

**ABSTRACTS****1. INTERNET STRATEGY AND THE ANTECEDENTS AND CONSEQUENCES OF ELECTRONICS COMMERCE BUSINESSES IN THAILAND**

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**ABSTRACT**

*The objective of this study is to examine the antecedents and consequence of internet strategy (information richness strategy, relational exchange strategy and joint-learning strategy) of electronics commerce (E-Commerce) businesses in Thailand via a moderator of environmental dynamism. Here, the antecedents consist of knowledge acquisition and technology acceptance, and the consequence is competitive advantage. 399 E-Commerce businesses in Thailand are samples of the study. The results show that knowledge acquisition has a significant positive influence on relational exchange strategy and joint-learning strategy, and technology acceptance has an important positive impact on information richness strategy and relational exchange strategy. Also, information richness strategy, relational exchange strategy and joint-learning strategy have a potential positive relationship with competitive advantage. For the moderating effect, environmental dynamism negatively moderates the knowledge acquisition- relational exchange strategy relationships and the technology acceptance-relational exchange strategy relationships. Giving potential discussion is efficiently implemented in the study. Theoretical and managerial contributions are explicitly provided. Conclusion and suggestions and directions of the future research are included.*

**Keywords:** E-Commerce, Knowledge Acquisition, Technology Acceptance, Internet Strategy, Information Richness Strategy, Relational Exchange Strategy, Joint-Learning Strategy, Competitive Advantage, Environmental Dynamism

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**2. THE STATE-OF-THE-ART OF CORPORATE ENTREPRENEURSHIP RESEARCH: A CITATION ANALYSIS**

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**ABSTRACT**

*The purpose of this article is to structure and synthesize the existing scholarly works in the field of Corporate Entrepreneurship on the basis of a comprehensive “state-of-the-art” literature review and a subsequent bibliometric citation analysis. With this, four general clusters of research streams within CE could be identified: 1) Entrepreneurship: Theoretical Foundations, especially Schumpeter and Miller’s three Entrepreneurial Orientation dimensions; 2) Theoretical Foundations of CE, which define CE as either the founding of new business fields within existing companies or the renewal of existing (company) strategies; 3) CE/Performance relations, which are investigated empirically, and 4) Misc., i.e. further important issues within CE research.*

**Keywords:** Corporate, Entrepreneurship, Intrapreneurship, Citation Analysis, Literature Analysis, State of the Art

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### 3. TEAM TRANSFORMATIONAL LEADERSHIP AND PERSONALITY

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Susanna Sorvari, University of Vaasa, Vaasa, Finland  
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#### ABSTRACT

*This study focuses on the personality of team leaders to find out if there is a relationship between transformational leaders in teams and team leaders' personality. Also, the focus is to find out if personality has impact on possible improvement as team leader during the process. Team leaders' transformational behavior is appraised by team members. The team leaders are upper class university students who were coaching the first year student teams. Totally 57 team leaders were two times appraised by their team members. Several statistically significant results were found. The sensing and judging team leaders were rated more transformational in their leadership behavior than intuitive and perceiving ones. The development as a leader was highest with introverted and sensing leaders. Statistically significant results in type level were found also. This knowledge could be used in team education where tendencies of leadership behavior by each personality types could be used. For example, many introverts could be relieved that their relationships with other team members will be better after time. Very few if any papers of the progress as a team leader have done before. Also using the whole personality type level in the analyses brings new perspective in personality studies.*

**Keywords:** transformational leadership, teams, personality

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### 4. STRATEGIC LEADERSHIP OF ELECTRONICS BUSINESSES IN THAILAND: EFFECTS ON ORGANIZATIONAL INNOVATION

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#### ABSTRACT

*This study aims at investigating the influences of strategic leadership on organizational innovation of electronics businesses in Thailand. Strategic leadership consists of absorptive capacity, adaptive capacity and managerial wisdom. It is hypothesized to become an independent variable of the study. Here, 398 electronics businesses in Thailand were chosen as a sample of the study. The results show that absorptive capacity has an important positive impact on organizational innovation, adaptive capacity has a significant positive effect on organizational innovation, and managerial wisdom has a critical positive influence on organizational innovation. Accordingly, firms with greater strategic leadership (absorptive capacity, adaptive capacity and managerial wisdom) should definitely have a positive association with their organizational innovation. To outstandingly achieve more benefits of the aforementioned relationships, future research is needed to collect data from different populations and/or a comparative population in order to increase the level of reliable results. Potential discussion with the research results is effectively implemented in the study. Theoretical and managerial contributions are explicitly provided. Conclusion and suggestions and directions of the future research are included.*

