

**ABSTRACTS****1. STRATEGIC MANAGEMENT ACCOUNTING AND CORPORATE PERFORMANCE OF THAI-LISTED COMPANIES: A MEDIATING EFFECT OF MANAGEMENT PROCESS**

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**ABSTRACT**

*This study investigates the relationships among strategic management accounting (SMA) implementation, management process (successful planning, competent directing, effective controlling, and valuable decision making) and corporate performance via strategic flexibility as a moderator in the context of Thai-listed companies using a contingency theory framework.*

*Moreover, three constructs for antecedent of SMA implementation include advanced manufacturing technology capability, competitive strategy, and competitive intensity was chosen as independent variables. The ordinary least squares (OLS) regression analysis and data from 107 accounting managers or accounting directors of Thai-listed companies supported our hypotheses, researchers found that: (1) SMA implementation is positively related to management process (successful planning, competent directing, effective controlling, and valuable decision making); (2) SMA implementation is positively associated with corporate performance; (3) successful planning and competent directing are not accepted as mediators of the SMA implementation-corporate performance relationships.*

*IN contrast, effective controlling and valuable decision making are accepted as mediators of the SMA implementation-corporate performance relationships; (4) strategic flexibility is not moderators of the management process and corporate performance; and (5) advanced manufacturing technology capability, competitive strategy, and competitive intensity are positively related to SMA implementation. Thus, theoretical and managerial contributions are provided, conclusion and suggestions are also presented for future research.*

**Keywords:** *SMA Implementation, Successful Planning, Competent Directing, Effective Controlling, Valuable Decision Making, Advanced Manufacturing Technology Capability, Competitive Strategy, Competitive Intensity, Strategic Flexibility, Corporate Performance*

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**2. STRATEGIES FOR SUSTAINABLE DEVELOPMENT OF SILK INDUSTRY IN NORTHEAST THAILAND**

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**ABSTRACT**

*Sustainable development of the industry can be best understood by examining factors influencing the stakeholders as their livelihoods depend on it. Such an examination leads to investigations of the value-chain describing transactions among the stakeholders. After examining the factors and actors involved in the silk industry, the paper proposes strategies for sustainable development of silk industry in Northeast Thailand. The paper suggests the need for simultaneous engagement of these strategies at local, national and international levels.*

**Keywords:** *Sustainable Development, Silk Industry, Value-Chains.*

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### 3. A COMPARATIVE STUDY OF U.S. AND CHINESE CORPORATE MISSION STATEMENTS

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#### ABSTRACT

*A review of the research on corporate mission statements indicates that they are unique, enduring written depictions of a firm's identity or purpose for being. The research is unclear as to their effect on firm performance. They often differ in content and structure based on cultural and institutional factors. There is evidence suggesting that there are significant differences between the mission statements of U.S. and foreign firms. An investigation of the corporate mission statements of Chinese firms reveals that they are similar in many respects to those of their U.S. counterparts, but are different in two respects. They focus more on public image and less on survival and growth. They emphasize cultural values of nature, harmony, relationships, and positive image projection.*

**Keywords:** Chinese Mission Statements, U.S. Mission Statements, Strategic Management, Global, Public Image, Survival, Growth, Profitability, Nature, Harmony, Relationships

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### 4. AN EMPIRICAL ANALYSIS OF ORGANIZATIONAL TRANSFORMATION CAPABILITY IN THAI ELECTRICAL AND ELECTRONIC BUSINESSES: HOW DOES IT INFLUENCE SUSTAINED COMPETITIVE ADVANTAGE?

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#### ABSTRACT

*This paper extends the RBV and Dynamic capabilities theory to examine the role of organizational transformation capability that affects strategic platform uniqueness, capable resource establishment, and swirl innovative knowledge which link to a firm's sustained competitive advantage through technological dynamism as a moderator of the relationships between organizational transformation capability and its consequences. The key antecedents include three factors of environmental scanning, customer need uncertainty, and diversified markets and services. This paper also treats economic change as a moderator of the aforementioned relationships. Three hundred and seven electrical and electronic businesses in Thailand are samples of the paper. The results indicate that organizational partial transformation capability have significant positive effects on strategic platform uniqueness, capable resource establishment, and swirl innovative knowledge. Both strategic platform uniqueness and capable resource establishment are positively associated with sustained competitive advantage. Only environmental scanning is an important antecedent of organizational transformation capability. Additionally, economic change is a moderator of the customer needs uncertainty-organizational transformation capability relationships. Theoretical and managerial contributions and suggestion for further research are provided, and conclusion of the paper is presented.*

**Keywords:** Organizational Transformation Capabilities; Strategic Platform Uniqueness; Capable Resource Establishment; Swirl Innovative Knowledge; Environmental scanning, Customer Need Uncertainty; Diversified Markets and Services; Economic Change; Technology Dynamism; Sustained Competitive Advantage

