

**ABSTRACTS****1. E-COMMERCE ADOPTION IN MINORITY-OWNED SMALL BUSINESSES**

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**ABSTRACT**

*The Internet has changed the way we do business. Electronic commerce (E-commerce) offers tremendous opportunities to small businesses through opening new markets; therefore, value creation, and perhaps, opportunity recognition through offering new products that lend themselves to electronic commerce. Little research has been published on the use of e-commerce in small businesses, and none on the use of e-commerce in minority-owned businesses. This study has investigated the effects of twelve factors on the adoption of e-commerce by MOSB firms and has found significant results for seven of the twelve factors: imposition by trading partners, general education of the CEO, CEO's knowledge of IT, CEO's enthusiasm toward technology, in-house IT expertise, competitive pressure, and relative advantage. The results suggest that MOSB firms have not successfully taken advantage of government contract opportunities and that education underlies the adoption of e-commerce. Policies need to be in place to ease the interface process between small businesses, and particularly small minority businesses, and government contracting. To meet the education and consulting needs of small businesses, universities and colleges should offer courses in a short, intensive format with a duration of just one or two days, in addition to the evening-and-weekend format, and offer professional services through their entrepreneurship centers and small business development centers.*

**Keywords:** E-Commerce, Technology Adoption, Minority, Small Business, Discriminant Analysis

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**2. WAL-MART'S IMPACT ON ENTRY AND ADJOINING MARKETS**

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**ABSTRACT**

*This study examines, over an eight-year period, the impact that Wal-Mart stores have on total retail sales levels and individual product categories in Wal-Mart host towns and Wal-Mart neighbor towns. The need for such an examination arose due to the perceived negative impact Wal-Mart is believed to have on Wal-Mart host towns. Communities can use this information to predict and cope with the changes that may occur upon Wal-Mart's arrival. Individual businesses in Wal-Mart host towns and Wal-Mart neighbor towns can use this information to aid them in devising a strategic plan for survival.*

**Keywords:** Economic Impact, Impact Analysis, Retailing, Small Business, Strategic Planning, Wal-Mart Stores

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### 3. TEAM HETEROGENEITY AND WORK OUTCOMES

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#### ABSTRACT

*In the midst of globalization of trade and advancement of technology, diverse work teams are becoming more and more common. Individuals from different functional, educational backgrounds, with age and gender diversity and with other forms of diversity are required to work together in a local workplace, a multinational corporation or an international organization. Demands of cooperation and coordination are becoming a critical part of work team existence. These changes are creating a new environment in the workplace, which would require a radical change in the management styles.*

*The research on diversity and its effects has shown only mixed and contradictory results over the years. This paper examines and explores nature of diversity and its effect on work teams. It further examines that various dimensions of both observable and underlying diversity function differently to affect its relation with various individual, team and organizational outcomes.*

**Keywords:** Work Teams, Diversity, Heterogeneity, Work Groups

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### 4. CONSUMERS' INTENTION TO PURCHASE E-CUSTOMIZED PRODUCTS: COMPARISON OF U.S.A. AND JAPAN

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#### ABSTRACT

*The online shopping market has been expanding exponentially not only in the US but also in Japan. Simultaneously, with the growing popularity of online shopping, e-customization has emerged as the most distinctive part of the phenomena as compared to offline shopping. Although e-customization is growing, there is a lack of research on it and its consumer. Most researches on recent customization, called "mass customization" have not focused on e-customization. Also, they have been conducted on the seller side, not on the buyer side. Therefore, this study focuses on the consumer's intention to purchase e-customized products, and investigates the antecedents of attitude toward customized products available in online stores using advanced interactive technologies that make efficient e-customization possible and allow customers to purchase customized products. In this study, four antecedents are hypothesized from both psychological (internal) and online environmental (external) points of view; uniqueness, social image, perceived risk and complexity. Five-hundred-eighty-two samples were collected in the US and Japan, and the structural equation modeling (SEM) was applied. The results show that all antecedents hypothesized might have significant effect on attitude and intention to purchase e-customized products and that uniqueness might be the major antecedent for consumers in both countries. It is noted that complexity has positive effect to attitude and intention in the US, while it has negative effect in Japan.*