**Keywords:** Strategic Leadership, Absorptive Capacity, Adaptive Capacity, Managerial Wisdom, Organizational Innovation

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## 5. SUSTAINABLE MANAGEMENT OF SMES A NEW APPROACH TO IMPROVE BUSINESS AND SOCIETY

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### ABSTRACT

*Sustainable management refers to the ability of an enterprise to meet economic, environmental and social requirements over the long term. Until now, the necessity for sustainability in strategic decisions has for the most part only been accepted in major enterprises. SME-compatible sustainability strategies and practices have so far remained widely unknown. In fact, empirical evidence shows that most of SMEs' external socially responsible activities are merely occasional and unrelated to their business strategy. Thus, the main objective of this paper is a systematic analysis of the possible transferability of sustainability concepts to medium-sized businesses, i.e. the discovery of SME-specific sustainability patterns, as well as their immediate applicability to generate competitive advantages.*

**Keywords:** Sustainable Management, Corporate Social Responsibility, SME Strategy

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## 6. TOP MANAGEMENT LEADERSHIP, THE DEGREE OF NOVELTY OF PRODUCT INNOVATION AND ORGANIZATIONAL PERFORMANCE UNDER PERCEIVED ENVIRONMENTAL UNCERTAINTY

Anne Köhn, University of Greifswald, Germany

### ABSTRACT

*Does leadership style of top managers influence the novelty degree of product innovations? Which novelty degree of product innovation is most profit generating? Although top management influence on organizational outcomes received wide attention in literature only a handful of studies examined empirically the influence of top managers on product innovation. Furthermore there is no study which linked transformational leadership style of top managers to both radical and incremental innovation and only one study that connected radical and incremental innovation to organizational performance at the same time. Using data from 178 CEOs working in the medical technology industry, this study tries to close this research gap. Since transformational leadership is known to be more effective in instable and uncertain situations, perceived environmental uncertainty is tested as a moderator. The results show a positive effect of top management transformational leadership on radical and incremental product innovation as well as a strong impact of radical product innovation on organizational performance. Low and high levels of perceived environmental uncertainty moderate these relationships.*

**Keywords:** Top Management, Transformational Leadership, Radical and Incremental Product Innovations, Organizational Performance, Perceived Environmental Uncertainty

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**7. WHY GOOD M & As GET AWAY:  
A MODEL OF FACTORS THAT STOP POTENTIALLY ATTRACTIVE ACQUISITIONS**

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**ABSTRACT**

*Merger and acquisition (M & A) performance can be improved by either reducing the number of acquired companies that result in failure or increasing the number that result in successes. Most M & A research focuses on the former; this article focuses on the latter. It proposes a model of factors that may intervene in a critical period in the decision-making process and in doing so preclude the pursuit of attractive acquisitions. Were these factors to be managed, more of the attractive candidates could be acquired improving M & A performance. The model was derived from a multi-case study of 23 decisions made by 17 firms in Europe, the U.S. and Australasia. It incorporates 12 variables, the most important of which is the failure of boards and senior managers to agree on an acquisition search's objectives and strategy.*

**Keywords:** *group decision-making, M & A planning/process, strategy implementation process*

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**8. BUILDING FIRM SUSTAINABILITY OF INFORMATION TECHNOLOGY BUSINESSES IN THAILAND: ROLES OF STRATEGIC FLEXIBILITY, MARKET-DRIVING STRATEGY AND TECHNOLOGY CHANGE**

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**ABSTRACT**

*The objective of this study is to test the influences of strategic flexibility and market-driving strategy on firm sustainability of information technology businesses in Thailand through a moderating effect on technology change. Strategic flexibility and market-driving strategy are independent variables, technology change is the moderating variable, and firm sustainability is the dependent variable of the study. Here, 111 information technology businesses in Thailand were chosen as the sample. The results show that market-driving strategy has a significant positive impact on firm sustainability. In contrast, strategic flexibility has no effect on firm sustainability, and technology change is not a moderator of the aforementioned relationships. Surprisingly, technology change has an important positive association with firm sustainability. Thus, further study may consider finding practical reasons why it is so by reviewing extensive literature, or collecting a larger sample, for example. Potential discussion of the research results is implemented. Theoretical and managerial contributions are explicitly provided. Conclusion and suggestions and directions of the future research are highlighted.*

