

ABSTRACTS**1. APPLYING CRM STRATEGIES TO THE LEGAL INDUSTRY: CAN THEY MAKE THE DESIRED DIFFERENCE?**

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ABSTRACT

This paper provides an assessment of the state of the field of Customer Relationship Management (CRM) in the legal services industry. Specific challenges facing CRM adoption in this industry are introduced to explain the lag in CRM initiatives in relation to other service related industries. Using data compiled from the largest 200 law firms in North America and the largest 50 law firms in Australia and the United Kingdom, the authors develop an organizing framework to evaluate the perceived contribution of CRM technologies to the strategic and financial imperatives held by the firm. Their assessment extends into the organizational ownership of CRM processes, the interaction of CRM technologies with other strategic business and information technology tools, and the method(s) used to promote CRM adoption within the firm. Some of the results and findings of the study support those from previous CRM industry studies; however, a number of additional findings are offered that may be localized to the legal services industry. Suggestions regarding future research efforts to complement the findings of this study are also offered.

Keywords: CRM, Legal Services, Customer Relationship Strategy, Customer Relationship Management, Customer Management

2. FINANCIAL STRUCTURE CHOICE IN THE UNITED ARAB EMIRATES EMERGING MARKET

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ABSTRACT

This study explores the applicability of modern financial structure theories in the United Arab Emirates – an emerging financial market. Questionnaires were sent to the finance managers of a stratified random sample of U.A.E. food companies. A single sector study was chosen to aid comparability of responses. The responses are compared to each other and then to the previous empirical studies in the U.S.A. and Europe. The survey results show that respondents are more likely to be driven by behavioral/managerial factors in their choice of financial structure, rather than to target an optimal debt to equity ratio. A cross tabulation analysis highlights the importance of company and management demographic characteristics on financial structure choice, such as ownership status, management nationality, educational qualifications, company size and debt level. Further results indicate that respondents may be influenced in their financial structure choices by a number of different factors including: management goals and values, business risk, management attitude towards risk, external environment factors, use of equity finance as a last financing resort and to trade-off costs and benefits of using debt.

Keywords: Modern financial structure theories; United Arab Emirates; behavioral/managerial factors

3. ENTREPRENEURIAL ORIENTATION, MARKETING STRATEGY AND GLOBALIZATION: A STUDY OF SMEs IN THAILAND

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ABSTRACT

Globalization and the emergence of internationally active small and medium-sized enterprises (SMEs) are key worldwide trends. This empirical study investigates the relationship between entrepreneurial orientation, marketing strategy, tactics, and firm performance of SMEs in Thailand. It is found that the greater the firm's entrepreneurial orientation, the more likely the firm is to pursue marketing leadership strategy, quality leadership strategy, and product specialization strategy. Furthermore, pursuit of any of these 3 strategies is likely to lead a firm to pursue acquisition of technology. Findings are discussed in relation to firms that are strongly affected by globalization and those that are not.

Keywords: *Entrepreneurship; Global Marketing; SMEs; Thailand*

4. COMPARISON OF HEALTH CARE BURDEN BETWEEN AUSTRALIA AND SINGAPORE

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ABSTRACT

This paper compares the health-financing burden between Australia and Singapore during the period from 1960 to 2000. The comparison highlights that Singaporeans carried a heavier out-of-pocket financing burden than Australians since 1984, the year when both countries made a significant change in their national health system.

Keywords: *Health care; Health expenditure; Out-of-pocket financing*

5. CROSS-CULTURAL DIFFERENCES: A FRAMEWORK FOR EVALUATING DIVERSITY TRAINING

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ABSTRACT

Teaching students the importance of diversity and cross-cultural differences in business communication is critical. Increasing their understanding of individual differences requires awareness and sensitivity. As academia and businesses reflect a multicultural workforce, the need for teaching and understanding diversity and differences is apparent. This research examines how teaching diversity and cross cultural differences can positively influence student-to-student and student-to-teacher communication. The Cross-Cultural Adaptability Inventory (CCAI) was administered as both pre/post tests to 120 students. Using descriptive statistics and repeated measure, ANOVA (Analyses of Variance) data analysis indicated results of the CCAI—leading to future research in diversity training.