**Keywords:** Online Shopping, Customized Products, e-Customization

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## 5. THE CONSUMER PRICE-PERCEIVED QUALITY HEURISTIC ON HIGHER EDUCATION

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### ABSTRACT

*The consumer price-perceived quality has always been used by consumers when they gauge the quality of a product or service. In this article, we develop three propositions which show how the consumer uses the price-perceived quality in education. This may be affected by whether the institution is private or public, the brand name of the institution or the average class size of the institution.*

*Our goal in this paper is to offer propositions that can motivate empirical research pertaining to the factors that influence how consumers use the price-perceived quality heuristic to determine which school is worth the money that they are paying for. The findings will point to several ways that college administrators and policy makers can realign programs and reallocate resources to raise performance levels and reduce costs. Primary among them are the development and articulation of whether to privatize a school, whether to invest in the brand name or to reduce class sizes.*

**Keywords:** Price-Perceived Quality Heuristic, education, brand name, class size, proposition

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## 6. FIRM HETEROGENEITY, INDUSTRIAL ORGANIZATION, AND THE RESOURCE-BASED VIEW OF RENTS

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### ABSTRACT

*This article discusses the reasons behind the existence and persistence of performance differences among firms in almost every industry. It reviews explanations offered by both the industrial organization view and the resource-based view for the origin of rents. It also discusses the limitations of these views.*

**Keywords:** Resource-based View, Firm Heterogeneity, Industrial Organization, Economic Rents

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## 7. PSYCHOLOGICAL HOSTILITY IN THE WORKPLACE: SEEKING CHANGE THROUGH HUMAN RESOURCE POLICIES AND ORGANIZATIONAL CULTURE

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### ABSTRACT

*Psychological hostility in the workplace is a form of counterproductive behaviour that organizations are increasingly attempting to keep employees safe from. No organization seems protected from the possibility of it being or becoming a serious problem. It is insidious by nature, but potentially powerful in its influence on individual's performance, well-being at work and health in general. Drawing upon recent research, this paper explores what organizations need to consider in addition to making human resource policy interventions. Specifically, we examine the role of organization climate and culture as one area in which organizations must seek to influence. Moreover, perceptions of the organization's responsiveness to incidents are also critical in demonstrating that the organization backs the policies it creates. Among other things, attention to the climate and culture being in sync with the policy will help ensure that potential violators are not given double messages on acceptability. A focus on clear organizational responsiveness perceived to be decisive and fair by organizational employees will help ensure that when incidents do inevitably occur that the negative effects can be mitigated.*

**Keywords:** Psychological harassment; Hostility; Workplace Aggression; Climate and Culture; HR Policy

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## 8. FIREFIGHTERS RESILIENCE AND PERSONAL CHARACTERISTICS UNDER CONDITIONS OF STRESS

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### ABSTRACT

*The current study of firefighters attempts to illustrate how specific personal characteristics relate to both psychological and physical resilience. The hypothesis tested is that firefighters exposed to stress ranging from benign to traumatic will be more resilient if they possess positive psychology characteristics of optimism and hope, and if they emphasize personality characteristics such as openness, agreeableness, conscientiousness, and extraversion, and deemphasize neuroticism. Firefighters who reported fewer psychological symptoms given their level of exposure to stressors scored lower on Pessimism, higher on Hope Agency, lower on Neuroticism, and higher on Conscientiousness. Firefighters who reported fewer cough and cold symptoms given their level of exposure to stressors scored higher on Optimism, lower on Pessimism, higher on both Hope Agency and Hope Path, lower on Neuroticism, and higher on both Agreeableness and Conscientiousness.*

**Keywords:** Stress, Resilience, Trauma, Positive Psychology, Personality, Coping, Physical Symptoms, Psychological Symptoms

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## 9. ORGANIZATIONAL INTELLIGENCE: A REVIEW OF THE LITERATURE WITH IMPLICATIONS FOR EUROPEAN ORGANIZATIONS

Veli Denizhan Kalkan, Gebze Institute of Technology, Gebze, Kocaeli, TURKEY

### ABSTRACT

*Organizational intelligence, with its antecedents and consequences, represents a continuous cycle of activities formulated by a process called the organizational intelligence cycle. Comprehending and improving the organizational intelligence cycle impose a challenge for European organizations, especially in the European Union (EU) enlargement process. This article attempts to conceptualize the organizational intelligence cycle and discusses the implications of organizational intelligence challenge for European organizations. The paper reviews the literature on the understudied subject of organizational intelligence, conceptualizes the organizational intelligence cycle, points out the importance of the concept for European organizations and provides implications for future research as well as managerial practice.*