**Keywords:** *Strategic Flexibility; Market-Driving Strategy; Technology Change; Firm Sustainability*

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## 9. LEARNING AN OPPONENT'S STRATEGY IN COURNOT COMPETITION

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### ABSTRACT

*This paper analyzes the dynamics of learning to compete strategically in a Cournot duopoly. The learning in games model used is logistic smooth fictitious play. I develop novel software that can be used to confirm and visualize existing analytic results, to generate ideas for future analytic proofs, to analyze games for which analytic solutions are difficult to derive, and to aid in the teaching of learning in games in a graduate game theory, business strategy, or business economics course. One key result is that there is an overconfidence premium: the worse off a player initially expects her opponent to be, the better off she herself will eventually be.*

**Keywords:** *stochastic fictitious play, learning in games*

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## 10. THE RELATIONSHIP BETWEEN MCSs AND STRATEGY: AN EVIDENCE FROM SMEs

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### ABSTRACT

*As Management Control Systems(MCSs) are the systems that designed to provide information to management in order to implement organizations' strategy; a strategy is the synthesis of a plan, a pattern, a position, a perspective and a ploy. The relationship between MCSs and strategy is a largely unexplored field of research. Therefore, this study examined the role of MCSs on strategy based on a survey conducted among Small and Medium Sized Enterprises (SMEs) in the third largest city of Turkey. Overall, research findings strongly support the relationship between interactive and broadscope use of MCSs and strategic pattern and organizational structure.*

**Keywords:** *Management Control Systems(MCSs), Interactive use of MCSs, Broadscope use of MCSs, Strategy, Strategic Pattern*

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## 11. REVIEWING STRATEGIES OF LOW COST CARRIERS AND THEIR IMPACT ON CIVIL AVIATION INDUSTRY

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### ABSTRACT

*The objective of this paper is to review Low Cost Strategies and their impact on Civil Aviation Industry. Deregulation and its impacts are studied in this paper. The paper presents strategies adopted by low cost carriers, which results in competition. The impacts made by LCC's on fares, costs and profitability are examined and lessons are drawn from the experience and the indicators provided by the previous studies. The strategies adopted by airlines are explored for Civil Aviation Industry. The low cost strategy when is exposed to the passengers, it results in growing passenger numbers and further the revenue for both airlines and airports. Airlines at the same time wants to grab a decent pie from the transportation sector and further employ Cost Leadership, lower their operating cost structures, employ advertising and branding to further increase their market share. These strategies results in competition among the airlines. These strategies and their impacts will provide an insight of the key variables for assessing the competition among the airlines.*

**Keywords:** Low Cost Strategy, Low Cost Carriers (LCC's), Deregulation, Competence, Civil Aviation

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## 12. PHYSICAL EXERCISE / FITNESS: JOB SATISFACTION AND WORK PRODUCTIVITY (The Case of Lebanon)

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### ABSTRACT

*There are many factors that may contribute to workers' productivity and job satisfaction, but according to this study exercise is one factor that should not be ignored. This research should add insight for managers to implement programs that encourage employees to engage in regular physical activity. Such programs could increase employees' health, and enhance employee productivity. Access to convenient fitness facilities may be important to encourage employees in engaging in physical activity programs that ultimately benefit the health and productivity of employees. Overall, the findings indicate an association between fitness participation and reduced lost productivity from work impairment on the job compared to no-participation. Both employees and employers will benefit from increased workforce physical fitness. Employees who exercise regularly benefit from improved health and employers with more physically fit workers are likely to reduce their employee health costs and lost productivity. Engaging employees in regular physical exercise activity are challenging. If employers want to increase fitness participation, they should consider providing additional incentives to encourage the use of physical training and fitness programs.*

**Keywords:** Work Environment, Physical Fitness and Exercises, Health, Cardiovascular Endurance, Absenteeism, Job Satisfaction and Productivity

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**13. KNOWLEDGE ACQUISITION ATTRIBUTES, COSTS AND GOVERNANCE STRUCTURE**

Ruihua Joy Jiang, Oakland University, USA

**ABSTRACT**

*Knowledge acquisition is explored by integrating knowledge-based view into the transaction-cost perspective. Propositions are developed on the relationships between two attributes of a knowledge acquisition (knowledge specificity and uncertainty) and three types of transaction costs (safeguarding costs, opportunity costs, and learning costs), and on the implications that governance structures have on these three costs.*

