
ABSTRACTS**1. YOUNG IT PROFESSIONALS' PREFERRED RECRUITING MODES IN THE CONTEMPORARY ECONOMY**

Elfi Furtmueller, University of Twente, Netherlands
Celeste Wilderom, University of Twente, Netherlands
Pramila Rao, Marymount University, USA

ABSTRACT

After theorizing on effective recruiting from a resource-based view and on staffing trends in the current IT sector, we point in this paper to applicants' preferred recruiting modes. Based on thorough analysis of the relevant literatures, we conducted in-depth interviews with IT professionals and analyzed minutely their transcripts: in order to report and rank their preferred recruiting modes. The findings of the study provide an enriched conceptual staffing model, specifically geared to young IT professionals; it strengthens the value of internet recruiting as the preferred medium. Moreover, we show why certain traditional and web 2.0 recruitment practices are seen as either attractive or unattractive. Recruiters are warned, on that basis, to steer their recruiting practices in line with applicants' preferred communication modes. Implications for attracting and recruiting IT professionals in the contemporary economy are discussed.

Keywords: *Young IT professionals; web 2.0 recruiting; resource-based view; e-HRM; economic change*

2. THE EMOTIONAL SIDE OF CRM: RESULTS FROM AN EMPIRICAL STUDY IN SWITZERLAND FOR BUSINESS-TO-BUSINESS COMPANIES

Florian Siems, RWTH Aachen University, Germany
Brian Rieger, Zurich University of Applied Sciences, Switzerland
Frank Hannich, Zurich University of Applied Sciences, Switzerland

ABSTRACT

Following an initial break-in phase that included much discussion and hype, CRM has now materialized into a worldwide field of management in both research and everyday business. The ideal form of CRM continues to be a topic of discussion in literature and business. This paper will address one particular aspect of CRM as it investigates the question of whether and to what extent emotions play a role for CRM in B2B companies. Following a short introduction on the topic, the results of a manager survey that was conducted in Switzerland will be shown. It will here be seen that, although emotions are in fact important when it comes to CRM, they have not nearly been maximized to their fullest possible extent.

Keywords: *CRM, Customer Relationship Management, Business-to-Business*

3. STRATEGIC SUSTAINABLE COMPETITIVE ADVANTAGE OF THAI SMEs: ROLES OF LEARNING ORIENTATION AND INNOVATION CAPABILITY

Chanthima Phromket, Rajamangala University of Technology Isan Sankon Nakhon Campus, Thailand
Siraprapa Rattanajun, Rajamangala University of Technology Isan Sankon Nakhon Campus, Thailand
Parnisara Prajudtasri, Rajamangala University of Technology Isan Sankon Nakhon Campus, Thailand

ABSTRACT

The objective of the present study is to further advance the understanding of the role of learning orientation for successful sustainable competitive advantage through the innovation capability and technological turbulence as a moderator, in the context of Thai SMEs. Through field research

accompanied by a review of the related literature, this study identifies learning orientation innovation capability that are important to successful sustainable competitive advantage. The model is tested using the data collected from 100 SMEs in Thailand. The results indicate that commitment to learning, shared vision, open-mindedness, intra-organizational knowledge and innovation capability have positive influence on innovation capability and sustainable competitive advantage. However, innovation capability is not a mediator of the successful sustainable competitive advantage. Thus, contributions and suggestions are also provided for further research.

Keyword : *Small and Medium-Sized Enterprises, Learning Orientation, Commitment to Learning, Shared Vision, Open-Mindedness, Intra-organizational Knowledge Sharing, Innovation Capability, technological Turbulence, Sustainable Competitive Advantage*

4. MEASURING THE IMPACT OF GLOBALIZATION ON CORPORATE GOVERNANCE IN EMERGING MARKETS

Frederick V. Perry, Western Illinois University, Illinois
Scheherazade S. Rehman, The George Washington University, Washington D.C., USA