**Keywords:** Organizational Intelligence, Innovation Capability, Organizational Performance, Organizational Intelligence Cycle, European Organizations, EU Enlargement Process

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## 10. INTERNATIONAL STUDY TOURS AS A MEANS TO GLOBALIZING THE BUSINESS CURRICULUM: A STUDY OF THE PRACTICES AND TRENDS AT AACSB INSTITUTIONS

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Ronald R. Bottin, Missouri State University, Springfield, Missouri, USA  
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### ABSTRACT

*This paper presents the results of a survey of 343 AACSB member institutions that focused on the use of international business study tours for faculty and other issues regarding international student and faculty travel in support of the internationalization of the business curriculum. Results indicate that study tours for*

faculty are not commonly used for a variety of reasons, but that there is some interest in expanding the use of study tours for gaining business faculty international exposure. Results also include typical activities of faculty on tours and countries visited.

**Keywords:** Business Education; Globalization; Faculty Study Tours; Study Abroad

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## 11. THE GOVERNANCE EXPERIENCE: A SURVEY OF NOT-FOR-PROFIT BOARD MEMBERS IN A MID-SIZED CANADIAN CITY

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George Lan, University of Windsor, Windsor, Ontario, CANADA

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### ABSTRACT

*Recent shifts in public climates, government restructuring of the social service sector, and a market-driven emphasis, have led to changing roles and responsibilities of the volunteer boards of directors, particularly in areas of accountability, effectiveness, and relationships. Within this context, the authors designed a questionnaire survey to investigate the governance experience of board members of nonprofit agencies serving women, children, and the disabled, in a mid-sized Canadian city and county. Board members were found to have a good understanding of their roles and to fulfill well their governance responsibilities. They had a high regard for and were well-informed about the organizations they served. The board meetings were well-organized and effectively run and the directors had sound relationships with their Executive Directors and other board members. The board members expressed concern that matters regarding director liability be adequately addressed and also wanted to improve further their governance knowledge and skills.*

**Keywords :** Board Governance; Not-for-profit Boards; Voluntary Board Members; NFP Efficacy; Nonprofit Organizational Performance

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## 12. A STRATEGY FOR COPING WITH SUPPRESSED VALUES IN RETAIL CENSUS DATA

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### ABSTRACT

*U.S. Census retail sales data in the Census of Retail Trade are increasingly incomplete because of the disclosure rule prohibiting the release of data that would reveal the sales for individual retail establishments. This problem is evident in other Censuses in the USA and in the censuses of other nations. In the USA, Currently almost 30% of the county category totals are suppressed to avoid the release of confidential data. Suppression is most prevalent for sparsely populated counties and sales categories with few competitors. The increase in suppressed sales values is largely the result of the rapid increase in the number of "big box" retailers and the decline in the total number of stores, as well as the increase in sales categories from 10 to 12 in 1997. The Exploratory Data Analysis technique median polish was used to estimate the value of sales in suppressed categories for three contiguous states in the Midwest with encouraging results. The technique is generally applicable for all states and could be extended to deal with data suppression in other Census data.*

**Keywords:** Disclosure rule; Suppression; Median polish, Census, Retail

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**13. SOCIAL CONTRACTS PRINCIPLES, CHILD LABOR AND INTERNATIONAL TRADE: AN ECONOMIC ANALYSIS**

Mahmood Hussain, San Francisco State University, San Francisco, California, USA

**ABSTRACT**

*This paper accomplishes two objectives. First it invokes the principles of Integrated Social Contracts Theory (ICST) in the context of child labor and compares the desirability of tariff and subsidy, aimed at curbing child labor. Second, using real-life data it carries out a computational analysis to compare the suitability of these instruments. It finds that tariffs are welfare worsening for working children, whereas transfers from the developed countries, which is supported by the ISCT, does not only reduces child labor but also improves their welfare.*

**Keywords:** Child labor; International Trade; Social Contract; Business Ethics; Computational General Equilibrium; Bounded Moral Rationality

