

ABSTRACTS**1. INVESTIGATION OF AUDIT REPORTS IN THE ROMANIAN LISTED ENTITIES**

Adriana Tiron Tudor, Babeş Bolyai University, Cluj-Napoca, Cluj, Romania
Melinda Timea Fülöp, Babeş Bolyai University, Cluj-Napoca, Cluj, Romania
Andreea Cîrstea, Babeş Bolyai University, Cluj-Napoca, Cluj, Romania

ABSTRACT

In the study we analyzed the situation of entities listed in the first category on the Stock Exchange. Our research focuses mainly on financial auditors, namely on the Big Four auditors. We also have focused on auditors' opinion and if there is any influence on the auditor's opinion if it changes from one year to another. We were limited to first category because our study extends over several years, namely 2004,2005, 2006 and 2007.

Keywords: *audit, report, opinion, listed companies*

2. EFFECTS OF ORGANIZATIONAL LEARNING EFFECTIVENESS ON INNOVATION OUTCOMES AND EXPORT PERFORMANCE OF GARMENTS BUSINESS IN THAILAND

Chanthima Phromket, Mahasarakham University, Thailand
Phapruek Ussahawanitchakit, Mahasarakham University, Thailand

ABSTRACT

The objective of the study is to further advance the understanding of the role of organizational learning effectiveness for successful export performance through the innovation outcomes and market turbulence and competitive intensity as a moderator, in the context of garments business in Thailand. Through field research accompanied by a review of the related literature, this study identifies organizational learning effectiveness and innovation outcomes that are important to successful export performance. The model is tested using the data collected from 205 garments business in Thailand. The results indicate that organizational learning effectiveness variables have a positive effect on innovation outcomes and export performance; and an innovation outcome has a positive effect on export performance. Facilitative leadership, relationship orientation, and information technology competency are the antecedents that have a positive effect on the organizational learning effectiveness and the results show non-significant when it is moderated by market turbulence and competitive intensity. However, an innovation outcome is not a mediator of the performance. Finally, contributions and suggestions are also provided for further research.

Keywords: *Organizational Learning Effectiveness, Innovation Outcomes, Export Performance, Facilitative leadership, Relationship orientation, Information Technology Competency*

3. EXAMINING THE ROLE OF MANAGERIAL DISCRETION IN SETTING CEO PAY AT SUCCESSION

Hongxia Wang, Ashland University, Ashland, Ohio, USA

Wallace N. Davidson III, Southern Illinois University, Carbondale, Illinois, USA

ABSTRACT

We examine the role of managerial discretion in setting CEO pay at succession. Using a sample of 656 successions from 1994-2005, we provide evidence that a successor CEO's pay level is positively and significantly associated with the level of managerial discretion. However, outside succession moderates the link between managerial discretion and pay level. We further find that the moderating effect of a successor's origin is contingent upon the bargaining power of the board of directors for the total and forced turnover samples. As for the pay structure of a successor, the results of our total sample and forced turnover subsample provide evidence that managerial discretion positively relates to the proportion of risk-based pay and outside succession has a moderating effect on this relation, and the moderating effect depends on the board bargaining power. As for the voluntary turnover sample, the pay structure of the new CEO is mainly determined by the pay structure of the predecessor and the board bargaining power. This study enriches existing research on managerial discretion and succession by linking CEO bargaining power at succession with the theory of managerial discretion.

Keywords: managerial discretion, CEO compensation, bargaining power, succession

4. STOCK OPTIONS BACKDATING AND AGENCY COST

Gyung Paik, Brigham Young University, Provo, Utah, USA

Janet Tanner, Brigham Young University, Provo, Utah, USA

ABSTRACT

In 2006 the financial news media reported that some 136 companies intentionally backdated their stock option issuance dates. By backdating option issuance dates, the management of these firms not only took more lucrative personal gains, but also increased tax expense of their firms. Obviously these managers were not carrying out their fiduciary responsibilities of protecting shareholders' wealth. This study examines whether stock option backdating is a one-time incidence committed by a few isolated individuals or is part of a more wide-spread firm agency problem. The results indicate that in our sample, option backdating firms have much higher agency costs compared to size- and industry-matched control firms. This finding provides evidence that stock option backdating is an indication of a more wide-spread firm agency problem occurring within the firms. However, tests for earnings manipulation do not reveal a significant difference between option backdating firms and non-backdating firms. This result implies that managers who backdate do not necessarily deceive investors by manipulating reported accounting numbers.