Keywords: *Diversity training, intercultural communication, cross-cultural, group dynamics, nontraditional students, and curriculum*

6. UNDERSTANDING GOAL ADJUSTMENT STRATEGIES BASED ON GOAL ORIENTATION

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ABSTRACT

The influence of a four-factor goal orientation model and performance feedback on self-regulatory processes was examined in a 14 week longitudinal field study. 115 business students received oral performance feedback after biweekly tests and were asked whether they planned to change their goal for the next test. Results indicated that (a) individuals were sensitive to and motivated by the discrepancy between their goal and performance, (b) goal orientation influenced goal revision processes when individuals were presented performance feedback, and (c) performance goal orientations influence both the level of self-set goals and performance over the course of the semester. Measurement issues and directions for future research on the goal orientation construct in business settings are discussed.

Keywords: Goal Orientation; Performance Feedback; Goal Revision; Self-Regulation; Achievement Motivation

7. LIKING IT WITHOUT BELIEVING IT; ANALYSIS OF THE ATTITUDES TOWARD HUMOROUS TV ADS AND THE MODERATOR ROLES OF SENSE OF HUMOR AND SKEPTICISM

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ABSTRACT

Although the humor appeal is widely used in all different channels of advertising, an enormous literature gap exists regarding the factors that influence the perception of humor and the attitudes toward the humorous ads. This study has measured the effects of sense of humor and skepticism on the attitudes toward humorous TV ads by controlling humorousness in the ad. Pretests were run to check the manipulations and an experiment with two different conditions was conducted to seek empirical support for the proposed communication model. Since there are only a few advertising studies that tested the humor effects with actual TV ads, the present study provided important implications for advertising researchers by addressing that deficiency. The results have shown that both sense of humor and skepticism toward advertising change the attitudes toward humorous ads and are mediated by the perceived humor and the believability of the ad. Findings of this study suggested a negative relationship between believability and perceived humor and no interaction effects was found between skepticism and sense of humor on attitudes toward humorous ads. The author has concluded that humorousness of the message is better predictor of advertising performance than the believability of the message.

Keywords: Humorous ads, attitudes towards ads, skepticism, sense of humor, advertising believability, credibility, humor appeal, need for humor, advertising effectiveness, copy testing

8. INTERCULTURAL COMMUNICATION: THE BASIS OF THE ORGANIZATIONAL CULTURE

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ABSTRACT

Communication expresses the connections between the purposes and the instruments used by a transmitter of a message. Inside the cultural grounds generated by a society – defining for the system of values of a community, it may as well facilitate, complicate or even erase any connection between individual and language. In a binary system determined by what is acquired and what is innate, the

cultural factor reveals its multiple meanings, and besides any stream of appearances the two initiate a reciprocal determination. As culture is a guarantee of the functionality of a behavior, the success of an organization also depends upon the communication between the employees but as well of the connection between managerial decisions and their practice. Thus the cultural differences between the employees have to be taken into consideration, and mostly they have to be reduced so as not to transform into conflicts. Still, at times, it is these differences proper which make for the value of the idiom like „unity in diversity” and also define intercultural communication. For such a context like the business one the impact of the professional culture on a more general one is highly decisive. The assimilation of the organizational culture is accomplished by acknowledging and promoting the landmarks of the national culture while its development finds its own landmarks in notions like: the vocation, the effort and the imagination of the ones involved in initiating and maintaining a business. Consequently, the present analysis attempts to express the correspondence between the mental map of a population (its bias for certain values) and the predominant pattern of the organizational culture of that particular country.