ABSTRACT

The impact and cost of the recent global financial crisis of 2008+ was staggering when compared to previous financial crises. One of the critical repercussions was loss of public and investor confidence in the soundness and stability of the financial systems of the world. While most academic and practitioner researchers agree that a country's financial sector soundness is a very significant indicator of a country's economic health, there is considerably less agreement and substantial confusion surrounding what constitutes a healthy corporate governance system in the aftermath of the 2008+ financial crisis. Corporate governance, management compensation and bonuses, and risky behavior are all under scrutiny as academics and regulators alike are trying to quantify what is "healthy, safe and good practices" for not only the banking industry but other major industries. The current need to quantify, measure, evaluate, and compare is driven by the desire to spot and deal with "bad and risky" behavior and prevent real damage and cotangent in markets and for investors, and tax payers as such behavior did in the recent crisis. These types of corporate governance assessments have taken on a new urgency as vast amounts of capital flows are being redirected to emerging markets, such as, China, India, Brazil, Russia, and Thailand. Thus, it is the goal of this study to examine the impact of globalization in emerging markets. We use two case studies of China and Egypt and we use Germany as a benchmark case.

Keywords: *Globalization; Corporate Governance, Emerging Markets, Chin; Egypt; Germany*

5. ACCOUNTING FOR GOODWILL: A HISTORICAL REVIEW

Liliana Feleagă, The Bucharest Academy of Economic Studies, Romania
Niculae Feleagă, The Bucharest Academy of Economic Studies, Romania
Voicu D. Dragomir, The Bucharest Academy of Economic Studies, Romania

ABSTRACT

The recognition and measurement of goodwill has been widely discussed by specialists worldwide. Although many national and international bodies have issued exposure drafts and accounting standards dealing with this issue, there is no universally accepted treatment for goodwill. Moreover, the regulatory aspects on this matter are complex and have been changing frequently, thus leading to a high amount of volatility. Our study aims to examine, based on the accounting literature and professional standards, the main methods of accounting for purchased goodwill and to identify methods which have found been internationally recognized as viable. The analysis confirms that some if not all of these methods may not

pass the test of time. Controversies regarding recognition and measurement of goodwill remain with no solution in sight in the foreseeable future internationally.

Keywords: *goodwill, International Financial Reporting Standards (IFRS), methods of accounting for purchased goodwill*

6. THE AFFECTIVE COMMITMENT TO THE ORGANIZATION: THE MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

Viroj Jadesadalug, Silpakorn University, Thailand
Khwanruedee Tuntrabundit, Khon Kaen University, Thailand

ABSTRACT

The purpose of this study is to empirically examine the relationships among procedural justice, trust in management, perceived organizational support, and affective commitment. Data from 218 employees, working in ten organizations located in Khon Kaen, Thailand, are used to examine the proposed hypotheses. The data are collected through questionnaires. Hierarchical regressions are used in the statistical analyses. The results show that perceived organizational support fully mediated between procedural Justice-affective commitment and trust in management-affective commitment relationships. Conclusion and suggestions for future research are also included.

Keywords: *procedural justice; perceived organizational support; trust in management; affective commitment*

7. 360 DEGREE APPRAISAL: A PILLAR OF INFORMAL MENTORING & PROFESSIONAL DEVELOPMENT

Silva Karkoulian, Lebanese American University, Beirut, Lebanon
Edward Vitale, Lebanese American University, Beirut, Lebanon

ABSTRACT

Performance appraisal increases productivity and encourage employee professional development. Once properly administered, performance appraisal may also enhance informal mentoring. This paper clearly depicts the relationship between 360 degree feedback, informal mentoring and professional development. Employees working in medium sized organizations in the Lebanese retail sector were surveyed. Results show that 360 degree feedback promotes professional development and is positively related to informal mentoring processes.

Keywords: *360 Degree Feedback Appraisal, Formal Mentoring, Informal Mentoring, Professional Development*

8. SOCIAL ENTREPRENEURSHIP: AN OVERVIEW OF THE CURRENT STATE OF RESEARCH

Adriana Danko, University of Twente, Enschede, The Netherlands
Claudia Brunner, University of Liechtenstein, Vaduz, Liechtenstein
Sascha Kraus, University of Liechtenstein, Vaduz, Liechtenstein

