

ABSTRACTS**1. DYNAMIC CAPABILITIES AND SUSTAINABLE COMPETITIVE ADVANTAGE: AN EMPIRICAL EVIDENCE FROM THAILAND**

Phichai Tangpinyoputtikhun, Mahasarakham University, Thailand
Phapruke Ussahawanitchakit, Mahasarakham University, Thailand

ABSTRACT

There have been several paradigms, in the field of strategic management, pointing to how firm can attain sustainable competitive advantage. Dynamic capabilities are seen as the recent paradigm of the field. This study examines dynamic capabilities of exporting firm in Thailand. Data collected by questionnaire, regression statistic technique is chosen for analyzing. The study finds that dynamic capabilities have enhanced firm capability development in terms of marketing capability development; entrepreneurial capability progress, network capability expansion and knowledge management capability improvement, all have an effect on sustainable competitive advantage. Furthermore, the study indicates situational change strategy as a mediator to the effect of dynamic capabilities on firm capability development. Besides, market dynamism and firm resources as the antecedents have positive influences on dynamic capabilities. However, firm resources have greater influences on dynamic capabilities than market dynamism. Theoretical and managerial contributions are also discussed. Directions of the future research and conclusion are also presented.

Keywords: *Dynamic Capabilities; Market Dynamism, Firm Resource, Marketing Capability Development, Entrepreneurial Capability Progress, Network Capability Expansion, Knowledge Capabilities Improvement, Situational Change Strategy, Sustainable Competitive Advantage*

2. CONCEPTUALIZING A CONFIGURATION APPROACH-BASED MODEL OF STRATEGIC ENTREPRENEURSHIP

Sascha Kraus, Helsinki University of Technology, FINLAND
Ilkka Kauranen, Asian Institute of Technology, THAILAND

ABSTRACT

The purpose of this article is to structure and synthesize the existing scholarly works in the young and emerging field of "strategic entrepreneurship" as well as to develop a theoretical model, thereby contributing to further theory-building. For this, four different elementary domains of strategic entrepreneurship could be identified: 1) the strategy, 2) the entrepreneur, 3) the environment, and 4) the structure and resources of the firm. It has been shown beforehand that the configuration approach is suitable for strategic management as well as for entrepreneurship in the sense of new venture creation, and we argue that it can be transferred to the larger level of SME strategy as well. This article is the first to model strategic entrepreneurship by using the configuration approach, thereby providing a solid theoretical foundation for future research.

Keywords: *strategy, entrepreneurship, strategic, configuration approach*

3. TEAM-WORK TRAINING: THE ROLE OF STRATEGIC MANAGEMENT SIMULATION

Natalia Martín Cruz, University of Valladolid, Valladolid, Spain
Víctor Martín Pérez, University of Valladolid, Valladolid, Spain
Celia Martín Sierra, University of Valladolid, Valladolid, Spain
Pilar Pérez Santana, University of Valladolid, Valladolid, Spain
Juan Hernangómez Barahona, University of Valladolid, Valladolid, Spain

ABSTRACT

The growing importance of teamwork in the business world has obliged both companies as well as higher educational centers (universities, business schools, etc.) to invest in a type of training specialized in team work. In particular, it deals with the teaching of certain knowledge, skills and abilities (KSAs) which allows the work teams to be more effective, as Chen et al. (2004) or Ellis et al. (2005) have demonstrated in their research. Along the same lines, Stevens and Campion (1994) classify the KSAs into two groups: those of self-management and interpersonal ones and link them to different company human resource practices - among others, that of training. The aim of the present work, following the path initiated by the previously cited authors, is to study the positive influence of teamwork training on the results of the work teams and, also, to compare the effectiveness of the training aimed at team self-management, and the training centered on the internal processes of these teams, based on interpersonal variables.

In order to verify the previous relationships, an experiment was carried out with students from the second cycle of Business Administration and Management who participated in a strategic decision simulation in teams, offering diverse kinds of teamwork training. The results confirm that training aimed at teaching to work in teams has a positive influence on the performance of the work teams. In particular, greater effectiveness is achieved by those teams trained for the self-management of their tasks than those trained for obtaining interpersonal skills which favor the group processes.