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## 5. THE EFFECT OF TECHNICAL EFFICIENCY IN INSURANCE COMPANIES ON STOCK PERFORMANCE: DATA DEVELOPMENT ANALYSIS (DEA) EVIDENCE FROM JORDANIAN COMPANIES LISTED IN AMMAN STOCK EXCHANGE (ASE) DURING THE PERIOD (2000-2006)

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### ABSTRACT

*The purpose of this study is to measure the technical efficiency of Jordanian insurance companies using DEA. The period of the study (2000-2006) is the duration of observed improvements in this sector. The importance of this study is that it will give attention to what extent technical efficiency will support the companies overall goal and how ASE values such efficiency. The sample consists of 22 insurance companies listed in ASE. The inputs variables used to measure efficiency are: technical reserves, equity, borrowings, and operating expenses. While the outputs include: premium and investment income. The results reveal that insurers' efficiency is increased over the study period, and ASE values the technical efficiency of insurance companies by appreciating their stock prices.*

**Keywords:** Insurance, Jordanian, Stock Exchange

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## 6. GREEN STRATEGIES AND GREEN MARKETING

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### ABSTRACT

*As civilization has grown rapidly from the industrial revolution, industrialization has gradually been damaging the ever so fragile eco-environment through chemical emissions and pollution. From ice ages, heat waves and droughts, our environment has experienced great change. In order to prevent our balanced eco-system from becoming another ice age or heat wave, going green is something we will all need to face sooner or later. Global warming has been a major concern for the past two decades. In order for businesses to respond positively to these climate changes, corporations will need to change how business is done to minimize the effects it has on the environment. The purpose of this research paper is to examine and analyze how different business practices can make a constructive impact on our environment. In addition, companies can cut down costs and gain a competitive edge and reputation. This study also analyzes customer behavior associated with green products and sets up a strategic model to implement green marketing tactics. Lastly, the study will help managers and executives identify emerging green markets and create benefits for both business and consumers.*

**Keywords:** Green Strategies; Green Marketing

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## 7. WORKING CAPITAL MANAGEMENT, OPERATING CASHFLOW AND CORPORATE PERFORMANCE

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### ABSTRACT

*This paper investigates the relationship between working capital management, corporate performance and operating cash flow. The relationship is examined using dynamic panel data analysis. The analysis based on a sample of 5802 U.S. non-financial firms listed in the New York Stock Exchange, American Stock*

*Exchange, NASDAQ Stock Market and the Over The Counter Market for the period 1990-2004 (87030 firm-year observations). The results suggest that managers can increase profitability and operating cash flow of their firms by shortening the cash conversion cycle and the receivable collection period. The results also show that shortening the inventory conversion period and lengthening the payable deferral period reduces the firm's profitability and operating cash flow.*

**Keywords:** Working Capital Management, Cash Conversion Cycle, Receivable Collection Period, Inventory Conversion Period, Payable Deferral Period, Operating Cash Flow, Corporate performance

## **8. STRATEGIC HUMAN RESOURCE MANAGEMENT CAPABILITY AND ORGANIZATIONAL EFFECTIVENESS OF HOTEL BUSINESSES IN THAILAND**

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### **ABSTRACT**

*The purpose of this study is to investigate the effect of antecedents and consequences of strategic human resource management capabilities which consist of four dimensions, namely, recruitment and selection intelligence, career path progressiveness, human resource development excellence, performance appraisal efficiency leading to organizational effectiveness via two moderators: top management support and organizational climate. Here, hotel businesses in Thailand are samples of the study. The results show that performance appraisal efficiency is significantly and positively related to organizational loyalty. Human resource development excellence and performance appraisal efficiency are significantly and positively related to working enthusiasm and employee commitment. Moreover, organization awareness for human capital has a positive influence on strategic human resource management capabilities. Contributions and suggestions for future research directions, and conclusions are highlighted.*

**Keywords:** Strategic Human Resource Management Capability; Recruitment and Selection Intelligence; Career Path Progressiveness; Human Resource Development Excellence; Performance Appraisal Efficiency; Working Enthusiasm; Organizational Loyalty; Employee Commitment; Organization Awareness for Human Capital; Organizational Effectiveness; Top Management Support; Organizational Climate

## **9. THE SERVICE-LEARNING EXPERIENCE IN A CAPSTONE MARKETING COURSE: A FRAMEWORK FOR ASSESSING STUDENT OUTCOMES**

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### **ABSTRACT**

*Volunteerism is consistent with the mindset, value system, and motivation of the Millennials or Generation Y, a demographic that gravitates toward companies with corporate cultures that stress social responsibility and diversity. Civic responsibility and service-learning (a pedagogical method that integrates community service with academic study) are inextricably intertwined.*