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**14. MERGERS AND ACQUISITIONS AND ITS IMPACT ON CORPORATE WEALTH**

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**ABSTRACT**

*This paper discusses the role that mergers and acquisitions (M&A) have in corporate wealth. A review of the reasons why companies decide to merge or acquire will be discussed, followed by the benefits and disadvantages that they encounter as a result. The main focus will be if mergers and acquisitions are profitable to the company. There will be an analysis of several different U.S. corporations that engaged in mergers and acquisitions activity and how this strategy is affecting their corporation. These individual analyses will be compared to one another to get a look at merger and acquisition activity as a whole.*

**Keywords:** Mergers and Acquisitions, Corporate Wealth, Shareholder Value

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**15. ADOPTING CULTURAL CHANGE TO BUSINESS PRACTICES IN RUSSIA**

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Teodora Neiciulescu, Schneider National, Green Bay, WI, University of Tennessee, Knoxville, USA

**ABSTRACT**

*This study challenges conventional perception of the Russian culture and proposes practical applications for MNCs doing business in Russia. Survey of 93 Russian business people, based on Fons Trompenaars' cultural dimensions, shows that certain cultural attributes are going through a transformation. To maximize future practical benefits of the findings, we focus on necessity to address cultural change in Human resource management (HRM) area as an integral part of attaining competitive market position.*

**Keywords:** Cultural Change, Russia, Business Environment, Human Resource Management

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## 16. OUTSOURCING'S IMPACT ON DOUBLE-LOOP ORGANIZATIONAL LEARNING

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### ABSTRACT

*When organizations transfer the ownership of a business process (Bendor-Samuel, 2005), they no longer have to provide maintenance and training for those business processes. The organizations instead choose to pay for the service that is being supplied by the vendor. Organizations and vendors establish contractual obligations to obtain products or services. While organizations encounter challenges and risks when pursuing the strategy to outsource, the rewards seem to make it a worthwhile adventure. However, organizations tend to lose perspective as to how the outsourced business processes work and how they can be improved. Additionally, proper learning and knowledge from outsourcing can enable businesses to survive, grow and compete. The paper will focus mainly on organizational learning as it pertains to double loop learning in which assumptions are questioned when encountering challenges. The learning and knowledge gained from challenges may also apply to knowledge gained from dealing with risks.*

*The realities of outsourcing are forcing organizations to adjust and adapt to those new realities. Often organizations take actions to correct errors or problems, when correcting the errors require the organizations to make changes and question their strategies and assumptions, and take the proper action, then the organizations learning is impacted and they are forced into a double-loop learning.*

*When organizations outsource their IT functions, they no longer have the same corporate cultures as they once did. Double-loop learning causes organizations to transform their visions, assumptions, strategies, and markets. This paper addresses some of the outsourcing scenarios, where outsourcing impacts the organizational values.*

**Keywords:** Outsourcing, Single-Loop Learning, Double-Loop Learning, Governance, Relationship Management, Sarbanes-Oxley

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## 17. FRAMEWORK FOR INVESTIGATING IMPACTS ON CUSTOMER KNOWLEDGE BASE PERFORMANCE

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### ABSTRACT

*Many firms recognize their knowledge bases have great potential to help achieve sustainable differentiation and consequently competitive advantage (Gupta et al., 2000). However there has been little research to determine the extent to which various aspects influence customer knowledge bases performance. This paper proposes a framework to explore the relationships among three dimensions of knowledge management: resource provision, knowledge management process and customer knowledge base performance. This empirical study focused on a textile company including its regional branches in Taiwan and its knowledge base for customer information. Results show that customer knowledge base can be enhanced through resource provision availability and knowledge management process improvement. The two resource provisions, incentives and organization supported technology, had supplementary positive impact on steps of the knowledge management process. Survey results did not find direct impact of "knowledge define" on any feature of customer knowledge base performance.*

**Keywords:** customer knowledge, knowledge management process, incentives, technology, competitive advantage, textile industry

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**18. COUNTRY-OF-ORIGIN: TAIWANESE CONSUMERS' ATTITUDES TOWARD SELECTED PACIFIC RIM COUNTRIES**

