
ABSTRACTS**1. A PROPOSED STRATEGY FRAMEWORK FOR THE SAUDI ARABIA KING ABDULLAH'S SCHOLARSHIP PROGRAM**

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ABSTRACT

In this paper we present a strategy framework for the King Abdullah's Scholarship Program (KASP). This strategy framework is the first of its kind and we consider it as a road map that enables the decision makers to understand the current situation and to consider possible current and future strategic alternative actions and plans. We analyze the current situation using strategy analysis techniques such as the Strengths, Weaknesses, Opportunities, and Threats (SWOT) technique, and the Political, Economic, Sociological, Technological, Legal, and Environmental (PESTLE) technique to establish the indicators and effects on the KASP in the Kingdom of Saudi Arabia (KSA). The proposed strategy framework enables the introduction of possible improvements of the current practices in KASP, points out the means for enabling capacity building in the Kingdom of Saudi Arabia (KSA), and presents itself as a milestone on which many current and future decisions depend. Examples of these decisions are: the selected areas of studies/specializations, budget allocation/distribution, extent/time span of a scholarship program, selected countries where the scholarships would be executed, ways to monitor successes /failures and progress, and measures to introduce improvements and establish a set of key performance indicators. Also, this strategy will allow tracking of milestones or breakthroughs, and the ability to establish alternative paths and exit points. We propose the use of a tree-state-transition structure to present, in a compact visual form, the current situation and the various alternative strategies in each program. We then present a set of suggestions and recommendations for improving the various aspects of KASP emphasizing that the current KASP does not allow for leadership, creativity, and innovation. We highly recommend making changes to KASP current strategic approaches in the various programs, and suggest introducing a monitoring strategy, an advanced selective high quality strategy, and a strategy that would enable creativity, innovation, and leadership. Throughout the various sections of this paper, we point out a set of possible future research works and improvements.

Keywords: King Abdullah Scholarship Program, Strategy, Strategy Framework, SWOT, PESTLE, Tree-State Structure Strategy Approach, Language Program Strategies, Academic Programs Strategies, Key Performance Indicators, Selective High Quality Strategy, Creative, Innovative and Leadership Strategy, Exit Points

2. SOLVEING SSCWLP USING BENDERS' DECOMPOSITION: THEORITICAL AND COMPUTATIONAL STUDY FOR DIFFERENT FORMULATIONS

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ABSTRACT

In literature, single/multistage warehouse location problems have been attempted by Geoffrion and Graves (1974) and Sharma (1991) among others and they have given completely different formulations. In this research work the formulation style given by Sharma and Sharma (2000), Sharma and Berry (2007) and Verma and Sharma (2011) to develop variety of constraints that link real and 0–1 integer variables; thus developing many formulations of single stage capacitated warehouse location problem (SSCWLP). It has been shown that branch and bound method of the solution for SSCWLP is more

effective for strong formulation of SSCWLP Sharma and Berry (2007). In this paper we find that Benders' decomposition is more effective for solving strong formulation of SSCWLP (compared to its weak and very weak formulation) in terms of number of iteration as well as execution time. An attempt has been made to investigate empirically which formulation provides better bounds of SSCWLP. It has been observed that formulation of SSCWLP using the style adopted by Sharma (1991) requires significantly less computational time for optimal solution compared to the time taken to reach optimality for the SSCWLP problems when formulated using the style due to Geoffrion and Graves (1974). Finally we conducted a computational investigation on problems of the sizes 5X5X5, 15X15X15, 30X30X30, 50X50X50, 75X75X75 and 100X100X100. For each category of the problem size, 25 problems of SSCWLP have been created which proves the effectiveness of 'feasibility' constraints proposed in this research work.