Keywords: *Team-work Training, Team Self-management KSAs, Team Interpersonal KSAs, Team Outcomes, Strategic Management Simulations, Learning by Doing*

4. A DESIGN FOR ENVIRONMENTAL ACCOUNTING INFORMATION SYSTEM

Alin Ionel Ienciu, Babes-Bolyai University, Cluj Napoca, Romania
Dumitru Matis, Babes-Bolyai University, Cluj Napoca, Romania
Sorin Achim, Babes-Bolyai University, Cluj Napoca, Romania
Nicoleta Cioara, Babes-Bolyai University, Cluj Napoca, Romania

ABSTRACT

The environmental accounting faces a number of problems, such as, the lack of support of information, specialised personnel as well as the absence of proportional international accounting models. The connection between natural-environmental and financial accounting, can be achieved by adoption of environmental management and information systems which more and more are essential in order to link the environment and the economic performance of an enterprise.

In this study we present a design of the environmental accounting systems within an organisation and analyse environmental benefits and costs, the interaction between the environment and the economic performance as elements provided by implementing the environmental accounting system.

Keywords: *environmental accounting system, environmental costs, environmental performance*

5. THE PROCESSING OF ADVERTISEMENTS THROUGH INVOLVEMENT ROLES, SOURCE CUES, AND AFFECT INTENSITY

Iksuk Kim, California State University Los Angeles, California, USA
Freddy Su Jin Lee, California State University Los Angeles, California, USA
Joseph Richards, California State University Sacramento, California USA

ABSTRACT

Our goal in this paper is to offer propositions that can motivate empirical research pertaining to the factors that influence how advertisements are processed. The research proposal is to investigate the Role of Involvement, Source Cues and Affect Intensity in the processing of advertisements. The background to the inquiry of the role of peripheral cues in the persuasion of high and low involvement subjects are first reviewed and a research design is then proposed based on three independent variable measures: Affective Intensity, Source Cues and Involvement. A 2x2x2 factorial design is proposed as the basis for future empirical studies.

Keywords: *advertising, peripheral cues, persuasion, affective intensity, source cues, involvement*

6. CAN HUMAN RESOURCE MANAGEMENT MAKE A BIG DIFFERENCE IN A SMALL COMPANY?

Gergana Markova, Wichita State University, Wichita, Kansas, USA

ABSTRACT

Human resource management (HRM) practices in small businesses are different than practices of larger companies. In this paper, we describe five unique characteristics relevant to HRM practices of small firms and link these HRM activities to firms' successes. Using survey data from 45 business owners and their employees, we found that small businesses tailoring HRM practices to capitalize on their unique characteristics are more likely to have perceived favorable financial outcomes.

Keywords: *small business, HRM practice, employee relations*

7. THE ECONOMIC STRATEGY IN ROMANIAN ENTERPRISES

Radu Pop, Vasile Goldis University, Arad, Romania

ABSTRACT

In the market economy the enterprises have to establish their strategy concerning with the last developments in the world economy. That's why, in this paper I try to establish the roots that every Romanian entity and other foreign companies have to follow in this complex process.

Keywords: *mission, strategy, objectives, resources*

8. THE ROLE OF FIRMS, INDUSTRY AND MACROECONOMIC FACTORS IN FIRMS' HEDGING POLICIES

José Luiz Rossi Júnior, Ibmec São Paulo, São Paulo, Brazil
Marcelo Leite de Moura e Silva, Ibmec São Paulo, São Paulo, Brazil

ABSTRACT

This paper analyzes the impact of firm, industry and macroeconomic factors on companies' decisions concerning the use of derivatives for a sample of non-financial Brazilian companies from 1996 to 2006. The results show that besides the traditional firms characteristics advocated by the optimal hedging literature, industry and macroeconomic factors also exert an impact on companies' hedging policies. Among industry characteristics, corroborating Adam, Dasgupta and Titman (2007), the paper indicates that competition, financial constraints, the size of the market, the elasticity of demand, and the convexity of production costs are important determinants of differences in companies' hedging policies.