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**ABSTRACT**

*The study results in this article address "Country-of-Origin" issues from the perspective of Taiwanese consumers' attitudes toward product and marketing practices of selected Pacific Rim countries relative to Taiwanese products. The selected Pacific Rim countries of this study consist of Australia, Japan, South Korea, Taiwan, and the United States. A strong sense of ethnocentrism on the part of the Taiwanese respondents is conveyed in the results of the study.*

**Keywords:** *International Marketing; Consumer Behavior*

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**19. MODERN STRATEGY AND CONTRACT ISSUES BETWEEN FIRMS IN LICENSING OF TECHNOLOGY**

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**ABSTRACT**

*Licensing of technology is commonly seen as a method of generating revenue for the licensor (source) company's assets in intellectual property and reciprocally a method of going to market faster by the licensee (target) company using proven technology. Although technology licensing has been studied in the past as simply a business activity between two firms involving negotiations based on market opportunity and transactional costs, several modern factors have emerged recently that would influence both the tone and nature of negotiations in the future. Among these factors are the shortened lifespan of licensable technology, the internet as both an information source and a sales distribution channel, the enormous growth of technology markets in Asia and finally, the low level, if not the total absence, of protection for intellectual property in significant global markets. This paper examines the effect of these factors on a firm's technology management strategies and the terms of licensing contracts between firms. It is proposed that it is the long term strategy of technology management for both source and target firms that will dictate the nature of future technology licensing contracts.*

**Keywords:** *Technology Licensing, Technology Contracts, Technology Management, Technology Transfer*

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**20. THE EFFECT OF STOCK POLICY ON ZJ STOCKS IN THE CHINESE MARKETS**

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**ABSTRACT**

*This paper examines the relationship between stock policy announcements and the so-called Zhuang Jia (ZJ) stocks in Chinese stock markets. By definition, a stockholder, who manipulates the market with advantage of information and capital, is referred to as ZJ. The investigations are carried out through modeling the daily changes of stock returns of ZJ stocks on the windows of stock policy events, in order to test the effect of news on the conditional mean and the variance of the changes on the days of stock policy announcements. The study demonstrates that significant changes had occurred to ZJ stocks, using policy events to manipulate the stocks. The ZJ stocks' cumulative abnormal return can reach 10%—15% within the stock policy event window. The research reveals that Chinese markets, unlike the Western markets, are sub-efficient markets with serious stocks manipulation by means of varied stock policy.*

**Keywords:** *stocks, chinese markets, stockholder*

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**21. HOFSTEDE'S CULTURAL DIMENSIONS: ARE INDIVIDUAL DIFFERENCES IMPORTANT?**

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**ABSTRACT**

*Understanding cultural dimensions becomes increasingly important as the pace of multinational business activities continue to quicken. Businesses must not assume an ethnocentric approach to staffing if they are to remain competitive and minimize problems (Kopp, 1994). Information leading to effective international organizational structures has been the focus of considerable research. Hofstede's model of cultural dimensions (1980) has become the most widely accepted and most frequently cited model for cross-cultural research (Bhagat & McQuaid, 1982; Lonner & Berry, 1998; Sivakumar and Nakata, 2001; Sondergaard, 1994). However, the model assumes similar responses from all individuals within a culture and does not account for individual differences. The findings from this study found significant intracultural differences based on gender and religious orientation. The impact from the findings and needs for future research are also discussed.*

**Keywords:** Cultural Dimensions, Gender Differences, Hofstede

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**22. USING EXPATRIATE COMPENSATION TO ACHIEVE COMPETITIVE ADVANTAGE**

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James R. Walton, University of Houston, Victoria, Texas, USA  
Ron Sardesai, University of Houston, Victoria, Texas, USA

**ABSTRACT**

*Sending employees on global assignments is costly and the reward systems are complex. The critical issue, however, is the cost-effectiveness of global assignments and the associated reward systems in relation to achieving a firm's overall strategic goals. The overemphasis on monetary rewards has often resulted in individuals filling overseas positions for all the wrong reasons. This research identifies problems associated with current methods of expatriate compensation. Specifically we address methods of payment and some of the pitfalls associated with the most widely used expatriate compensation paradigms. Recommendations for improvement are addressed.*

**Keywords:** Expatriate, compensation, global assignments, reward systems, SMEs

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**23. THE EFFECT OF EPACT ON CORPORATE STRATEGIES OF ELECTRIC UTILITIES**