Keywords: Communication, Culture, Intercultural Communication, Image of the Organization, Organizational Culture

9. POTENTIAL IMPACT OF REFERENDA AND INITIATIVES ON VOTER TURNOUT: EVIDENCE FROM THE 1998 GENERAL ELECTION

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ABSTRACT

*This empirical study seeks to broaden the interpretation of the “rational voter model” so as to include the potential effects of “direct democracy” on the voter participation rate. Direct democracy is assumed to take two forms: initiatives and referenda. This study tests the hypothesis that initiatives and/or referenda may significantly affect voter turnout because although they may elevate the expected gross benefits of voting by “empowering voters.” Using cross-section analysis for the 50 states for the 1998 general election, this study finds that **referenda did** significantly increase voter turnout.*

Keywords: Direct Democracy; Referenda; Initiatives; Voter Turnout

10. OPTIMIZING THE MANAGEMENT OF COLLEGE/UNIVERSITY BASED ON TEACHING QUALITY

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ABSTRACT

The tuition and the difference of learning quality between public and private colleges and universities have always been a major concern in the mind of students. Private colleges in Taiwan are subsidized by limited government funding. How to use the available resources, charge appropriate tuition and accept suitable number of student in order to provide a satisfactory learning environment and teaching quality is a topic worth of studying. This study include relevant indices (1) number of faculty, (2) human resources, (3) land and building, (4) funding for facilities and equipment, and (5) research and teaching expenditures have been selected for as the Teaching Quality Index (TQI). Using the cost estimation method to simulate the optimal point of operation for a private college in Taiwan is currently collected US\$ 1,125/semester tuition based on 18,000 students. Additionally, the existing profit and optimal point of operation for this college are used to simulate the conditions for elevating its teaching quality to the level of Tamkang University (TKU) and National Cheng-Kung University (NCKU).

The simulation results show that the tuition must be raised to US\$ 1,156/semester three years later and US\$ 1,188/semester seven years later in order to maintain a stable operation of this private college.

Keywords: *tuition, profit, teaching quality, private college/university, the cost estimation*

11. THE RELEVANCE OF PARTICIPATORY INTERVENTIONS FOR EMPLOYEE ADAPTABILITY TO CHANGE

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ABSTRACT

Success of any organizational change depends on employees' full involvement and their contribution towards the change. As evidenced in the earlier studies, employees feel threatened when faced with the change and therefore it is very difficult to get the full support from the employees. Hence organizations should have successful implementation strategies to help the employees in coping with organizational change and further, organizations should take proactive steps to elicit employees' positive behavioral responses. In this study, it is proposed that organizations should have two successful intervention strategies to achieve the objectives, 1) to adopt more focused approach at the time of selection of employees (right personality factors-Self esteem, optimism, perceived control and change self efficacy), 2) to take proactive steps (provide required information, allow the employees participation, provide the required training, empower the employees, provide conducive atmosphere where the employees get social support in a best IR climate) during the change implementation process. Two new concepts are introduced in this study, 'change resilient personality' (bouncing back to face the organizational change bravely) and 'change tolerant' (not only conquering the discomfiture resulting from change but also participating enthusiastically in change) and studied their relationship in an organizational change context.

Keywords: *Organizational Change; Implementation Strategies; Coping with Change*

12. THE INTERNATIONAL BPO LOCATION MODEL AND ITS APPLICATIONS

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ABSTRACT

As the trend toward globalization continues to burgeon, businesses are seeing geographic boundaries evaporate. This statement can be readily applied to the proliferation of the practice of global business process outsourcing (BPO), which involves farming out day-to-day, non-core competency processes in order to gain competitive advantages. The international BPO location model attempts to integrate the reasons why companies undertake BPO projects with the ideal characteristics of host nations for the BPO projects. Applying the model to certain nations, including India, China, and Ghana, will be useful in its development. Upon application of the model, India appears to be superiorly positioned.

