

**ABSTRACTS****1. STRATEGIC ORGANIZATIONAL CREATIVITY OF MEDICAL AND COSMETIC BUSINESSES IN THAILAND: AN EMPIRICAL INVESTIGATION OF THE ANTECEDENTS AND CONSEQUENCES**

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**ABSTRACT**

*This study investigates the role of strategic organizational creativity on business excellence, corporate advantage and firm success through organizational survival which competitive environmental understanding and learning orientation are moderators. Moreover, this study also investigates the antecedents of strategic organizational creativity including executive support for goal achievement, knowledge management effectiveness, business resource readiness, and change management attitude which the moderating effect of valuable organizational culture. Regression analysis is used to analyze the relationships among these variables by using data from 197 businesses of medical and cosmetic businesses in Thailand. The results indicate that three of new five dimensions of strategic organizational creativity including; continuous innovation development, outstanding research and development practices, and distinctive technology utilization are significant with both business excellence and organizational survival. In addition, we found that business excellence is an important factor to support corporate advantage and firm success. Then, corporate advantage and firm success are important factors for supporting organizational survival.*

**Keywords:** *Strategic Organizational Creativity; Continuous Innovation Development; Potential New Idea Establishment; Outstanding Research And Development Practices; Effective Knowledge Integration; Distinctive Technology Utilization; Organizational Survival ,Executive Support For Goal Achievement; Knowledge Management Effectiveness; Business Resource Readiness; Change Management Attitude; Valuable Organizational Culture; Business Excellence; Corporate Advantage; Firm Success; Competitive Environmental Understanding; Learning Orientation; Valuable Organizational Culture*

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## 2. UTILIZING THE STRATEGY CANVAS IN PERFORMANCE MEASUREMENT SYSTEMS

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### ABSTRACT

*The balanced scorecard is the most comprehensive performance measurement system tool being utilized today by organizations looking to achieve an alignment between organizational resources and organizational goals. The scorecard measures both qualitative and quantitative measures of the organization through four perspectives. This measures both the effectiveness and efficiency of the implementation of the corporate strategy over time.*

*To achieve overall organizational goals, management must constantly develop and deliver new products and services which meet the ever changing needs of customers. In 2003, Kim and Maubourgne developed a management tool which delivered new opportunities for growth in organizations through the introduction of Blue Ocean Strategy, which seeks to capitalize on new, un-chartered markets and develop new products which can achieve first-mover advantage. This differs from traditional strategy which seeks to benchmark competitions and focus on delivering greater value, within defined existing markets.*

*The present paper will combine these techniques and argue that the benchmarking of firms, which has led to the need for developing blue ocean strategy, can be utilized to benefit from the blue ocean strategy canvas, one component of blue ocean strategy and which can be used to identify strategic moves of competitors and help organizations to defend their existing markets and determine when they should be looking for new markets.*

**Keywords:** *Blue Ocean Strategy, Balanced Scorecard, Performance Measurement, Strategy Canvas*

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## 3. ACCOUNTING INFORMATION QUALITY, CRM EFFECTIVENESS, AND MARKETING PERFORMANCE: AN EMPIRICAL EVIDENCE FROM E-COMMERCE COMPANIES IN THAILAND

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### ABSTRACT

*The purpose of this study is to investigate the relationship between accounting information quality and customer relationship management (CRM) effectiveness. The influence of accounting information quality on marketing performance and the influence of CRM effectiveness on marketing performance are also examined. Data was collected using mailed questionnaires and the key informant of this study is marketing executives of each e-commerce company registered in the Department of Business Development in Thailand. For the hypothesis testing, ordinary least square regression is assigned as statistical technique and 89 completed questionnaires are used in the analysis. The results indicate that accounting information quality positively relates to CRM effectiveness and marketing performance. The research findings also show a positive relationship between CRM effectiveness and marketing performance. In addition, this study discovers that CRM effectiveness has a mediating effect on the relationship between accounting information quality and marketing performance.*

**Key words:** *Accounting Information, Information Quality, CRM, Marketing Performance, E-Commerce*

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#### 4. XIZI OTIS: CAN ONE JOINT VENTURE BE A BOON TO MANY?