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Wei He, University of Texas of the Permian Basin, Odessa, Texas, USA  
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**ABSTRACT**

*We survey chief financial officers of investor-owned electric utilities about the impact of the Energy Policy Act of 1992 on past and future investment, financing, and dividend decisions. The results show that utilities now diversify into both traditional and non-traditional businesses. Their non-traditional investments primarily focus on energy-related businesses such as energy service, energy trading, and electricity merchants but also include telecommunications. In terms of financing decisions, operating leases and project financing are the most commonly used financing methods for traditional businesses and non-*

*traditional businesses, respectively. Respondents generally agree that electric utilities have to be more creative in their financing after deregulation. Although most of these firms are reluctant to reduce dividends, some believe that a dividend cut is a more viable option after deregulation and have already reduced dividends.*

**Keywords:** *Electric Utilities, Financial Decisions, and Regulations*

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## **24. EXPLORING THE MARKET EFFICIENCY OF NEW ENGLAND SEAFOOD AUCTIONS**

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Deborah Prentice, University of Massachusetts-Dartmouth, North Dartmouth, Massachusetts, USA  
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### **ABSTRACT**

*The seafood industry represents a significant market for the U.S. and New England in particular. Given the commodity nature of this market, one would believe that it should follow widely accepted economic market theory. Contrary to this belief, this study found that the seafood auctions in the largest three New England fishing ports do not conform to market theory. Discrepancies are found both in price and in the price/quantity relationships suggesting that market forces beyond price and quantity are operative in determining the final price of the product offered.*

**Keywords:** *Seafood Auctions, Arbitrage, Price/Quantity Relationship*

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## **25. WHAT DRIVES R&D ALLIANCES IN THE GLOBAL BIOTECHNOLOGY INDUSTRY? A LEARNING WITH FLEXIBILITY EXPLANATION**

Yongliang "Stanley" Han, California State University, Sacramento, California, USA

### **ABSTRACT**

*Using data on 638 R&D alliances formed by 15 large pharmaceutical companies (LPCs) with new biotechnology firms (NBFs) in the global biotechnology industry, we conduct extensive demographic analyses of the nature, frequency and evolution of these alliances and seek to interpret empirical evidence in the light of the learning with flexibility explanation for the motives behind these R&D alliances. Empirical results generally support this explanation.*

**Keywords:** *R&D Alliances, Learning with Flexibility, Biotechnology Industry, Internalization*

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## **26. MAKING YOUR CORPORATE DISCLOSURE MECHANISMS TICK - A CASE STUDY ON SYSTEMIC APPROACH TO GOOD CORPORATE GOVERNANCE**

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### **ABSTRACT:**

*Corporate Disclosure Mechanisms (CDM) are nothing but small patchwork solutions in the vast mosaic of Good Corporate Governance (GCG). Despite various such mechanisms in place, corporations like Enron, WorldCom, Tyco, Arthur Andersen et al have been going under because of unethical practices born out of unsound value system. In India situation is far worse as many companies sink without a trace with neither the Registrar of Companies knowing anything about it, nor any media fanfare to attend to it. This is despite the fact that there are stringent regulations to cover such eventualities.*

*Any information for or born out of any CDM unfortunately, like the proverbial Statistics, can be made to go through many loops to show whatever picture is desired by the people in power. For the CDMs to be effective, corporate culture and the value systems are a sine qua non. A systemic approach for getting your HR systems and structure right is critical for these to work. An actual case study in energy sector in a State Government run Corporation, with more than 60000 employees, is taken and a roadmap is shown. The canvas is vast as it starts right from Board of Directors, Chairman, Managing Director, Independent Directors etc. down to Audit Committee. Not only is their role profiling done, but also their empowerment mechanism delineated. Designs for moving from the traditional, outdated and dysfunctional bureaucratic system to a Learning Organization is formulated to survive in the current turbulent environmental conditions. A new Ethics Committee is put in place and its role and structure is designed. It is also shown how Audit Committee can really be made to work in tandem and in sync with the Ethics Committee and how their roles can be interlinked to be mutually supportive in order to have a live & working CDMs with a sound work culture. The best of Strategic Human Resource Management (SHRM) is used to establish GCG in the Corporation.*

**Keywords:** *corporate governance, employees, Corporate Disclosure Mechanisms*

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