ABSTRACTS

1. INTERNAL AUDIT CREATIVITY STRATEGY AND FIRM PERFORMANCE

Natthanath Thitiyapramote, Phaprukbaramee Ussahawanitchakit, and Sutana Boonlua
Mahasarakham Business School, Mahasarakham University, Thailand

ABSTRACT

This paper aims to suggest the relationship between internal audit creativity strategy and firm performance. Internal audit creativity strategy comes from two parts, including organization creativity and internal audit process. The components of internal audit creativity strategy are a compound of proactive internal audit planning orientation, new internal audit method implementation, technology-based internal audit practice concentration, integrative internal audit resource focus, and internal audit teamwork awareness. The consequences of internal audit creativity strategy comprise internal audit innovation, corporate practice efficiency, governance outcome, and risk management effectiveness. For the relationships among five dimensions of internal audit creativity strategy, its consequences can be explained by the resource-advantage theory. Future research is needed to collect data to increase the level of reliability for the literature review. Theoretical and managerial contributions are explicitly provided. A conclusion and suggestions and directions of the future research are included.

Keywords: Internal Audit Creativity Strategy, Internal Audit Innovation, Corporate Practice Efficiency, Governance Outcome, Risk Management Effectiveness, Firm Performance, Change Awareness

2. A SERVICE MARKETING MIX FOR THE SHORT TERM INTERNATIONAL STUDY TOUR

Peter A. Reday, Youngstown State University
Theresa Billiot, Cameron University
T.F.J. Steyn, Cameron University

ABSTRACT

This paper explores marketing of short term (one to two week) international study tour programs to business students at two medium sized Midwestern public universities. A service marketing framework is used to define the target market and an appropriate marketing mix. The primary target market is business students who are not very interested in studying abroad, not willing to take risks or tolerate ambiguity. Elements of the service marketing mix include the product, place, promotion, pricing, people, physical evidence and process. These service marketing mix elements are discussed in relation to the primary target market for the short term study tour.

Keywords: Study Tour, Study Abroad, Marketing, Selling Study Tours

3. ORGANIZATIONAL CREATIVITY CAPABILITY AND FIRM PERFORMANCE: A CONCEPTUAL PAPER

Wadsana Charunsrichotikomjorn, Phaprukbaramee Ussahawanitchakit, Pratanporn Jhundra-indra
Mahasarakham Business School, Mahasarakham University, Thailand

ABSTRACT

Organizational creativity capability has been viewed as one of the key components that influence organizational outcomes. The objective of this study is to investigate the relationships among the five
dimensions of organizational creativity capability on firm performance through mediating the influences of organizational innovation success, business practice effectiveness, and organizational excellence efficiency. Furthermore, two factors are moderators, namely, organizational well-roundedness and organizational learning capability. Moreover, theoretical and managerial contributions, conclusions, and suggestions for future research are also interesting for discussion.

**Keywords:** Organizational Creativity Capability, Organizational Innovation Success, Business Practice Effectiveness, Organizational Excellence Efficiency, Firm Performance, Organizational well-roundedness, Organizational Learning Capability


Rolando Peña-Sánchez, Texas A&M International University, USA

**ABSTRACT:**

This paper describes the employment distribution in the most competitive business sectors in terms of rankings (achieved through the 3-year % revenue-growth rate) for the top 500 U.S.A. companies on 2012; which have been classified in 25 business sectors; we decided to compare the 3-year % revenue-growth rates, because these indexes indicate if the demands for the company’s products are strong and growing; moreover, the revenue (in millions of dollars) for each business sector were included in this analysis, since during the recent years many companies have been using such revenue as one of their competitive tools, which have become a central element of the strategic management process. A nonparametric correlation method (named Spearman’s rank correlation) was selected (whose justification is explained) to estimate the correlation coefficients (p-value<0.05). The service segment “Media” is presented as the most competitive business sector, which includes a group of 10 companies; heading the list by Facebook with revenue of $3,700 million.