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##### ABSTRACT

*The case describes the role of Xizi Group (Group) in building core competence by forming a joint venture with Otis (the "JV"), one of the largest elevator companies in the world. Initially Chinese partner was the majority owner of the JV. Five years after the establishment of the joint venture, the Otis Elevator Co. the foreign party bought 50% of the equity from its Chinese partner, giving it an 80% ownership interest in the joint venture. In order to fully utilize such competitive advantage, Group also negotiated with Otis, to become its supplier to the joint ventures. Fuxi, one of the Group's subsidiary filled this role. The Chinese parent, the foreign parent, and the JV claim that the relationship among them has been cooperative. Such partnership allows the Group to have access of Otis to the most updated technology and first class business management systems. Such learning process did not end at the joint ventures. The best business practices were introduced to the Group and other subsidiaries, as well. However, the JV believes that the Fuxin has not been able to lower the price enough to satisfy the competitive the pressure of the JV. Fuxin realized that by prioritizing the JV, Fuxin has lost some of other viable business. Group feels that it is important for Fuxin to have a sense of urgency to satisfy the JV's demand, continue to serve the JV. How can this business evolve to all parties satisfaction is the center issue of the case. It will be good to guide students to understand the benefit of the JV, and appreciate the complexity of the customer supplier relationship and come up with some viable recommendations.*

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#### 5. FIRING THE TOP IS MORE EFFECTIVE THAN FIRING THE BOTTOM: THE EFFECTS OF DOWNSIZING AND TMT TURNOVER ON FIRM PERFORMANCE

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##### ABSTRACT

*Downsizing continues to play an ever-increasing role in the strategic responses of executives facing poor financial performance. Despite a lack of empirical evidence, downsizing is usually viewed as an effective tool for addressing the competitive position of firms that fail to meet performance expectations. Yet there would appear to be alternatives to downsizing that provide a more effective means of addressing the needs of the firm. The purpose of this research was to examine the effectiveness of downsizing and potential strategic changes resulted from a changing top management team (TMT) composition in relation to firm performance. In particular, this study tests a related series of hypotheses by examining the downsizing and TMT turnover characteristics of top 100 U.S. corporations over a ten-year (1996-2005) period. Utilizing regression analysis, the results of the study suggest a change in TMT composition be a viable alternative to downsizing that should be considered when firms face financial difficulty.*

**Keywords:** TMT, Turnover, Firm Performance, Downsizing

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## 6. COMPETITIVE STRATEGY, PRODUCT LIFE-CYCLE AND THE USE OF MAS INFORMATION: EVIDENCE FROM THAILAND

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### ABSTRACT

In the increasingly competitive global market, organisations apply various strategies and manage product life cycle (PLC) to create and sustain competitive advantage. Although the relevant literature suggests that use of MAS information (information generated by management accounting system) becomes more important for business decision-making in competitive environment, there is a dearth of empirical evidence on use of broad scope MAS information in organisations that pursue a specific or a combination of strategies and manage PLC to create and sustain competitive advantage. This study provides evidence of the impact of competitive strategy and product Life-cycle on the use of MAS information. This is done by investigating the associations between managerial use of broad scope MAS information and (a) competitive strategy, and (b) PLC. Data collected from 108 general managers in large companies in Thailand reveal that both competitive strategy and PLC are positively related to the use of broad scope MAS information. Implications of the results are discussed later in the paper.

**Keywords:** *Competitive strategy; product life cycle; broad scope MAS information*

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## 7. INTERNAL AUDIT PLANNING STRATEGY OF THAI-LISTED FIRMS: AN EMPIRICAL INVESTIGATION OF ANTECEDENTS AND CONSEQUENCES