Keywords: Hedging; Derivatives; Competition; Industry

9. SMALL-MEDIUM SIZED HOTEL EMPLOYEES' CORE COMPETENCIES AND THEIR DEVELOPMENT: CASE STUDY

Ausra Rutelione, Kaunas University of Technology, Lithuania
Asta Savaneviciene, Kaunas University of Technology, Lithuania

ABSTRACT

Because of the strong competition in the tourism market and increasing number of big hotels, the small and medium sized (SMs) hotels must find their place in the market and strengthen their position. From one part, features of the hotel as a services rendering enterprise and from other part, specifics of a small- medium sized enterprise, are raising particular requirements for hotel employees' competencies. The article deals with small-medium sized (SMs) hotels employees' core competencies and their development possibilities in Lithuania.

Keywords: Competencies, competencies development, small and medium sized hotels, hospitality

10. A CONCEPTUAL MODEL: THE EFFECTS OF INTERNATIONAL BANKS' BUSINESS STRATEGY ON LOCAL EMPLOYEES' MOTIVATION AND PERFORMANCE

Gamon Savatsomboon, Mahasarakham University, Thailand
Annette Wilkinson, CHESD, University of Free State, Republic of South Africa
Jindarat Peemane, Mahasarakham University, Thailand

ABSTRACT

This paper proposes a conceptual model to measure the effects of business strategies (through mediating variables) on motivation and performance of employees of domestic banks acquired by international foreign banks. Based upon existing literatures, much attention has been devoted on measuring the financial performance of acquired banks. However, employee variables (e.g. motivation and performance) are overlooked. Thus, there is a gap in the literature. This paper attempts to fill this void. This paper develops a conceptual model for measuring the effects of business strategy of international foreign banks on employee variables. The development of the proposed conceptual model draws upon existing literature. Overview of local banks' takeover in the context of this study is discussed. Critical variables as building blocks of the proposed conceptual model were identified through literature. The proposed conceptual model was built based upon these building blocks.

Structural Equation Modeling (SEM) method is strongly recommended for data analysis of the proposed conceptual model. How to develop research instrument and collect data to test the proposed conceptual model were also discussed. Critical paths were drawn to identify the relationships of the critical variables included in the proposed conceptual model. Hypotheses were developed based upon these hypothesized relationships. The paper also discusses how to test these proposed hypotheses. In addition, the paper also discusses how to conduct a model fit (validating whether the empirical data fit the proposed conceptual model). Empirical researches are also proposed based upon the proposed conceptual model. These empirical researches could help answer critical managerial questions. Finally, theoretical and practical contributions are discussed.

Keywords: *Acquisitions, Business strategy, International Foreign Banks, Domestic Banks, Domestic Employees*

11. WOMEN ENTREPRENEURIAL CHARACTERISTICS IN SMEs IN MAURITIUS

Rojid Sawkut, University Mauritius, Mauritius
Ramessur Shalini University of Technology, Mauritius, Mauritius
Seetannah Boopen, University of Technology, Mauritius, Mauritius

ABSTRACT

The objectives of the study are to assess the performance and constraints faced by women entrepreneurs in Mauritius and to look at capacity in employment creation in enterprises run by women. Some of the findings during the course of this study are: The level of educational attainment is higher for male entrepreneurs than female entrepreneurs; for male entrepreneurs, the only reason to start a job was to earn an income and support their families. For female entrepreneurs, the reasons were to earn a living, to get the family out of financial distress, lost of their paid jobs and to keep themselves busy; The survey showed that 25 % of entrepreneurs use their own saved money, while out of the remaining 75%, 46% approached banks for a loan facility while only 22% borrowed from family, relatives and friends; For both the male female entrepreneurs lack of credit facilities seem to be the major problem. It is more difficult for female entrepreneurs to obtain loans from financial institutions: Male entrepreneurs are unsuccessful to obtain loans because they lack asset to place as guarantee. Female entrepreneurs are unsuccessful for reasons related to lack of guarantee, low capacity of repayment and the purpose for which the loans were requested.

Keywords: *Women Entrepreneurs, Entrepreneurship skills, Gender*
