1. DOES GLOBALIZATION INCREASE BANK EFFICIENCY AS MEASURED BY NET INTEREST MARGIN?

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ABSTRACT

This study examines how the level of globalization as well as the incremental globalization of each country is associated with bank efficiency, which is measured by banks’ net interest margin (NIM). Using a panel of 35,501 observations in 141 countries over the period of 1987–2008, we find that there exists an inverse relationship between NIM and change in globalization of each country, which implies that globalization reduces banks’ NIM and improves the efficiency of banking system. However, this relationship only holds for bigger banks, but not for smaller banks.

Keywords: Globalization, Bank Efficiency, Net Interest Margin

2. THE RELATIONSHIP BETWEEN PLANNING SOPHISTICATION AND PERFORMANCE IN SMALL MANUFACTURING FIRMS

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ABSTRACT

The present study reports the results of a survey of 325 small manufacturing firms. Specifically, it classifies these businesses according to whether they prepare written strategic plans and, if so, the extent to which their planning process attempts to identify external factors, includes quantified objectives and budgets, and incorporates a control and evaluation process. The purpose is to examine the relationship between the sophistication of the planning process and organizational performance.

Keywords: Planning, Performance, Manufacturing, Return on Investment, Sales Growth

3. DIFFERENTIAL INFLUENCE OF PERSONAL SELF-ESTEEM AND COLLECTIVE SELF-ESTEEM ON EMOTIONAL LABOR STRATEGY

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ABSTRACT

Universities are under critical situations as the educational environment changes fast. Against this backdrop, they are strengthening the service mindset of their employees who perform emotional labor. Emotional labor strategies can be divided into surface acting and deep acting. The choice of these emotional labor strategies may differ according to individuals. Moreover, customer contact frequency can have a situational influence on such choice. This study surveyed 130 administrative staff of universities in Seoul and Gyeong-gi Province, and analyzed how their personal self-esteem and collective self-esteem
differently affected two emotional labor strategies of surface acting and deep acting. It also analyzed the role of customer contact frequency as a moderating variable. As a result, the study found that personal self-esteem positively affected deep acting, whereas collective self-esteem negatively affected surface acting. It also found that customer contact frequency positively affected the relationship between collective self-esteem and deep acting. Based on the result, the study suggested its implications and future directions for other researches.

**Keywords:** Personal self-esteem, collective self-esteem, surface acting, deep acting, emotional labor, university administrative staff

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4. ARE ENGLISH-ONLY WORKPLACE RULES HERE TO STAY? AN EXAMINATION OF THE SOCIOLINGUISTIC EVIDENCE AND THE ACCOMPANYING LEGAL ENVIRONMENT

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**ABSTRACT**

As workers are increasingly crossing international boundaries employers must make crucial decisions regarding how they accommodate the language preferences of an ethnically assorted workforce. Based on recent Census data, it is clear that the U.S. workforce is increasingly becoming culturally and linguistically diverse. As our workforce grows more culturally varied, so do the legal complexities involved in managing this workforce. This paper juxtaposes the speaking of languages other than English in the workplace with the growing contemporary trend of employer enforced English-only policies. In this paper, the authors examine this phenomenon from a sociolinguistic perspective (social relationships, code-switching, and subject matter proficiency) while appraising trends in English-only employment litigation and regulation. The authors follow this review with suggestions for employers to effectively manage a multilingual workplace.

**Keywords:** English-only, workplace, discrimination, linguistic

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5. WHEN A FISH OUT OF WATER BECOMES THE KING OF THE POND. INNOVATION AT AQUARIUM DU QUÉBEC, A CASE STUDY

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**ABSTRACT**

Over the past 10 years, the Aquarium du Québec (Province of Québec, Canada) went from being a fish out of water to being the king of the pond by doubling its attendance. To do so, it offered its customers a new or significantly improved product, while changing its organizational and marketing methods. The purpose of this qualitative study is to identify the incremental and/or radical innovations that supported its current success. Specifically, the paper aims to answer the following questions by discussing the innovations implemented between April 2002 and April 2012: What innovations were introduced? Among these innovations, which can be described as radical innovations? Did the introduction of radical innovations mark a turning point in respect to attendance? By focusing on the same organization, the analysis provides clear findings on the types of innovations that are more successful in that context. This case study shows that a combination of incremental innovations, especially at the organizational, product and marketing levels, introduced over a ten-year span, has allowed the organization to make the necessary adjustments and increase attendance. The introduction of radical innovations is therefore not a turning point in respect to attendance. Thus, the case study of the Aquarium reveals that even without implementing radical innovation, a tourist attraction can succeed in changing its image, double its attendance and significantly increase the quality of its offer. The paper provides researchers and industry
practitioners indications pertaining to a successful innovation implementation model in the tourism industry.