Keywords: Stock options backdating, fraud, agency cost, earnings manipulation

5. CHALLENGES FOR THE 21st CENTURY FINANCIAL INDUSTRY: BASEL II STANDARD, FAIR VALUE ACCOUNTING & PRO-CYCLICALITY

Parameswar Nandakumar, Sultan Qaboos University & Indian Institute of Management, India
Cheick Wagué, Southern Stockholm University, Stockholm, Sweden

ABSTRACT

This paper analyzes the roles played by the Basel I and II Agreements and the Fair Value System of Accounting (FVA) in exacerbating the financial crisis that erupted following sub-prime defaults in 2006-2007. The criticism levelled against these is mainly that adherence to these systems and standards proved to be pro-cyclical, worsening the financial crisis once that erupted. Conflicting opinions on these roles and on the advantages and disadvantages of the standards and accounting systems are compared. Finally, reforms and changes are suggested in the applications of these standards.

Keywords: Basel Agreements, Fair Value Accounting, Pro-cyclical, Financial crisis, Credit risk

6. AN EMPIRICAL INVESTIGATION OF INCENTIVE-BASED COMPENSATION JUSTICE AND JOB BEHAVIORS OF ACCOUNTING MANAGERS IN THAILAND

Varaporn Prepanichnukul, Mahasarakham University, Thailand
Phapruke Ussahawanitchakit, Mahasarakham University, Thailand

ABSTRACT

Although the studies of perceived justice have increased particularly in the past few years, few accounting research has focuses on the relationships between all three perspectives of incentive-based compensation and job outcomes. In addition, most previous studies focused on the direct effect of corporate communication on performance while researches in accounting area that document it as moderating effect on the associations between various incentive-based compensation justice and job outcomes are limited. As a result, the purpose of this study is to investigate the effect of procedural, distributive, and interactional justices on job commitment, job creativity, job enthusiasm, and job performance and examine the moderating effect of corporate communication on these relationships. Data are collected from 123 accounting managers in food and drink manufacturing firms in Thailand. The results indicate that distributive justice of incentive-based compensation has more impact on job outcomes than other justices. Furthermore, it also found that corporate communication moderates the relationship between interactional justice and job outcomes. Finally, contribution, suggestions for future research and conclusions are proposed.

Keywords: Incentive-based Compensation; Justice Perception; Commitment; Creativity; Enthusiasm; Communication; Performance

7. THE IMPACT OF INTERNET BANKING ON BANKS IN NEW JERSEY (U.S.)

Thomas Wamalwa, Reading Area Community College, Reading, PA, USA

ABSTRACT

The initial bank website instrument was a case study of a large bank in the northeastern states of U.S. (Wamalwa, 2006). This study is a follow up study based on the dissertation recommendations entitled "The Impact of Internet Banking on Banks: A Description and Evaluative Case Study of a Large U.S. Bank (LUSB)" (Wamalwa, 2006). This second study tested a bank website instrument based on

thirteen objectives. The intent of this study was to test an earlier instrument using a random sample of 40 institutions in the state of New Jersey using bank websites. The financial institutions that do not provide banking services were excluded from this study. The results of the study showed that only a few banks have started adopting mobile banking. The study determined that financial information is posted on the banks' websites. The results of this study are limited to financial institutions in the state of New Jersey. A more comprehensive study that involves customers and more financial institutions should be undertaken when funds are available before quality of website service (QoWS) instrument can be generally applied to financial institutions' websites in the entire U.S.

Keywords: *Emerging technologies, Internet Banking, Online Banking, Quality of Website Service (QoWS), Online Security*

8. THE PERCEPTIONS OF THE RELIGIOUS TOURISM CONCEPT AND ITS IMPLICATIONS IN ROMANIAN MONASTERIES

Alexandra M. Țîrca, Babeş-Bolyai University, Cluj-Napoca, Romania
Mihai F. Băcilă, Babeş-Bolyai University, Cluj-Napoca, Romania
Alexandru Chiş, Babeş-Bolyai University, Cluj-Napoca, Romania
Marius D. Pop, Babeş-Bolyai University, Cluj-Napoca, Romania

ABSTRACT

Tourism based on religion or spirituality is of immense importance in many parts of the World. Tens of millions of people travel each year throughout the world in search of encounters with deity or for personal spiritual enlightenment by visiting places that are venerated as holy and divine. While religious-oriented travel has been around since the first pilgrimages, in recent years it has developed into a much larger and more segmented market. Tour operators, religious-oriented travel agents and the local tourism authorities are realizing the great potential of this specific market. But how can they work professionally with items regarded as holy for site managers and religious organizations and who don't want to see them over commercialized and abused by people without understanding of their expression of faith? The subject of this paper is to investigate the perceptions of Romanian monasteries' abbots concerning the religious tourism concept, role and implications. By means of adequate marketing research instruments and statistical data analysis, the authors identified some critical aspect regarding the religious tourism implications and suggest several directions for all the stakeholders potentially involved in this phenomenon, in order to create and develop this form of tourism for the Romanian market and to create a necessary and difficult balance between the economical and spiritual issues implied by the religious tourism.