Keywords: Single stage capacitated warehouse location problem, Benders' decomposition for SSCWLP, Distribution, Warehouse location, Mixed 0-1 integer linear program

3. A PRACTICAL APPROACH TO ORGANIZATIONAL UNLEARNING

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ABSTRACT

The purpose of this paper is to shed light on organizational unlearning as a part of managerial processes. Organizational unlearning has been gaining more attention in the last decade. Nevertheless, studies on organizational unlearning remain scarce compared to its counterpart, organizational learning. This paper aims to update current knowledge on unlearning and to reinstate its importance in the knowledge value chain/business model. We used portions of the literature that explicitly state "unlearning" as their main or subsidiary topic and produced a "scoping review" that highlights the different concepts associated with unlearning. Both the concept of organizational unlearning and its importance seem to be rather accepted in current literature as no new definition of O.U. has emerged in literature since last reviewed in 2008. The focus seems to have shifted from defining unlearning to defining its context and the parameters surrounding its application. This paper is an attempt to pursue the work of Zahra and Tsang (2008) where they review literature's organizational unlearning concepts. In the current paper, we review suggested/identified barriers and facilitators related to the unlearning process.

Keywords: Review, organizational unlearning, organisational unlearning, barriers, facilitators

4. RELATIONSHIPS BETWEEN ORGANIZATIONAL CAPABILITIES, MARKETING ADVANTAGE, AND FIRM PERFORMANCE

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ABSTRACT

The purpose of this study is to investigate the relationships between organizational capabilities (including network capability, marketing capability, and innovation capability), marketing advantage, and firm performance with a view to proposing some new points of view on managing enterprises. A conceptual model is developed to investigate the effects of network capabilities, marketing capabilities, and innovation capabilities on marketing advantage, and how these affect firm performance. Several specific

research propositions are made. Managerial implications, research implications, and future research directions are also discussed.

Keywords: *Marketing advantage, Network capability, Marketing capability, Innovation capability, Firm Performance*

5. CSR REPORTING ON THE CORPORATE COMMITMENT TO SUSTAINABLE INNOVATION

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ABSTRACT

This paper examines corporate commitment to sustainable innovation by reviewing the corporate social responsibility reports (CSR) across a group of global corporations. The intent is (a) to identify the extent to which corporate CSR efforts align with dimensions of CSR activities and (b) to determine the forces driving commitment to CSR and sustainable innovation. The research team used a content analysis methodology to review and code CSR reports from a select group of international corporations, ranked in Interbrand's Top Global Brands ranking. CSR activities among the sample focused on the triple bottom line dimensions of economic, environmental and social concerns, while goodwill and regulations were the most frequently noted forces driving CSR programs. The process of comparing CSR reports across the industry sectors provided deeper insight into understanding the nature and drivers of sustainable innovation than simply viewing these reports within individual sectors or companies.

Keywords: Corporate Social Responsibility, Sustainability, Triple Bottom Line, Stakeholder Analysis

6. EXPORT ORIENTATION IN INDIAN TEXTILE SECTOR

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ABSTRACT

The Indian textiles industry has an overwhelming presence in the economic life of the country. It is the world's second largest producer of textiles and garments making it one of the major components of booming Indian exports. Therefore, the paper aims to investigate the macro environment of Indian textile sector, study its export contribution to the total Indian export and the role of government in export promotion. The detailed investigation of textile sector covers the investment and export performance of the textile sector in India and initiatives taken by the Central Government to promote the exports of textiles in India.

Keywords: *textile industry, investment, export performance, government initiatives, Indian economy, macro environment*

7. ACTIVE WAITING REVISITED: LEARNING FROM LIONS

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ABSTRACT

A bias for action, active decision making, and “getting on with it” appear to be highly valued by both practitioners and academics in America. Under such monikers as exhibiting initiative, being proactive, walking the talk, and taking charge, getting things done is widely lauded and promoted. As a result, most managers are happy dealing with operational activities that require immediate attention, daily routines, and superficial behaviors rather than addressing crucial issues requiring reflection, systematic planning, creative thinking—and above all—time. To address this often unproductive busyness the authors propose active waiting which involves the recognition that not all problems are open to a quick fix and that sometimes waiting can be a valuable option. Waiting does not have to be passive, though. The authors recommend that managers act like skilled, veteran lions and adopt active waiting in order to be able to seize the opportune moment in pursuit of effective business strategy. This paper offers a six-step strategy to help leaders integrate active waiting into their supervision style and concludes with recommendations for managers.

