ABSTRACTS

1. REPAIRING CUSTOMER TRUST FOLLOWING A BANKING CRISIS

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ABSTRACT

This paper deals with how strongly banks’ perceived repair efforts to influence their trustworthiness and elicit forgiveness following the banking crisis in Iceland in October 2008 relate to their trustworthiness, customer forgiveness and their trust towards them, how strongly trustworthiness relates to both forgiveness and trust and how strongly the two are related. The population of interest was the customers of the Icelandic banks. A convenience sample was used. The research questions are, “How strong is the relationship between the different repair efforts and the dimensions of trustworthiness?” “How strong is the relationship between the different repair efforts and a) forgiveness and b) trust”, “How strong is the relationship between the different dimensions of trustworthiness and a) forgiveness and b) trust?” and “How strong is the relationship between customer forgiveness and trust?”. The results of the research are that there were strong positive relationships between all the different repair efforts and all the trustworthiness dimensions, all the different repair efforts and forgiveness and trust and also all the trustworthiness dimensions and forgiveness and trust.

Keywords: Repair efforts; Trustworthiness; Customer forgiveness; Trust; Banks, Banking crisis

2. INTERNATIONALIZATION OF FRANCHISES FROM EMERGING MARKETS: A FOCUS ON LATIN AMERICA

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ABSTRACT

Franchising is an important mode of exploiting entrepreneurial opportunities. While most successful franchise concepts have historically originated from developed markets, franchise concepts are increasingly originating in developing markets and expanding internationally. In this paper, we seek to explain and analyze the emergence and internationalization of franchises originating in emerging markets. This paper presents several case studies of franchise concepts including Pollo Campero (Guatemala), Sushi Itto (Mexico), Churromania (Venezuela) and Habibs (Brazil). Based on the case studies, we offer explanations for the internationalization of franchises from emerging markets and their location choices.

Keywords: Franchising, Emerging Markets, Internationalization, Latin America, Strategic Management
3. **MERGERS AS A RESPONSE TO THE UPCOMING CHALLENGE ARISING FROM THE NEW CRD IV REQUIREMENTS-AN EFFECTIVE ALTERNATIVE? THE CASE OF GERMAN COOPERATIVE BANKS**

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**ABSTRACT:**

The upcoming Basel III accord in the EU will very likely result in a permanent deterioration of the profit situation of European banks. In this context, mergers would currently appear to provide an efficient solution that will help to alleviate the situation for banks by increasing their efficiency. However, past data on mergers amongst German cooperative banks show limited success. For this reason, this paper takes a look at the cooperative finance group of banks in Germany, and reveals potential problem areas as well as success factors involved in bank mergers, with the aim of tapping the desired synergy effects more effectively in the future and avoiding negative consequences for competitiveness.

**Keywords:** Bank Mergers, Basel III, CRD IV Requirements

4. **RELATIONAL CONTRACTING PERSPECTIVES FOR CONFLICT RESOLUTION IN BUSINESS CHANNELS**

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**ABSTRACT**

Conflict resolution plays a critical role in organizational functioning and inter-firm collaboration dynamics. This paper presents the technique of contracts management as a procedural and attitudinal work structure for conflict resolution in enterprise functioning. It examines certain relational contracting mechanisms practiced between trading members when involved in varied governance structures like outsourcing, in sourcing, and vertical integration. The discourse concentrates on the contractual arrangements and relational facets of transacting entities within the business channel, and explicates those putative benefits of conflict resolution strategies like problem solving and persuasion to serve as risk reduction measures in such exchange process.
5. A PRELIMINARY INVESTIGATION OF THE APPLICABILITY OF SITUATIONAL LEADERSHIP IN OTHER CULTURES

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ABSTRACT

This paper is a review of the literature which covers the topic of situational leadership (SL). First, the theory of situational leadership will be reviewed followed by its application in the workplace by both managers and subordinates. This will be followed by an analysis of past research on SL in other countries, namely: Taiwan, Germany, Sweden and Spain. This research will provide a context in which to assess outcomes and benefits of Situational Leadership Theory (SLT) in other cultures. A discussion follows completion of the review of the literature and the potential contribution of the research will be stated. Finally, limitations will be discussed and suggestions for future research will be made to conclude the paper.

Keywords: Situational Leadership, Leadership, Cross-cultural management

6. SUSTAINABILITY IN RETAILING: A CASE STUDY IN BRAZIL

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ABSTRACT

In recent decades, civil society has charged large corporations to investigate the environmental and social origin of their products and services and retail plays an important role influencing the entire production chain. The limitation of natural resources, the high number of people aware, the model of interdependent relationships, and extensive organizational capability of citizens in a systematic manner, are some of the reasons for the effective change in the way companies lead their business today. Thus, the objective of this research is to verify if the retail operations provide greater visibility to the retailer and the consumer’s influence in the purchasing process. In addition, it is important to understand the concept of sustainability in the most influential sector of the economy over the end consumer which is the retailer.