Keywords: *Religious Tourism, Monasteries, Abbots' Perception, Religious Tourism Benefits*

9. AUDIT PRICING IN AUSTRALIA IN 2000s

Shirley Wong, Northern Melbourne Institute of Tafe, Victoria, Australia

ABSTRACT

This paper examines the change in audit fee in Australia in 2000s. Corporate collapses occurred in the audit service market during this period, leading to the spate of reforms proposed by the government and the accounting bodies.

Keywords: *Corporate Collapses, Audit Pricing*

10. RETHINKING EMPLOYEES STOCK OPTIONS PLANS

Karim S. Rebeiz, American University of Beirut, Beirut, Lebanon

ABSTRACT

Executive compensation packages, particularly in the form of stock options, have enjoyed wide popularity over the past few decades. Although the interest in executive stock options (ESO) waned for a brief period of time, the recent corporate scandals have brought renewed scrutiny to issues surrounding the appropriate level of executive compensation, including those involving ESO abuse or opportunism. Based on structured interviews, this paper investigates what could go wrong in ESO compensation schemes in terms of costs, incentives and moral hazards. It also suggests possible improvement strategies to further align the interests of the managers with those of the shareholders.

Keywords: *Employees stock options; Executive compensation; Costs; Incentives; Moral hazard; Improvement strategies*

11. ANTECEDENTS AND CONSEQUENCES OF WORKPLACE AGGRESSION: GAINING INSIGHT FROM INTERVIEWS OF TARGETED EMPLOYEES

Kenneth E. Sumner, Ph.D., Montclair State University
Theresa J. Brown, Georgian Court University
David J. Radosevich, University of Wisconsin-Green Bay

ABSTRACT

Interviews with 64 participants regarding specific instances of workplace aggression (WA) were examined with regard to antecedents of WA, characteristics of initiators and targets of WA, reactions to WA, organizational contexts of WA, and consequences of WA. Participants were significantly more likely to ascribe a common constellation of personality traits to initiators of WA (i.e., irritability, shame proneness, Type A) compared to targets of aggression. Initiators, compared to targets, were also of significantly greater age and organizational status. WA involving instances of hostility were significantly more likely to occur than other types of workplace aggression. Implications of these data for human resource functions including employee selection and development are discussed.

Keywords: *workplace aggression, personality characteristics, organizational status, human resource management*

12. IMPACT OF EMERGING ORGANIZED RETAILING ON UNORGANIZED RETAILING - JUNIOR MARKETING EXECUTIVES' PERCEPTION: A PRELIMINARY STUDY

P. Narayana Reddy, Osmania University, Hyderabad, India

ABSTRACT

The current economic scenario in India is paving a way for the emergence of organized retail. Due to positive liberal environment, significant number of Indian businesses houses as well as Multinational Corporations is entering into the retail sector in an organized form. This sudden spurt in organized retail in the country leading to a lot of controversy in terms of its impact on the existing traditional retailers. This paper tried to analyze the impact of organized retail on traditional retailers on a pilot basis initially. This study will lead to a larger study in the next two years with a broad framework. For the purpose of

the analysis empirical data have collected with the help of junior marketing executives through structure questionnaire. Factor analysis Chi-Square test applied to draw specific conclusions.

Keywords: *Organized Retailing, Unorganized Retailing (Kirana Stores), Factor Analysis*

13. INVESTIGATION INTO THE EFFECT OF TOTAL QUALITY MANAGEMENT ON INNOVATION PERFORMANCE OF ORGANIZATIONS: RESEARCH FRAMEWORK AND MEASURES

Satish K. P., Indian Institute of Science, Bangalore, India
R. Srinivasan, Indian Institute of Science, Bangalore, India

ABSTRACT

It is observed that to achieve competitive advantage, organizations in addition to adopting a Total Quality Management (TQM) approach, is also required to see that they are innovative in all areas. Consequently it is important to evaluate the appropriateness of TQM for achieving innovation performance. Literature review indicates the existence of gaps with respect to such studies with respect to Indian organizations in the post liberalized economy. This paper attempts to identify the variables and develops a research framework. Subsequently a measuring instrument using a detailed questionnaire was also developed to collect primary data. It was operationalised in 72 identified TQM organizations in the manufacturing sector. Reliability analysis and confirmatory factor analysis was carried out on the collected data using SPSS for establishing the reliability and validity of the instrument.