**Key words:** Facebook, number of employees, business sector, revenue, growth rate, Spearman’s rank correlation

5. **ORGANIZATIONAL MANAGEMENT FLEXIBILITY AND GOAL ACHIEVEMENT: A CONCEPTUAL PAPER**

Dararat Thatrak, Karun Pratoom, Pakorn Sujchaphong
Mahasarakham Business School, Mahasarakham University, Thailand

**ABSTRACT**

Organizational management flexibility is related to use of the organization’s resources and dynamic capabilities that will create organizational goal achievement. The purpose of this paper is to present the relationships between five dimensions of organizational management flexibility (business alliance competency, strategic outsourcing focus, operational process adaptation, dynamic organizational capability, and inter-organizational communication concern) and goal achievement through its impact on three mediators: organizational innovation, value creation, and firm competitiveness. Moreover, it also explores the moderating effects of organizational resource support using the dynamic capability theory to describe the relationship. This paper provides theoretical contributions extending prior knowledge and literature of organizational management flexibility, organizational innovation, value creation, firm competitiveness, and goal achievement. In addition, the need for future research is to increase the variables and managerial implications which should also plan to be extended to include changes to business operations or uses of other strategies to continue and enhance the level of business excellence and goal achievement.
Keywords: Organizational Management Flexibility, Business Alliance Competency, Strategic Outsourcing Focus, Operational Process Adaptation, Dynamic Organizational Capability, Inter-Organizational Communication Concern, Organizational Innovation, Value Creation, Firm Competitiveness, Goal Achievement, Organizational Resource Support

6. THE GERMANIC AND ANGLO CULTURAL CLUSTERS COMPARED TO ICELANDIC NATIONAL CULTURE BY USING VSM 94

Thorhallur Gudlaugsson, School of Business, University of Iceland, Reykjavik, Iceland
Gylfi Dalmann Adalsteinsson, School of Business, University of Iceland, Reykjavik, Iceland
Svala Gudmundsdottir, School of Business, University of Iceland, Reykjavik, Iceland

ABSTRACT

National and local culture continues to be the topic of many research papers and discussions amongst politicians, researchers and reporters. Despite this there is a lack of research on Icelandic national culture. In this paper the research question is: “In relation to Hofstede’s five cultural dimensions where does Iceland differ in relation to the Anglo and the Germanic cluster?” A questionnaire was sent to students at the University of Iceland, School of Social Sciences by e-mail in October 2013. The total number of responses was 498. The five dimensions of national culture were measured using scales developed by Hofstede (2001) called VSM 94 and for relative comparison perceptual mapping was used. The results indicate that Iceland is different from the Anglo cluster in relation to high scores for LTO and UAI and low scores for MAS. When Iceland was compared to the Germanic cluster Iceland was found to be different based on high scores for LTO and low scores for MAS.

Keywords: Hofstede’s Cultural Dimensions, Culture clusters, VSM 94, Perceptual mapping.

7. AUDIT EXCELLENCE ORIENTATION AND AUDIT SURVIVAL: A CONCEPTUAL FRAMEWORK

Srisuda Intamas, Phaprukbaramee Ussahawanitchakit, and Sutana Boonlua
Mahasarakham Business School, Mahasarakham University, Thailand

ABSTRACT

This study aims at investigating the relationships among five dimensions of audit excellence orientation, best audit practice, audit report quality, audit information value, and audit survival through a moderating role of proactive audit learning and audit knowledge integration. Audit excellence orientation consists of professionalism focus, audit independence awareness, audit creativity development, audit expertise orientation, and audit skepticism mindset. The expected results that could be indicated are a positive relationship between audit excellence orientation and audit survival. The moderating effect of proactive audit learning and audit knowledge integration affects the relationships among each dimension of audit excellence orientation on audit report quality, best audit practice, audit information value, and audit survival. Tax auditors with greater audit excellence orientation tend to achieve more benefits from the aforementioned relationships, future research is needed to collect data from different populations and/or a comparative population in order to increase the level of reliable results. A potential discussion concerning the research results is effectively implemented in the study. Theoretical and managerial contributions are explicitly provided. The conclusion, suggestions, and directions for future research are included.