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### ABSTRACT

*This study is an integration of the information benefit (accounting information transparency and business information advantage), organization benefit (organizational risk reduction and corporate practice efficiency), strategic decision making and valuable competitive advantage, in attempting to understand the relationships between internal audit planning strategy and firm growth. Also, governance climate, intra-organizational communication and competitive learning capability are expected to a moderating variable. Moreover, this study investigates the effects of the antecedents of internal audit planning strategy. Mail survey is used for data collection and the key informant is internal audit managers/directors of each Thai-listed firm in The Stock Exchange of Thailand (SET). 104 completed questionnaires are used in the analysis. The results present that investigative method selection and best internal audit implementation of internal audit planning strategy has more impact on its consequences, especially, investigative method selection –best internal audit integrative and organizational risk reduction, best internal audit implementation- accounting information transparency and corporate practice efficiency. Furthermore, it also found that volatile business environment is more important antecedent of internal audit planning strategy. For the moderating effects, intra-organizational communication and governance climate have a partial significant impact on the relationships between internal audit planning strategy and consequence, antecedents and internal audit planning strategy. The implications of this study and the directions for further research are also provided.*

**Keywords:** *Internal Audit Planning Strategy; Accounting Information Transparency; Business Information Advantage, Organizational Risk Reduction; Corporate Practice Efficiency; Strategic Decision Making; Valuable Competitive Advantage; Executive Policy for Business Sustainability; Business Morality; Accounting Transparency Mindset; Volatile Business Environments; Governance Climate; Intra-Organizational Communication; Competitive Learning Capability; Firm Growth*

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## 8. INTERNAL AND EXTERNAL ENVIRONMENTAL PRACTICES WITHIN THE PAPER INDUSTRY: ANTECEDENTS AND EFFECT ON FINANCIAL PERFORMANCE

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### ABSTRACT:

*Both internal and external environmental practices, , are considered to be key components of environmental sustainability. Particularly, such practices are considered as appropriate for those industries that have been traditionally perceived as detrimental to the environment. Accordingly, in this study, we focus on environmental practices within the paper industry. More specifically, we study the impact of the level of environmental commitment and corporate social responsibility on environmental initiatives. Additionally, we evaluate the importance of internal and external environmental practices on financial performance. Using data collected from 49 firms within the US paper industry, we hypothesize and test a number of direct effects between the theoretical constructs of interest. Our results provide strong support for the significant role that external environmental practices could play in achieving superior financial performance. Lastly, we offer implications for future research and practice within the paper industry.*

**Keywords:** environmental commitment, corporate social responsibility, internal environmental practices, external environmental practices, financial performance

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## 9. INTERNAL AUDIT TEAMWORK EFFICIENCY OF THAI-LISTED COMPANIES: IMPACTS ON INTERNAL CONTROL QUALITY AND EFFECTIVE TEAM SUCCESS

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### ABSTRACT

*This article is about the effect of internal audit teamwork efficiency on effective team success via internal control quality as mediator. The study examines the relationships among internal audit teamwork efficiency and effective team success, whereas internal control quality is taken as mediator. The results indicate that internal audit integrity mind, alert & agility, a regular internal audit review and confrontation for mutual problem resolving direct effect on internal control quality. However, audit committee which is the moderating effect of the relationship between internal audit teamwork efficiency and internal control quality. In addition to this research shows the effect of internal control quality are also directly related on effective team success. Moreover, continuous improvement which is the moderating effect of the relationship between internal control quality and effective team success. Finally, contributions and suggestions are also provided for further research.*

**Keywords:** Internal audit integrity mind; Alert & agility; A regular internal audit review; Confrontation for mutual problem resolving; Audit committee; Internal control quality; Continuous improvement; and Effective team success.

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## 10. ANTECEDENTS OF ETHICAL CLIMATES IN ORGANIZATIONS

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### ABSTRACT

*Wall Street scandals have been blamed for causing the recession of 2008, resulting in a call for renewed emphasis on establishing ethics in corporations, but what factors are most important? Leading business schools have revamped their curriculums to reflect this emphasis (Middleton & Light, 2011), but to what extent will this impact business ethical climates? In this study several factors were tested for their impact on employee perceptions of ethical climate, to test some long-standing theories of what is important, including leader and supervisor behaviors. Regression analysis showed leadership behaviors most influential to employee perceptions of the ethical climate, but friendliness among co-workers also emerged as an important factor, and one often overlooked. Organizational leaders need to rediscover the basis of ethical climate to help their organizations get back on the ethical track, and rejuvenate the public's trust in the corporation.*