**Keywords:** Incremental Innovation, Radical Innovation, Services, Aquarium, Case Study, Interview, Attendance.

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6. **PAPER INDUSTRY PERFORMANCE: THE EFFECT OF ACQUISITION MOTIVES ON FIRM OUTCOMES**

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**ABSTRACT**

Based upon the industry capacity that has been taken out of production and the number of firms that have quit the business, it seems apparent that sometime during the past couple of decades the US fine paper industry’s position on the life cycle curve slipped quietly from maturity to the early stages of decline. Firms within the US paper industry have reacted to fierce global competition by implementing far-reaching consolidation strategies. This research argues that the motives driving these acquisitions and mergers have produced different post-assimilation performance results. Case study analysis of the performance of manufacturers and distributors demonstrating proactive or reactive acquisition motives are analyzed to determine if either or both types of motives prove more beneficial to firms choosing to implement such consolidation strategies.

**Keywords:** Acquisition motives, acquisition performance, sustainability

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7. **COMPETITIVE INTELLIGENCE PROCESS INTEGRATIVE MODEL BASED ON A SCOPING REVIEW OF THE LITERATURE**

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**ABSTRACT**

For organizations, knowledge about the business environment is needed more than ever because of its rapidly evolving nature. However, due to the increasing amount of information readily available, the task of scoping the environment may be daunting and there is a need to optimize it. In the literature, structured intelligence processes take different shapes and forms. The purpose of the paper is to therefore offer a synthesis of the literature pertaining specifically to competitive intelligence processes and activities following a scoping review of the literature based on 29 articles. Competitive intelligence (CI) is defined as “the process of ethically collecting, analyzing, and disseminating accurate, relevant, specific, timely, foresighted and actionable intelligence regarding the implications of the business environment, competitors, and the organization itself.” (Boncella, 2003). The cyclical CI process integrative model proposed, based on a scoping review of the literature, comprises six phases: planning and direction, collection, analysis, communication, decision and evaluation. The sub-processes that are involved in each one of the phases are further described and schematized. The model also contains contextual factors such as formal infrastructures, employee involvement as well as organizational awareness and culture that impact the competitive intelligence process. The paper allows for a better understanding of the CI process and activities and may serve as a diagnostic tool for organizations wishing to implement or optimize their own CI process.

**Keywords:** Competitive intelligence, Process, Cycle, Phases, Planning and Direction, Collection, Analysis, Communication, Decision, Evaluation, Scoping Review.
8. PRODUCTIVITY AND EFFICIENCY OF MICRO ENTERPRISES IN BANGLADESH: RELATIVE IMPORTANCE OF THE CONSTRAINTS

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ABSTRACT

The study attempts to analyze the effects of primary constraints on the productivity and efficiency of the microenterprises in Bangladesh to identify the relative importance of each constraint. An expanded form of stochastic production frontier model has been developed to address both productivity and efficiency issues simultaneously. Household Income and Expenditure Survey (2005) data, collected by Bangladesh Bureau of Statistics are used in the estimation. The results clearly reveal that of the four primary constraints faced by microenterprises in Bangladesh, credit and utility have the highest detrimental effects on both productivity and efficiency. Between credit and utility, the adverse effect of utility constraint is found to be more than that of credit suggesting that policy makers need to address the utility constraint first to improve the productivity and efficiency of the microenterprises in Bangladesh. The output elasticity is estimated to be the highest for capital, which indicates that there is under-investment in microenterprises. Firm’s specific efficiency score vary significantly from 0.34 to 0.94 with a mean of 0.69. The study demonstrates clear policy suggestions about what to be done to improve productivity and efficiency of the microenterprises in Bangladesh.

Keywords: Microenterprises, productivity, efficiency, constraints, Bangladesh

9. PERFORMANCE MANAGEMENT FOR COMPETITIVE ADVANTAGE & LEADERSHIP REFLEX

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ABSTRACT

This paper is an attempt to synthesize the role of effective leadership for a successful performance management system in modern day organizations and the critical components of performance management system which differentiates a great organization from good. The study also identifies complex and competing ideas about leadership and the common traps of communication skills and the workaround solutions to overcome such hurdles. This study also emphasizes Strategic Management issues in conforming to human relations need, different levels of behavior, individual, group and organizational. It also focuses on developmental needs, rewards and recognition, and employee engagement as strategic tools to achieve organizational objectives on its journey to realizing the vision. An attempt is made to integrate and link leadership role to Performance Management System through Convergence Model.