Keywords: Audit Excellence Orientation, Best Audit Practice, Audit Report Quality, Audit Information Value, and Audit Survival
8. INDUSTRY EFFICIENCY AND SOCIAL WELFARE OF A DUOPOLISTIC DISTRIBUTION SYSTEM

Chongqi Wu, California State University-East Bay, Hayward, CA, USA
Bin Shao, West Texas A&M University, Canyon, TX, USA
Hongwei Du, California State University-East Bay, Hayward, CA, USA

ABSTRACT

Consider an industry which contains two manufacturers and their respective supply chains. Each manufacturer produces a differentiable but substitutable product, and distributes the product through an exclusive retail outlet. In this supply chain system, we study the performance of the entire industry and the corresponding economic social surplus. Furthermore, we investigate the impact of asymmetric market power on industry efficiency and social surplus.

Keywords: Supply Chain Competition, Industry Efficiency, Social Welfare, Deadweight Loss

9. RESEARCH DESIGN FOR RESILIENCE OF URBAN INTERDEPENDENT CRITICAL INFRASTRUCTURES AND SUPPLY CHAIN PROCESSES

Liang-Chieh (Victor) Cheng, University of Houston, Houston, Texas, USA

ABSTRACT

This article studies the resilience capabilities of urban supply chain processes and interdependent critical infrastructures (CIs). By proposing the use of high performance computing capabilities and real-time and historical big data processing, this research seeks to design simulation models and create an encompassing scenario library to provide response and recovery forecast of the interdependent CIs during disruption events of different scales and natures. We illustrate the oil and gas supply chain processes in the Greater Houston Metropolitan Area that control the petroleum and petrochemical supply chain distributions in the United States. The CI systems examined in this research included oil and gas refinery facilities, inbound and outbound distribution pipelines, power plant and electric generating systems, telecommunication systems, and social network of stakeholders. Directions of future research are also discussed.

Keywords: Supply Chain Management, Critical Infrastructure, Infrastructure Interdependency, Supply Chain Resilience

10. AUDIT MORALITY COMMITMENT, AND SURVIVAL: A CONCEPTUAL FRAMEWORK

Saithip Jannopat, Suparak Janjarasjit and Phaprukaramee Ussahawanitchakit
Mahasarakham Business School, Mahasarakham University, Thailand

ABSTRACT

The objective of this study is to examine the relationships among seven dimensions of 1) audit morality commitment (conscience awareness, self-efficacy focus, kindness commitment, social
responsibility orientation, self-controlling concern, respect mindset, and integrity concentration), 2) audit regulation compliance, 3) audit practice excellence, 4) audit planning efficiency, 5) audit report quality, 6) financial information usefulness and 7) audit survival through the moderating role of audit experience. The expected results could indicate positive relationships between audit morality commitment and audit survival. For the moderating effect of audit experience, it would affect the relationships among each dimension of audit morality commitment to audit regulation compliance, audit practice excellence, audit planning efficiency, audit report quality, and financial information usefulness. To outstandingly achieve more benefits of the aforementioned relationships, future research is needed to collect data from different populations and/or a comparative population in order to increase the level of reliable results. A potential discussion with the research results is effectively implemented in the study. Theoretical and managerial contributions are explicitly provided. The conclusion, suggestions, and directions for future research are included.

Keywords: Audit Morality Commitment, Conscience Awareness, Self-Efficacy Focus, Kindness Commitment, Social Responsibility Orientation, Self-Control Concern, Respect Mindset, Integrity Concentration, Audit Regulation Compliance, Audit Practice Excellence, Audit Planning Efficiency, Audit Report Quality, Financial Information Usefulness, Audit Survival, Audit Experience.

11. THE CURRENT STATE OF RESEARCH ON SUSTAINABLE ENTREPRENEURSHIP

Katharina Fellnhofer, New Design University, Austria
Sascha Kraus, University Of Liechtenstein, Liechtenstein
Ricarda B. Bouncken, University Of Bayreuth, Germany

ABSTRACT

This article outlines the emerging research concerned with sustainable entrepreneurship. To advance this research field and to highlight potential future directions for research, this article reviews and explores the present state of research on the field by means of a structured literature review. It facilitates comparisons of past developments, and uncovers areas where research is still needed. By synthesizing the present body of literature and focusing on sustainable environmental, societal and economic developments in the field of entrepreneurship, we conclude the paper by proposing three potential directions for future research.