Keywords: *Business strategy, active waiting, second-mover advantage*

8. IMPACT AND INTERACTION OF PROXIMITY ON THE INNOVATION CAPACITY OF FIRMS

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ABSTRACT

Based on data from a survey of 615 manufacturing firms, this article aims to advance knowledge on the impact of proximity (geographical, technological, and organizational) of the external sources of information on the innovation capacity of firms. This empirical research adopts a methodological approach to study firms within a region rather than the differences between geographic regions. Using the Google Maps Internet website is proposed to measure geographical proximity. The results show that geographical proximity is not the only form of proximity to influence innovation capacity. Indeed, technological and organizational proximities also influence the innovation process. Consequently, structural equations models have been used to take into account the direct and indirect influences between these three forms of proximity: geographic, organizational, and technological.

Keywords: *Proximity, Innovation, cluster, open innovation model.*

9. INDEPENDENT SALES REPRESENTATIVES: ACHIEVING TRUST FROM MANUFACTURERS

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ABSTRACT

Manufacturers may choose to outsource all or part of the sales function to manufacturers' representatives on a contract basis. The representative's ability to develop a manufacturer's trust is important because the trust is needed in order to develop a long-term relationship. Research on what influences trust in the representative has not been completed. To fill this gap in the literature, a model was conceptualized and

tested to explore antecedents to manufacturer trust. Two perceptions of the manufacturer were examined to determine relationships with trust: (1) the quality of information that is shared by the representative, and (2) the expertise exhibited by the representative. These antecedents were examined further by exploring two additional perceptions held by the manufacturer: (1) the representative's performance, and (2) the level of contact that the representative has with the manufacturer. Using survey data collected from 115 manufacturers, a path analysis was completed to test hypothesized relationships. An analysis of indirect effects on trust was also completed to account for factors mediated by others in the model.

Keywords: *agents, brokers, manufacturers' representatives, outsourcing sales, trust*

10. THE INFLUENCE OF MICRO-CONTEXTUAL DYNAMICS ON THE PERFORMANCE OF STRATEGIC ALLIANCES

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ABSTRACT

This study explores the issue of strategic alliances' performance from a managerial perspective. Sensemaking is used as a theory lens to analyze the narratives of multiple managers involved in the development of a strategic alliance within the Information and Communication Technology (ICT) sector. Results indicate that strategic alliance managers' perceptions and decisions relative to alliances are shaped by individual and group level factors. In particular identity, commitment, and more generally micro-contextual dynamics that extend well beyond the traditionally cited economic, competitive and resource-related rationales feature in explaining alliances' development and performance. This suggests that a managerial sensemaking perspective may complement traditional approaches in evolving towards a more robust understanding of strategic alliances' performance.

Keywords: *Strategic Alliances, Performance, Management, Sensemaking*

11. EVALUATING THE PERFORMANCE OF HOME BUILDING COMPANIES

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ABSTRACT

Home building industry, considered to be one of the drivers of the U.S. economy, is going through a dramatic transformation as U.S. economy recovers out of the current recession. In this paper, we use data envelopment analysis, an operations research technique, to benchmark the performance of nineteen homebuilding companies against one another for the year 2011. We find that only two companies out of nineteen are 100 percent efficient. We also identify the areas in which inefficient companies are lagging behind their efficient peers.

Keywords: *Evaluate, performance, homebuilding*

12. STRATEGIES OF CHINESE AUTOMAKERS

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ABSTRACT

Backed by its booming economy, China surpassed the United States and became the largest automobile market in the world in 2009. 2010 Beijing International Auto Show and 2010 Shanghai World Expo gained the world attention. The rising Chinese independent automakers, namely, Geely, Chery and Wanxiang Group, wowed the world and represented the "China Power." What strategies have they used or would use to accomplish their goals? What are the common characteristics that different Chinese automakers could have? The answers may be of interest of both the East and the West. This study analyzed the case of the three Chinese independent automakers. It is clear that young Chinese independent automakers followed the "attracting-in" and "walking-out" pattern, narrowed the gap by international cooperation, independent innovation, and merger and acquisition, followed by leaping forward and directly tackling the latest technology. Although these young Chinese independent automakers need to continue their effort on building brand and global expansion, they have set themselves ready to compete with major players at the same start line now. Meanwhile, Chinese government's "pushing power" behind them should not be underestimated.

Keywords: *Chinese auto makers, international cooperation, innovation, merger and acquisition, strategy, technology*