**Keywords:** Knowledge Acquisition, learning costs, governance

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**14. LEADERSHIP: A NEW PERSPECTIVE FOR TEACHER LEADERS  
IN PAKISTAN'S EDUCATION SECTOR**

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**ABSTRACT**

*Teacher quality is the subject of attention in this era than ever before. Teacher is a person who strengthens the personality of a student. The achievement of student is related to the teacher quality. Teacher is considered as a person who has most highly leadership skills. The idea and practice of teacher leadership is the core area of research from past two decades. The aim of this paper is to highlight the picture of a truly effective and efficient future oriented teacher as a leader to his/her student in the teaching environment using a practical approach to his/her field. The future teacher leader in teaching environment is challenged in Pakistan's education environment. This article focuses on the education leader taking the main role in challenges faced by him/her in current education environment. The teacher leader must have some essentials which lead the students to achieve their objectives and these roles have considerable changes during past, present and in the future teaching environment. The teacher must have authority, power, commitment and influence to lead his/her learner. The teachers are facing dynamic challenges everyday and the changes and challenges to teacher leadership must be implemented, a newly effective style of leader in education sector. The new century demands different leadership approaches by teacher in different times. The papers conclude by defining different dimensions of effective teacher leadership that can bring the educational changes in education sector of Pakistan.*

**Keywords:** leadership, teacher, education

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**15. PRODUCT PORTFOLIO STRATEGIC PLANNING OF SMEs FROM ROMANIA**

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**ABSTRACT**

*There is no doubt about the fact that the increasingly competitive and dynamic marketing environment, in which companies from the developed countries activate, has led to the increasing need for strategic planning. Even if, conceptually the strategic planning awakened the general interest of companies in different parts of the world, the initiative to pursue studies in order to determine its degree of integration and implementation belonged mainly to researchers from developed countries such as: Australia, USA, Canada, U.K. and Netherlands. The purpose of this paper is to provide a valuable radiography of business environment, in terms of how companies in Romania conduct the process of product portfolio strategic planning.*

**Keywords:** *strategic planning, strategic business unit, product portfolio, SMEs, Romania*

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**16. INCREASING STRATEGIC EFFECTIVENESS BY  
DECONSTRUCTING RELATIONSHIP AND RETENTION STRATEGIES**

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William D. Reisel, St. John's University, New York, New York USA

**ABSTRACT**

*Relationship marketing and retention marketing have become the buzz words of marketing. The exact nature of the relationship of these two concepts, however, has been inadequately discussed in the marketing literature. This study identified a number of differences between the two strategies as a first step in explaining the nature of the relationship. It found differences in their strategic approach, their target audience, the duration of the effort, their cost structure, their communication characteristics, their visibility to competitors, the competitive response they generate, and the tools they used. In addition, the study suggests that retention marketing plays a supporting role to relationship marketing but can also be an alternative strategy for certain markets. Managerial implications are discussed.*

**Keywords:** *Relationship marketing, retention marketing, customer retention, strategy*

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**17. THEORETICAL ESSAY: PROPOSITION OF A FRAMEWORK TO ANALYSE THE RESOURCES  
RECONFIGURATION THROUGHOUT COMPANIES' INTERNATIONALIZATION PROCESS**

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**ABSTRACT**

*The focus of studies about internationalization of companies has been about the reasons to go international, of strategies to achieve international market and the analysis of the process of internationalization. Nowadays, to focus on the international market, companies do not only have to analyse the external environment but also their internal, that is, their resources. Besides, vis à vis a dynamic environment, resources will undergo a dynamic process of reconfiguration to accompany these changes. Furthermore, besides the fact that studies about internationalization with focus on resources are rare, there has been no access to any work that related this aspect of resource reconfiguration with internationalization, making the theme much more important. Thus, the objective of this article is to fill the*