Key words: sustainable entrepreneurship; entrepreneurship; sustainability; sustainable development

12. REPATRIATION: THE EXPERIENCE OF ICELANDIC EXPATRIATES MOVING BACK HOME

Audur Bjornsdotir, Lysi, Reykjavik, Iceland
Svala Gudmundsdottir, University of Iceland, Reykjavik, Iceland

ABSTRACT

Coming home after a long spell away is often a joyous experience. For expatriates who have been living and working in another country for number of years, the homecoming can however sometimes be more complicated and less than joyous. This study is of qualitative nature and seeks to shed a light on the Icelandic repatriation process for expatriates. The results generally indicate that repatriation process is still in its infancy. Many expatriates call for more support from their organization and headquarters. Furthermore, nearly all participants agreed that their repatriation was strongly tainted by the financial crisis in 2008.

Keywords: Repatriation, Expatriates, International Human Resource Management
13. **ABNORMAL AUDIT FEES, NON-AUDIT FEES AND AUDITOR-CLIENT RETENTION DECISIONS**

Matthew J. Keane, Providence College, Providence, Rhode Island, USA

**ABSTRACT**

This study examines the impact that both audit and non-audit fees have on auditor-client retention decisions. After controlling for client risk factors such as internal control weaknesses and discretionary accruals, positive abnormal audit fees increase the likelihood of an auditor resignation, but have no impact on auditor dismissal by the client. Non-audit fees do not have a significant effect on the likelihood of either auditor resignations or dismissals, nor do they influence the impact that audit fees have on retention decisions. An additional finding is that Big 4 audit firms are less likely to resign from clients than their non-Big 4 counterparts, consistent with these firms having the ability and willingness to absorb greater client risk.

**Keywords:** abnormal audit fees, non-audit services, auditor dismissal and auditor resignation

14. **A PERSPECTIVE OF FEDERAL PROCUREMENT CERTIFICATION IN SMALL BUSINESS INTELLIGENCE MATURITY**

Patrick C. Walker, Metropolitan State University, Minneapolis, Minnesota, USA

**ABSTRACT:**

Regardless of size, improving performance and productivity by measuring decision-making attributes are priority for business success. The groups of disadvantaged small businesses are no exception. This paper aims to draw attention to the certain characteristics of these businesses to contribute some knowledge to the BI field of research. For example, the federal certification process offers a rich place to explore intellectual capital disclosure effects on initial BI development. This perspective can be used by organizations to validate their ideas about federal certification, BI maturity, and advancement to desired maturity vantage points. The two hypothesis-generating questions asked are: Does federal certification offer BI strategies for disadvantaged businesses? Can the intellectual capital requirements be leveraged? The study was based primarily on a critical analysis of the parallelism of federal procurement digitization and certification; supporting literature; and the ongoing dialog within the Minnesota construction sector. The paper is organized with an introduction into broadening the BI maturity research to be more inclusive. Next, a historical perspective of procurement certification and business intelligence maturity are described and linked to the value of increasing BI maturity participation. Subsequently, domain support, sample state scenario and discussion points are provided to further illustrate the value proposition.

**Keywords:** Intellectual capital, knowledge discovery, business intelligence, certification, maturity models, business analytics, strategic management, data mining.

15. **SENIOR ENTREPRENEURSHIP: DEFINITIONS AND UNDERLYING THEORIES**

Florian Luck, University Of Liechtenstein, Liechtenstein  
Sascha Kraus, University Of Liechtenstein, Liechtenstein  
Ricarda B. Bouncken, University Of Bayreuth, Germany

**ABSTRACT**

Senior entrepreneurship is enjoying increasing attention in research, academia, and business. Due to the demographic shifts occurring in Western Europe, it is also becoming a topic of interest for
policymakers. A key objective here includes creating and maintaining jobs for members of the population who are nearing or in their retirement years, or showing these people what their options are if they lose their job. Under these circumstances, the full potential of self-employment as an attractive alternative to part-time/low-paying jobs, early retirement, or having no job at all has yet to be realized. This article gives an overview of current definitions and underlying theories of the topic.

**Key words:** senior; third age; older; entrepreneurship.