*Consequently, an important issue surrounds the impact of service-learning on the academic development and life skill development of undergraduate students, and ultimately, their preparedness for the professional arena. The purpose of this paper is to present a framework and advance propositions for an empirical exploration of the intellectual and personal outcomes that accrue to undergraduate students from the service-learning experience in a capstone marketing course.*

**Keywords:** Service-Learning, Marketing Pedagogy, Experiential Education, Civic Engagement, Strategic Marketing

## 10. PERSONALITY TRAITS AND IMPLICIT LEADERSHIP THEORIES OF BRUNEIANS

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### ABSTRACT

*Research in leadership has seen a shift in focus from one that is leader-centric to one that is follower-centric. It is argued that a leader's effectiveness is also affected by the followers' acceptance of the leader as their leader. Followers rely on their cognitive schema to judge whether someone deserves to be considered a leader. This cognitive schema is the implicit leadership theory (ILT) individuals have on what are the qualities of a leader. Research evidence shows that there is considerable variation in the ILT held by people across nations. This paper will present the findings of study on the ILT held by Bruneians. It will also examine the relationship between ILT and a number of personality variables.*

**Keywords:** *Implicit leadership theory, personality, Brunei, public sector*

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## 11. EXPLOITATIVE AND EXPLORATORY LEARNING IN NEW PRODUCT DEVELOPMENT TEAM

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### ABSTRACT

*The purpose of this study is to examine the effect of slack resource on the relationship between team learning and project performance. Regression analysis was used to test the hypotheses in a sample of Taiwanese firms. The findings suggest that team learning is positively associated with project performance. In addition, slack resource plays a moderating role in the relationship between team learning and project performance. Empirical results provide general support for our predictions. Managerial implications and future research directions are discussed.*

**Keywords:** *team learning, slack resource, project performance*

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## 12. CONCEPTUAL FRAMEWORK FOR INTEGRATING STRATEGIC PLANNING SYSTEMS AND ORGANIZATIONAL CHANGES

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### ABSTRACT

*Efforts will be made to develop a conceptual framework for integrating between strategic planning system and strategic issue management system (Camillus & Datta, 1991). Integrative planning framework will be explored with the effects of flexible organizational structure (Volberda, 1996) and different strategic choices in a turbulent environment. Conceptual framework will be extended from a previous study that dealt with three types of organizational changes (Camillus et al., 2001), and modular organizational structure is proposed as an alternative organizational form to optimize the complex linkages among strategy, structure, and planning and control systems. Implications for future study will be discussed.*

**Keywords:** *Strategic Planning System, Strategic Issue Management System, Organizational Change*

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### 13. AN INTEGRATED STRATEGIC FRAMEWORK FOR NONPROFIT ORGANIZATIONS

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#### ABSTRACT

*More and more non-profit organizations are changing their strategies to battle with increased competitions from for-profit enterprises. Non-profits are turning to commercial arena for leverage or replace their traditional sources of funding. To explore new possibilities commercialization, nonprofit leaders need to craft their strategies carefully. An overall framework can help nonprofit leaders understand and assess their options. The purpose of this paper is to establish an overall strategic framework that can be used to help a nonprofit organization successfully compete against commercial enterprises. The strategic framework should include three important areas: client relationship, financial structure, and overall planning. These three keys area have been separately studied before; however, this study will attempt to integrate these areas into a strategic framework. More often, nonprofit strategies only focus on one of these important areas and pay very little attention to other areas. These three key areas will reflect on the organization's mission and goals. Good client relationship is essential to help the organization expand and retain its customers. Keeping a good relationship, for example, would help the organization bring in more volunteers which is the source of a nonprofit organization's workforce. Financial structure focuses on the organization's goal and objective. The balance between commercial and traditional source of funding would help the organization become less dependent donations and grants. The overall planning delivers the organization's goals while strengthening client relationship and retaining financial support. Finding a sound strategic framework that includes these three key areas will help the nonprofit organization develop a clear path to achieve its mission.*

**Keywords:** Nonprofit Strategies; Integrated Strategic Framework

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### 14. THE GLOBALIZATION OF ONLINE SOCIAL NETWORKING: IMPLICATIONS FOR FIRM STRATEGY

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#### ABSTRACT

*This paper examines the rise of online social networking and its effect on firm strategy as the social networking phenomenon expands worldwide. It will begin with an overview of the current situation relating to the globalization of social networking websites, along with the background on how word-of-mouth communications may arise from the situation. Subsequently the paper will highlight the potential problems and opportunities arising from online social networking, and how a firm's strategy may be impacted particularly in the area of global cross-border competitive strategy. An assessment will be made on whether to put in place advocates in the online social networking environment. A set of recommendations for managers will be proffered at the conclusion of this report, outlining the effects and implications of social networking websites to the managers in crafting their firms' global strategy.*