Keywords: *global business process outsourcing*

13. INTERNATIONAL AGRICULTURAL NEGOTIATIONS: AN EMPIRICAL GAME THEORETIC ANALYSIS

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ABSTRACT

The topic of Multilateral Bargaining is examined, using the Uruguay Round Negotiations on Agriculture as a backdrop. A Computable General Equilibrium (CGE) model is used to impose payoff parameters for the targeted regions in the study. With these payoffs, policy preferences for the players are estimated, assuming that the decision-making authorities act as benevolent governments, strictly maximizing welfare. These preferences are used to calibrate a Multilateral Bargaining game (due to Rausser and Simon 1991), that is then solved for the equilibrium policy solutions. These policies are compared with the proposals and results from the actual Uruguay Round Negotiation. Recognizing that the regions in the study may have goals other than the strict maximization of welfare, alternate simulations are proposed that define the players as political rent-seekers with different political influence weights given to the agricultural and non-agricultural sectors of each region.

Keywords: *International Economics; Agricultural Policy; Negotiations; Game Theory; Trade Reform*

14. THE NEXUS BETWEEN CONSUMER PERCEPTION AND WILLINGNESS TO PURCHASE GENETICALLY MODIFIED (GM) FOODS

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ABSTRACT

The paper attempts to develop a consumer response framework by differentiating consumers within the given sample, and their intention to buy GM foods. The study compared the types of consumer's proponents and opponents, and examined factors influencing willingness to purchase GM foods. Cluster analysis and chi-square tests were used for comparisons. The findings suggest that opponents are unwilling to purchase foods even though the foods may be more nutritious than mainstream products. To them these foods are risky and can pose a risk for causing allergens. However, there were no significant differences between the two groups of clusters as far as use of pesticides were considered, while religious, ethical and price were concerns of the two groups of clusters. The paper suggests that there will always be a niche market for GM foods, and provides some commentary on how managers may address GM issues.

Keywords: *Genetically Modified Foods, Consumer Perception, Subjective Norms, Willingness to Purchase*

15. USING THE CONSUMER INVOLVEMENT PROFILE SCALE TO IDENTIFY DEMOGRAPHIC DIFFERENCES AMONG WINE CONSUMERS

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ABSTRACT

Wine consumption has been associated with status and prestige of the consumer. The purpose of this study was to use the Consumer Involvement Profile Scale developed by Laurent and Kapferer (1985) and examine differences in demographic characteristics of the five dimensions of the scale. Residents over the age of 21 who had consumed wine in the last six months and were living in one of three, upscale, suburban neighborhoods were asked to complete a telephone survey about their opinions of wine. The sample was obtained by randomly selecting streets in the City Directory from each of the three areas. Then, a cluster sampling technique was performed on each randomly selected street. The results suggest that the income of the respondents resulted in the greatest differences among the five dimensions with the perceived risk of wine buying, the symbolism of wine, the hedonic pleasure of wine, and interest in wine all increasing with income. Conversely, the perceived confusion of buying wine decreases with income. With regard to age, the hedonic (pleasure) dimension of wine is the sole dimension upon which the age cohorts differed. The relationship between level of education and the dimensions of involvement seems at least somewhat intuitive. The higher the level of education, the less trepidation is associated with the wine purchase. Both the perceived risk and the perceived confusion go down as the level of education goes up. And, generally speaking, the symbolic value of wine decreases with the level of education. Conversely, the hedonic value of wine increases with the level of education. The gender of the respondents and the area in which they lived resulted in little differences among the five dimensions.

Keywords: *Consumer Involvement Profile Scale, Wine Consumption and Demographic Differences*

16. CASE STUDY ON FRENCH, GREEK AND ROMANIAN HOTEL WEBSITES: A COMPARATIVE APPROACH

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ABSTRACT

Tourism develops rapidly and, in some countries, it is a priority for the Government. As a consequence, hotel companies develop too. The Internet and Internet technologies have become affordable and have deeply transformed the hotel industry. To be seen on the computer screens around the world and to be contacted easily, hotels make a lot of effort and spend huge amounts of money to build a solid image of their services. Websites seem to be the best ever known method of penetrating virtually any kind of target market. Thus, it is interesting to visit and observe hotel websites and find out how we can use this Web service of the Internet to inform ourselves in order to decide where to travel.