**Keywords:** Ethical Climate; Leadership; Supervisors; Friendliness

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## 11. E-COMMERCE SERVICE EFFICIENCY OF TOUR BUSINESS IN THAILAND

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### ABSTRACT

*The purpose of this paper is to investigate the efficiency of E-commerce services that influences both non-financial and financial performance. It also examines the effects of the moderating role of all constructs (technology uncertainty and organizational support). In addition, the study investigates the key antecedents of E-commerce services including employee potentiality, customer learning and information technology capability. The model is tested using data collected from a mailed questionnaire sent to 178 tour businesses in Thailand. The results indicate partial support for the hypotheses derived from the conceptual model. Thus, contributions and suggestions are also provided for future research.*

**Keywords:** E-Commerce, E-commerce Service Efficiency, Non-financial Performance, Financial Performance, Employee Potentiality, Customer Learning, Information Technology Capability, Organizational Support, Technology Uncertainty, Tour Business

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## 12. CYBERWAR HAS ALREADY BEEN IGNITED: DEVELOPING A SUCCESS MODEL FOR CYBERWAR: AN EXTENSION OF MCLEAN AND DELONE INFORMATION SYSTEMS (IS) SUCCESS MODEL

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### ABSTRACT

Cyberwar can be defined as an action taken by a country against another country's computer network to cause major damage or destruction to critical and vital aspects of life including (but not limited to) power and utilities, defense facilities, banks, air traffic-control-systems, and financial resources. This paper discusses how this kind of war –cyberwar- has already started and how this threat from the Internet is so serious and immediate. The paper also discusses cyber critical

counterintelligence facts and methods of attack. It further provides some real-life scenarios of actual cyberwar that are taking place. The paper also developed a success model for cyberwar based on the 2003 McLean & DeLone IS success model decomposing its three critical success factors (information quality, system quality, and service quality) into more constructs that fits the Cyberwar Success Model and greatly affects it.

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### **13. ENTRY STRATEGY OF JAPANESE MULTINATIONALS INTO INDIA: A CASE STUDY OF SELECTED FIRMS**

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#### **ABSTRACT**

*Japanese Multinationals have known to flock together into a country and set up operations. This clustering was often directed by its MITI (now known as METI). However in the case of investing in India, no such trend can be seen. Rather, the driving force for the early entrants has been their foresight on opportunities in India and for the later entrants it was the success of their competitors. Strategically, all of them located themselves in green-field areas to build on the advantages in terms of assistance offered by the government and sourcing of raw talent that could be moulded. They believed that by locating their companies in green-field areas, they could promote the philosophy of Japanese management into their operations which continues to be vital for Japanese multinationals.*

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### **14. ASSESSMENT OF THE ROMANIAN IT COMPANIES' COMPETITIVE POTENTIAL FOR OFFSHORE OUTSOURCING PROJECTS**

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#### **ABSTRACT**

*The main goal of the IT companies involved in offshore outsourcing projects as suppliers is to provide high-quality software and on-time services to their clients. Our paper's aim is to answer the following question: "How can be correlated the collective skills, abilities and expertise of an IT company in view to excel in offshore outsourcing and how can it manage the cultural issues related to this approach?". In this way, after a brief presentation of the advantages of the offshore outsourcing both for clients and suppliers, we undertook a survey based a questionnaire which allows the clustering of the answers on a Likert scale, focused on 10 representative items for an IT company being in the position of supplier. We also tested two hypothesis – firstly, the dependence degree between the prior objectives which are set within outsourcing partnerships by the Romanian IT companies included in the research sample and their turnover, and secondly, the dependence degree between and the Cultural Intelligence (CQ) abilities of the Romanian IT companies and their experience from previous outsourcing projects. The paper concludes with several recommendations for the managers of Romanian IT companies in order to improve their competitive potential in valuable offshore outsourcing partnerships.*

**Keywords:** *Offshore Outsourcing, Competitiveness, Supplier, Software Development, Cultural Intelligence*

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