Keywords: Retail, Sustainability and Corporate Social Responsibility.
7. GOVERNANCE DISCLOSURES: EXAMINING BOARD DEVELOPMENT ACTIVITIES

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ABSTRACT

Over the past decade, stakeholders' expectations of corporate boards have changed dramatically. Governance activists, corporate shareholders and government regulators are asking directors to play a more significant and active role in creating and protecting shareholder value. To ensure that corporate directors can contribute meaningfully to strategy development and evaluation, many have suggested that appropriate processes and programs should be implemented. Three processes have been targeted as essential to building and maintaining board expertise: education programs, director nomination processes, and board performance evaluations. Based on an analysis of disclosures made in the corporate governance guidelines of 89 leading Canadian companies, our study investigates the following three board development processes: (1) orientation and education programs, (2) director nominations, and (3) board performance evaluations.

Keywords: Board of directors, performance evaluation, development activities, human resource management

8. CORE SELF-EVALUATIONS AND WORK SATISFACTION: FURTHER EXAMINATION OF LINKAGES

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ABSTRACT

The purpose of this study was to investigate the role of two important mediators (supervisory support and coworker exchange) and a moderator (perception of job enrichment) in the relationship between core self-evaluations (CSE) and work satisfaction. We collected survey data from 105 employees in a diverse set of organizations. We tested the hypotheses by hierarchical regression. Results supported the partial mediating role of supervisory support, but not that of coworker exchange. Job enrichment moderated the relationship between CSE and work satisfaction such that CSE and job enrichment acted as substitutes of each other for work satisfaction.

Keywords: Work satisfaction; core self-evaluations; job enrichment; supervisory support
9. THE ACQUIRING FIRM VALUE CREATION IN THE FIRST INTERNATIONAL MERGER WAVE

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ABSTRACT
This paper provides evidence concerning the U.S. firms engaged in international acquisitions during the first real international merger wave. In contrast to the existing studies focusing on cross-border takeovers prior to this merger wave, market reactions to international acquisitions are generally much more favorable. A closer look at the general pattern of these M&A transactions reveals the acquiring firm value creation is most consistent with the needs and benefits for the acquirers to internalize intangible and information-intensive assets as well as locate targets with better compatibility and superior investor protection tradition.

Keywords: M&A; FDI; Cross-Border Acquisition; Globalization; Cross-Border Diversification; International Takeover; Merger Wave; International Merger Wave; Acquiring Firm Wealth; Acquiring Firm Value

10. AN EMPIRICAL STUDY OF THE IMPACT OF MARKETING MIX FACTOR ON TOURIST SATISFACTION: A CASE OF SELECTED THREE STATES IN INDIA

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ABSTRACT:
Tourism industry is a fast growing industry and it becomes an increasingly important sector. The main purpose of this study is to examine the impact of marketing mix elements on tourists’ satisfaction. The data for this study were collected verified structured questionnaire from sample of 300 tourists from domestic and international tourists. Target respondents were tourist who visited the three states in India namely Mizoram, Assam and Meghalaya. Data were analyzed with the help of software SPSS-17 version by adopting the statistical techniques, correlation and regression. The findings of the study showed that six out of seven marketing mix elements were positively related to tourists’ satisfaction but price imposed by the authority is not satisfactory to the visitors’.

11. FINANCIAL IMPLICATIONS OF SARBANES-OXLEY (SOX) COMPLIANCE

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ABSTRACT
In the early 2000’s, dishonesty in financial reporting took down mega corporations like Enron and WorldCom. Amid public outcry, the 2002 Sarbanes-Oxley (SOX) Act was born. SOX legislation’s purpose is to rejuvenate investors’ reliance on the stock markets by ensuring that financial reports are reliable and accurate. This act forced U.S. and foreign public companies into SOX compliance and thus increased corporate spending related to this compliance. The increased spending comes from increased responsibility on both sides. Opponents of SOX’s controversial Section 404 express their concerns that the exorbitant costs of compliance may be threatening the very existence of corporations, especially small ones, on the capital markets. This paper will focus on the financial implications of Sarbanes-Oxley.

Key Words: SOX, Section 404, Enron, corporate scandals
ABSTRACT

Corporate governance has an enormous affect on mergers and acquisitions. The purpose of this paper is to understand the role of corporate governance in cross-border mergers and acquisitions. Our study indicates that cross-border US-China M&As has been between companies having similar corporate governance standards. Recent acquisitions do not indicate any disciplinary takeovers. It appears that the motivation of these M&As is to gain access to global market in a cost-effective way.

Keywords: Corporate Governance, M&A, cross-border acquisitions, China, Takeover Defense