**Keywords:** Online Social Networking Strategies; Globalization

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**15. RELATIONSHIP BETWEEN SERVICE QUALITY, LOYALTY AND CROSS-BUYING INTENTION: MODERATING ROLE OF PERCEIVED RISK AND ALTERNATIVE ATTRACTIVENESS**

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**ABSTRACT**

*This article examines the relationship between service quality, loyalty and cross-buying intention using data from the banking customers. It also investigates the moderating role of perceived risk and alternative attractiveness on enhancement of relationships. The results revealed that although customers' service experience and relationship maintenance matter a lot, still other factors such as perceived risk and alternative attractiveness are important drivers of the customer to cross-buy. The research indicates that when it comes to new services, customers consider the existing service provider's ability to deliver high-quality, low risk and attractive services for enhancement of the relationship.*

**Keywords:** *service quality, loyalty, cross-buying intention, perceived risk, alternative attractiveness*

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**16. AN EXPLORATORY MODEL OF STRATEGIC TECHNOLOGY PARTNER SEARCH PROCESS**

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**ABSTRACT**

*Although much is written about the success factors that lead to technology partnerships, very little attention has been paid so far by the researchers to the way with which firms identify and select the right technology partner, which otherwise is very crucial for the economic result of a strategic partnership. The prior research explains the suitability and effectiveness of fixed arrangements in different forms of cooperation on one hand, and the motives that lead partners in their partnering efforts on the other. It has been observed that the starting point for all studies reported in the extant literature is a situation wherein partnering already has resulted in an agreement on cooperation. The present study, however, commences from a different note wherein the potential partner is considered as single, looking for and in need of some form of strategic technology partnership. The broad objective of the study is therefore to explore the process by which firms do search and select their technology partners. The paper with the support an exploratory research reports a conceptual model for the strategic technology partner search process.*

**Key Words:** *Technology Partnering, Technology Strategy, Technology Partner Search Process.*

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**17. INFLUENCE OF STRATEGY AND CULTURE ON MANAGEMENT CONTROL SYSTEMS (MCS): A CONCEPTUAL FRAMEWORK**

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**ABSTRACT**

*In this paper, we develop a framework that relates strategy of a firm and the national culture to its management control system (MCS).*

**Keywords:** *Strategy, National Culture, Management Control System*

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## 18. EXPLORING THE EMERGENCE OF MANAGEMENT CONTROL PACKAGES – A RESOURCE DEPENDENCE THEORY PERSPECTIVE

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### ABSTRACT

There is general agreement that individual formal and informal management control forms do not operate in isolation. However, there has been very little explicit conceptual work on the topic of management control combinations or packages. This lack might have led to erroneous conclusions regarding the links between control, environment, and performance in the past. A further exploration of control packages is thus of highest concern to the research agenda in management control. This article attempts to provide a cohesive, contingency framework of how management control packages of formal and informal control forms emerge. The study builds on the seminal conceptualization by Jaworski, Stathakopoulos, & Krishnan (1993) and integrates it with propositions derived from Organizational Control Theory (OCT) and Resource Dependence Theory (RDT). Specifically, it proposes that managerial dependence and ease of performance evaluation are fundamental to the emergence of individual control packages. Notably, the suggested framework sheds new light on the emergence of high and low control packages, which have been confirmed to be phenomena of substantial spread across organizations, however, have not been explored conceptually in the past. After a short introduction and review of the recent literature on control packages, the paper derives the contingency framework and its propositions step by step. The article closes discussing its limitations and potential avenues for further research.

**Keywords:** *Management control package, Control combination, Informal control, Formal control, Resource Dependence Theory, Organizational Control Theory, Control feasibility.*

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## 19. SME KNOWLEDGE NETWORK TRAINING: A KEY TO ORGANIZATIONAL SUSTAINABILITY

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### ABSTRACT

*This paper will examine specific elements of knowledge transfer methods that SMEs themselves need to become aware of, identify with, and actively encourage. The understanding, identification and facilitation of knowledge network transfers create the basis for sustainable organizational knowledge structures. SMEs are not a cohesive group and can be particularly economically vulnerable, making it difficult for policy makers and educators to target and to actively support this group. Previous SME programs, with regards to education and training, have been top down approaches with inconsistent results. The break from the traditional top down approach can enhance all elements of an industry sector by beginning to empower and train SMEs to build their own sustainable knowledge networks. This case study highlights why dynamic SME environments are enhanced when entire network structures, support interconnected actors through formal and informal knowledge exchange. Training for SMEs needs to understand 'the existence and value of knowledge networks' which extend beyond the individual element or a single node.*

**Keywords:** *Knowledge, SME, sustainability*

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