*lacunae of the literature proposing a framework to analyse the reconfiguration of resources throughout the internationalization process. For this, a small conceptual review about the strategies of entrance in the external market will be made as well as the introduction of a new concept of resource which goes beyond the one based on the Internal Resource Based View (IRBV) and the view of Dynamic Capabilities. The base principle of this new concept is the identification of resources as dynamic assets, dependent of its uses and capable of enacting multiple schemas. On this perspective, resources are created and recreated through actions enabling actors to enact schemas. To this process, the concept of resourcing has been associated. These theoretical approaches together allow to represent the proposed framework as a mechanism to observe and structure how the reconfiguration of resources happens no matter specific realities, that is, if the company is in a developed or emerging country, if it is big, medium or small, the framework can still be applied. Thus, it is possible to identify which resources are modified, which are important to the internationalization of companies as well as the form under which the reconfiguration happens. Besides, the present work will contribute to the development of studies about the internationalization and reconfiguration of resources.*

**Keywords:** *Internationalization. Resources. Reconfiguration. Resourcing*

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## **18. EMPIRICAL INVESTIGATION OF STRATEGIC MANAGEMENT ACCOUNTING EFFECTIVENESS: HOTEL IN THAILAND**

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Nantana Ngamtampong, Mahasarakham University, Thailand  
Piradee Paralit, Mahasarakham University, Thailand

### **ABSTRACT**

*This study investigates the relationship among strategic management accounting effectiveness (information linkage to daily actions, information supports the extended enterprise, and information provides the long-term view), operational strategic successful (service excellence, product quality expert, cost reduction, and product different) and corporate sustainable competitiveness via appropriate control system as a moderator in the context of hotel business in Thailand using contingency theory framework. Moreover, three constructs for antecedent of strategic management accounting effectiveness include technology capability, inter-functional coordination, and team management competency was chosen as independent variables. The ordinary least squares (OLS) regression analysis and data from 168 managing director or managing partner or executive managing director of hotel business in Thailand supported our hypotheses, researchers found that: (1) strategic management accounting effectiveness is positively related to operational strategic successful; (2) operational strategic successful is positively associate with corporate sustainable competitiveness; (3) appropriate control system is a moderator of strategic management accounting effectiveness and operational strategic successful; and (4) technology capability, inter-functional coordination, and team management competency are positively related to strategic management accounting effectiveness. Thus, theoretical and managerial contributions are provided, conclusion and suggestions are also presented for future research.*

**Keywords:** *Strategic Management Accounting Effectiveness, Information Linkage to Daily Actions, Information Supports the Extended Enterprise, Information Provides the Long-term View, Operational Strategic Successful, Service Excellence, Product Quality Expert, Cost Reduction, Product Different, Corporate Sustainable Competitiveness, Appropriate Control System, Technology Capability, Inter-functional Coordination, Team Management Competency*

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**19. SHOULD CHINESE TECHNOLOGY-INTENSIVE SME WORK WITH WESTERN PARTNERS?**

Lee Li, York University, Toronto, Canada  
Peggy Ng, York University, Toronto, Canada

**ABSTRACT**

*Chinese new small- and medium-sized technology enterprises face an important strategic decision when they operate in overseas markets. That is, should they remain independent? Independent SMEs rely on their own internal resources while dependent SMEs resort to external resources through partnerships. This paper evaluates various market contexts in which one strategy is preferred to the other. Findings from this study suggest that different market contexts and different internal resources lead to different strategies.*

**Keywords:** *small and medium sized technology enterprises, international partnership strategies*

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**20. THE CONTRIBUTION OF INFORMATION TECHNOLOGY TO STRATEGIC PLANNING**

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**ABSTRACT**

*This study examines whether Brazilian firms effectively share information technology to provide managers with qualitative and quantitative information on business conditions to contribute to the strategic planning process, under the perspective of Porter's five competitive forces. This analysis rests on a questionnaire containing a set of closed questions scored on the Likert scale. The questionnaire was answered by 127 financial controllers of companies listed in the 2008 "Biggest and Best" edition of Exame S/A magazine. The questions were divided into six blocks for subsequent analysis of the data: Financial Control and Information Technology, Customers, Suppliers, Rivals, Substitute Products and New Entrants. The study entailed descriptive and inferential statistics (Spearman's coefficient), multivariate (cluster) analysis and analysis of means (ANOVA). We conclude that the sectors that most focus their internal environments to obtain information that can contribute to formulation of strategic planning are those in cluster 3 – pharmaceuticals, construction, digital technology, mining, pulp and paper, chemicals and petrochemicals, services, steel and other metals – which together represented 20.47% of the sample. The data thus indicate a general tendency for managers to consider aspects related to these blocks as a source of information.*

**Keywords:** *Information technology, strategic planning, Porter's forces*

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