multiple levels of project management. The paper is largely based on the findings of the recently completed doctoral thesis titled “A Study to Improve Decision Making Process in Planning for Reduction of Project Failures”.

Key words: Project Management, Decision Making, Leadership, Planning, Teamwork, Project Failures

8. EXPOSING EXPERIENCE: THE INFLUENCE OF EXPERIENCE ON EXECUTIVE DECISION PROCESSES

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ABSTRACT

The purpose of the paper was to present theory regarding the role of experience as it influenced the decision processes of leaders. The evaluation of historical and contemporary literature contained indications that the modern business environment was characterized by a greater degree of interconnectivity, variance, temporal pressure, and discord with the quality and quantity of information available to decision makers (Hutchinson, Alba, & Eisenstein, 2010; McKenzie, Woolf, van Winkelken, & Morgan, 2009). As a result, leaders in the contemporary business world are plagued by a management dilemma where traditional analytic based decision-making processes have become inadequate and the capability of decision makers to adjust to the dynamic environment and make quality decisions has become strained (McKenzie et al., 2009).

Keywords: Decision Making, Experience, Intuition, Leadership, Relationships
9. BUSINESS RELATEDNESS IN THE EUROPEAN INSURER-BANKING INDUSTRY: SOURCES OF VALUE CREATION.

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ABSTRACT

Despite that the resource-based view of the firm has provided important new insights into business relatedness, there has been only limited researches linked to the theory that handles with the case of financial services (Grandval & Vergnaud, 2006; Gregor, 2002). No study, however, treated the relatedness of business and relationship with performance, in the specific case of insurer-banks. Many European insurers are waking up to the potential offered by Insurance-Banking, following the same reasons as the banks when they entered the bancassurance market. In contrast, whereas bankers proved to be successful in establishing an insurance company from scratch, this seems a far more difficult path for insurers. The exploitation of banker’s core competences and their advantages with regard to traditional insurers, during their diversifications towards “related” business as the life insurance, explains the success of bancassurance strategy. In this study, we focus on the actual links between insurer’s core business and banking activities. We are trying to explain why insurers have not been performing as well as bankers in a deregulated banking/insurance industry?

Keywords: Business relatedness, diversification, case study, insurer-banking, RBV.

10. HOW ADVERTISING WORKS: THE ROLE OF MOTIVATION

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ABSTRACT

Despite the fact that several authors have tried to pin down and explain the effects that advertising exerts on the consumer, there is still the impression that the various levels of consumer’s response have never been examined simultaneously. The tested model is based on the assumption that advertising communication has a series of mental effects on the consumer, which precede the behavioral response. Advertising is represented as a stimulus for the consumer. The emotional and cognitive responses are described as the greatest intermediaries of the purchase behavior. The will to purchase and to use the product represents the consequence, the conative-behavioral response to the advertising stimulus. But behavior acts as a feedback for experience, which represents thus the third intermediate effect of an advert. Finally, individual responses to an advert cannot but be mediated by factors such as motivation or the capacity to process information and, above all, by the importance of advertising in the choice processes. Those mediating factors can alter, more or less radically, consumer responses and can hence be considered “filters” with regard to the initial input.

Keywords: advertising, structural equation models, motivation, recall, attractiveness, consumption habits

11. HUMAN RESOURCE MANAGERS IN ICELAND, DIFFERENT DUTIES AFTER THE ECONOMIC COLLAPSE

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ABSTRACT

This study provides information on how various aspects of the role of human resource managers in Iceland has shifted in emphasis following the economic collapse. Qualitative methods were used to identify these changes. Eight human resource managers from eight organizations were interviewed. The
findings of this study suggests that considerable changes have occurred in the function and duties of human resource managers following the economic collapse. All participants believed changes to have occurred in their job, and a majority had taken on other duties within the organization in addition to that of human resource manager. The emphasis appears to have shifted from traditional HR tasks such as recruitment and selection, management of education and training programs, performance appraisal, career development, employment relations, workplace audit and strategy planning to primarily involving layoffs and their consequences as well as task regarding cost cutting, crisis management, change management, counselling, consultancy and restructuring.

Keywords: HR Managers Role, Economic Collapse, Recession Strategy, Change.