Keywords: *website, website pages key features, comparative analysis, statistic analysis, hotel industry*

17. CHANGING RESOURCE CONDITIONS OF SME IN ALLIANCES: INFLUENCES AROUND INCREASING SIMILARITY

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ABSTRACT

The combination of resources is a basis of many alliances. Prior studies explored the character of the combined resources and found that heterogeneity or homogeneity of resources triggers the forming of alliances. This paper sheds light on changes of the character of the combined resources in alliances. This study explores growing similarity of combined resources in alliances of SME. It further explores resources in terms of competencies, size, values and norms, market power, and reputation of SME. Results indicate that age, duration of the collaboration, and the intensity of meetings positively determines growing similarity. Moreover, joint learning is found to mediate the relationship between joint meetings and increasing similarity.

Keywords: *SME, Alliances, Heterogeneity*

18. BUILDING COMPETITIVENESS OF THAI SMEs: ROLES OF INNOVATION ORIENTATION

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ABSTRACT

SMEs have been a topic of interest to managers and academics following the Asian economic crisis in 1997, this study examines the relationships between innovation orientation and competitiveness by using SMEs as the sample. We research this timely topic by collecting data from the Thai market. Two components of innovation orientation (innovativeness and capacity to innovate) were chosen as independent variables. The results indicate that both innovativeness and capacity to innovate have positive influences on SMEs' competitiveness. Thus, contributions and suggestions are also provided for further research.

Keywords: *Small and Medium-Sized Enterprises, Innovation Orientation, Innovativeness, Capacity to Innovate, Competitiveness*

19. SPOKESPERSONS IN RADIO PUBLIC SERVICE ANNOUNCEMENTS: THE EFFECTS OF CELEBRITIES VERSUS VICTIMS

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ABSTRACT

The use of celebrity spokespersons in advertising is not new, and is in fact growing. And the effects of using celebrities as spokespersons in product advertising are well-understood. However, the role of celebrity spokespersons in public service announcements (PSA) is not as well understood. This research investigated this issue by comparing the effects of a PSA that featured pop star Ashlee Simpson, to one that featured a fictitious hurricane victim, Mary Lou Sanders. Results suggest that celebrity spokespersons that appear in PSAs do not enhance its effectiveness. In fact, the reverse seems to be true. The victim was more credible and believable than the celebrity. The benefits of using celebrity spokespersons in advertising, where celebrities are "pitching products," do not easily migrate to a PSA where they are soliciting donations. One explanation for this result is the seemingly incongruous situation

of a wealthy, pampered “star” asking working class “Joe Six-pack” for money. Aid and relief agencies should use caution when contemplating the use of celebrity spokespersons for their fundraising PSAs.

Keywords: Public Service Announcements, Celebrity Spokespersons, Celebrity Attractiveness, Celebrity Expertise, Celebrity Trustworthiness, Celebrity Credibility

20. AN EMPIRICAL INVESTIGATION OF WORK VALUES AMONG EGYPTIAN MANAGERS

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ABSTRACT

This study attempts to explore the work values among Egyptian managers. It investigates six work values: pride in work, job involvement, activity preference, attitude towards earnings, social status of the job, and upward striving. The study also seeks to identify the effect of position, department, sector, industry, age, sex, and specialization on each of the work values. The findings show that different work values were affected by different characteristics of managers. Factor analysis of the six work values proposed by Wallack et al's scale revealed two dimensions of work values, i.e. intrinsic and extrinsic. Each of the work values proposed was factor analyzed as an exploratory technique to investigate whether or not each work value was uni-dimensional or multi-dimensional. The results show that all work values are multi-dimensional. The study also attempts to fill in a gap in the area of behavioral research in Egypt and provides the decision makers with some indicators about the work values prevailing among both the public and private sector managers. This information could be of aid to the decision makers in implementing the administrative reform and modernization program.

Keywords: Egypt, Work Values, Pride in Work, Job Involvement, Activity Preference, Attitude Towards Earnings, Social Status of the Job, Upward Striving