Keywords: *Total Quality Management (TQM), Innovation, Reliability, Validity, Indian Organization*

14. PERSONNEL SELECTION METHODS WITHIN THE FRAMEWORK OF REINFORCEMENT SENSITIVITY

Mark David Scott, Virginia Tech, Blacksburg, Virginia, USA

ABSTRACT

The present conceptual analysis examines current personnel selection methods within the framework of Gray's (1973) reinforcement sensitivity hypothesis. Specifically, methodological advancements in personality and general mental ability testing are proposed that incorporate biologically-based inter-individual variation in sensitivity to environmental consequences. Personality testing is considered with reference to Skinner's (1938, 1971) "three term contingency model," whereas general mental ability testing is considered with reference to set formation and reversal learning paradigms (Robbins, 2006; Smillie, 2008). As Furnham and Jackson (2008) have noted that organizations, like individuals, tend toward a particular reinforcement sensitivity orientation, it is implied that the accurate identification of high-performing employees can be enhanced through an examination of reinforcement sensitivity via "tried and true" personality and general mental ability testing.

Keywords: *Personnel Selection; Reinforcement Sensitivity; Personality; General Mental Ability*

15. JUSTICE PERCEPTION IN MEDICAL ADMINISTRATIVE GOVERNANCE

Rick Tallman, University of Northern British Columbia, Prince George, British Columbia, Canada
Kelly Phipps, Northern Health Authority, Prince George, British Columbia, Canada
David Matheson, University of British Columbia, Vancouver, British Columbia, Canada

ABSTRACT

This study examines governance of medical administration in a large healthcare organization. Medical Advisory Committees (MAC) are one form of governance used to integrate physicians into the decision making process. We use organizational justice as a framework for examining the relationship between MAC members and Medical Administration. Both quantitative and qualitative data was collected. We found that although most of the perceptions of MAC members were similar, there were some significant differences in justice perceptions across the MACs in the organization. Our study of this organization indicates that organizational justice is a valid framework for examining the relationship of groups operating in a form other than a typical employer-employee relationship.

Keywords: Organizational Justice, medical administration, case study, organizational behavior

16. IMPROVING HEALTHCARE SERVICE QUALITY: AN APPLICATION OF INTEGRATING SERVQUAL AND KANO MODEL INTO QUALITY FUNCTION DEPLOYMENT

Figen A. Yeşilada, Near East University, Nicosia, Cyprus
Dicle Yurdakul, Izmir University of Economics, Izmir, Turkey

ABSTRACT

In the highly competitive market environment, health care providers are forced to improve their service quality due to increasing expectations of customers. Quality care can be achieved by a deep knowledge on customers' expectations and needs and how they can be satisfied by the service provider. Focusing on the voice of customer, Quality Function Deployment (QFD) can be used to gain a thorough knowledge on these two topics in a way that will result in an improvement in the level of service quality. This study aims to integrate SERVQUAL, Kano's Model and QFD in order to maintain a full coverage on the perceptions of service quality, which factors contribute most in this perception and how the voice of the customer can be implemented into service design process. A comparative study is presented to evaluate the service quality perceptions of patients regarding the healthcare services provided by university hospitals and how the service quality can be improved according to the expectations of patients. According to the results of this study, the importance of education in creating behavioural and attitudinal change in terms of professionalism is emphasized as a key factor in improving healthcare quality.

Keywords: Healthcare service quality, QFD, SERVQUAL, Kano's Model

17. SMALL BUSINESS SUCCESS METRICS: THE GAP BETWEEN THEORY AND PRACTICE

Laurence G. Weinzimmer, Bradley University, Peoria, Illinois, USA
Abishek Manmadhan, Bradley University, Peoria, Illinois, USA

ABSTRACT

The study of small-business success metrics is important both for researchers and entrepreneurs. An exhaustive review of small-business research performed over the last 24 years clearly demonstrates that financial performance is the most cited performance metric. Interestingly, a survey of 152 business

owners revealed that meeting customers' concerns was the most cited performance metric. Comparing results of academic research and small-business owners yielded disparate results. Part of the difference may be a focus on process rather than on objective results. In addition, business owners may have much broader expectations for their businesses than researchers, who typically focus on objective empirical measures.

Keywords: *Small Business, Success Metrics, Financial Performance*