Keywords: Strategic Human Resource management, Performance Management System, Leadership, Communication Strategy

10. TEACHING AUTHENTIC ADAPTIVE LEADERSHIP AND ORGANIZATIONAL STRATEGIES USING A CASE STUDY

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ABSTRACT

Teaching authentic adaptive leadership strategies can be made real and reinforced through using a case study approach. This paper illustrates how leadership praxis can be taught using a case study. The challenges Xerox Corporation faced in their efforts to repurpose the organization, regain customer loyalty,
and increase employee morale represent the challenges applicable to complex, global organizations. The leadership skills required to forecast changes and opportunities in the global business economy and the strategies necessary to lead a complex organization through reinvention, innovation, and repurposing, are the practices of leaders who are authentic and adaptive. Following a series of adversities in the organization, Xerox returned to basic management principles by reinventing itself as a global leader. The Xerox process of reinvention was purposeful, strategic, and focused on the adaptive and authentic leadership models of its senior leaders, Anne Mulcahy and Ursula Burns.

Key words: Strategy, authentic leadership, adaptive leadership, change management, global leadership.

11. RELIABILITY AND EFFECTIVENESS OF ENTERPRISE NETWORK MANAGEMENT: CHALLENGES AND PROBLEMS

Muhammed A. Badamas
Samuel A. Ejiaku

ABSTRACT

Computer networks are the central computing resource. Because of the importance of computer network, the network administrator must always look for areas where there can be bottleneck so that the network must be available at all times. The network manager is faced with several challenges and problems. This paper examines these challenges among managers in a metropolitan area. The study identifies these challenging areas to prepare managers so as to have a reliable network system for the enterprise. Some of the challenges will require an investment of time and energy to perform the necessary research and to make an informed decision.

12. PRACTICE MANAGEMENT OF PRACTITIONERS UTILIZING THERAPEUTIC TOUCH

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ABSTRACT

The purpose of the paper is to describe, clarify, and deduce the meanings and lived experiences of therapists’ decision-making processes concerning whether to use or refrain from using therapeutic touch in therapy. The paper presents an exploration of therapists’ experiences with touch: comfort with it, perceptions of its effectiveness in fostering a relationship, personal desire to use it, and professional education and orientation suggesting that they use or abstain from using it. The areas concerning touch include the value of touch, therapist-client relationships, function of touch in therapy, power differential, misunderstood intentions, and preparedness, highlighted the complexities surrounding the decision-making processes of therapists. The paper highlights many complexities that exist within therapeutic relationships and calls for a greater, more cohesive conceptual paradigm to help guide practice managers as well as therapists through the issues that arise while engaging in an intimate and professional encounter.

Keywords: Practice Management, Therapeutic Touch, Decision-making Process, Non-erotic Touch, Therapeutic Rapport
13. CLASSIFICATION BASED FORECASTING FOR IMPROVED INVENTORY MANAGEMENT

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ABSTRACT

Performance of inventory management depends on the accuracy of demand forecasting. There are many techniques used for forecasting demand in retail sale. Advances in data mining application systems have given rise to the use of business intelligence in various domains of retailing. The current research captures the knowledge of classification of the customers using the purchase-based data of customers for improved forecasting. The model developed in this work suggests a technique for forecasting of demands which results in improved performance of inventory. The suggested forecasting model with the inventory replenishment system results in the reduction of inventory level and increase in customer service level. Moreover, the model makes use of purchase driven information instead of customers' demographic profile or other personal data for developing the decision tree for forecasting.

Keywords: Forecasting, Inventory, data mining, classification.

14. COMPUTER PROFESSIONAL EDUCATION:
THE RELEVANCE OF ETHICS IN INFORMATION TECHNOLOGY

Muhammed A. Badamas
Samuel A. Ejiaku

ABSTRACT

The principles, ideals and standards that guide a person or a group of people in a profession is sometimes called the ethics of the profession. These ethics are used to monitor ethical standards. While ethical standards vary from one culture to another, applied ethics in the application of IT is a global concern. In order to address this concern, the education of IT professionals should include ethics. The curriculum established by the various IT professional organizations should be used as guidelines in the preparation of the curriculum for IT education. IT professionals should recognize that social and ethical behavior shall be part of their profession.