INTRODUCTION

The 2006 Nobel Peace Prize was awarded to Muhammad Yunus, an exceptional economist and entrepreneur. Yunus recognized the plight of his fellow countrymen in Bangladesh: in spite of their hard work, they still were not earning sufficient wages and continued to live in poverty. Yunus believed that

such poverty was a consequence of a lack of access to the resources required to identify and exploit opportunities, particularly financial resources. To redress the imbalance of wealth distribution, something recognized as a root cause of poverty (Neck et al., 2008), Yunus provided small sums of credit, 'microfinance', as a mechanism to help gain access to opportunity exploitation (Brooks, 2009). Specifically, Yunus believed that if microfinance was used to support the initiation of sustainable social enterprises which sought to address social, environmental and other symptoms created by the root causes of poverty and lack of access to opportunities, the capitalist market structure could be broadened. This in turn would create opportunities for market exploitation that would be available to a more diverse range of entrepreneurs, including social entrepreneurs (Bornstein, 2005). Convinced by this argument, Yunus established the Grameen Bank in 1983 and became a social entrepreneur himself. His bank, which provides microcredit to socially disadvantaged individuals lacking collateral, has revolutionized the credit industry and initiated international investment growth in the microcredit industry, encouraging the phenomenon of social enterprise on a global scale.

Social entrepreneurship is a phenomenon widely recognized for its ability to create social value and societal change. It intrigues more and more academic researchers as well as policy makers. There is growing acknowledgement of the importance of social entrepreneurship as a facilitator of democratic processes (Lundström and Svedberg, 2003). The societal aim is the core of social entrepreneurship (Elkington and Hartigan, 2008). The term 'social enterprise' first emerged in the 1980s and since then has experienced significant, increasing global growth. Social enterprises are now recognized as vibrant ventures boosting the economic, social, environmental and cultural wealth of most economies, and are supported by the governments of most developed and developing economies (Ashoka, 2006). For example, in the UK where a Comprehensive Spending Review slashed the budgets of various government departments by up to 25%, resources supporting social enterprises have been ring-fenced and witnessed increases. The Global Entrepreneurship Monitor (e.g. Bosma and Levie, 2010) provides further indications of the strength of the social enterprise sector.

Despite the significant growth of social enterprises, academic research on this growing phenomenon is at an early but growing stage (Thompson et al., 2000). Since the publication of *The Rise of the Social Entrepreneur* (Leadbeater, 1997), the term *social entrepreneurship* has been the focus of a growing field of research, and is becoming increasingly well-anchored within the entrepreneurship literature (Certo and Miller, 2008; Zahra et al., 2009). Compared to the traditional for-profit commercial entrepreneurship, however, our understanding of social entrepreneurship is still limited. The growing importance of this field is evidenced by the increasing numbers of calls for papers on the topic of social entrepreneurship by prestigious entrepreneurship journals. This suggests the timeliness of a comprehensive review of the emerging yet growing literature on the state-of-the-art of research on social entrepreneurship. This paper seeks to present this review, as well as identify research gaps and a future research agenda. The paper presents an extensive analysis of papers on the topic of social entrepreneurs and social entrepreneurship published in leading scientific journals over the past 20 years (1991-2010), such as *Entrepreneurship: Theory and Practice* or *Strategic Entrepreneurship Journal*. Existing empirical research on the topic is identified and discussed.

9. CARBON EFFICIENT INDEX AND COMPANY'S VALUE IN BRAZIL

Milena Moscardini Nabelice Guasti Lima, Universidade de Franca, Franca, Brazil
Fabiano Guasti Lima, Universidade de São Paulo, Ribeirão Preto, Brazil

ABSTRACT

In the whole world, stocks, commodities, terms, futures are negotiated under the most distinct financial and farming and raising products. However, The true concern about the free emission of CO₂ is not really known in the world economy, causing, this way, the increase in the so called and already known greenhouse effect. The Carbon Credits (CC) or Certified Emission Reduction (CERs) are certificates issued by companies when they reduce the carbon emission of the Greenhouse effect gases (GEE). A company that buys those carbon credits is directly financing projects which reduce the harmful

consequences of the greenhouse effect. And, in order to increase the credibility of this trade, the stock exchanges are creating the so-called Carbon Index for the market of open companies as a whole aiming to amplify the transparency of the information and attitude disclosure of each company in the taskwork of reducing those GEEs. This research aims to compare the market value of Brazilian companies and the valorization of the ICO₂ indexes (Brazil) and the Carbon Index (Nyse) and it also shows there are evidences that the ICO₂ index has offered conditions to maximize the market value of the Brazilian companies, confirming the hypothesis raised in the research and meeting its goal. The data pointed to a valorization above 9% in just a two-month period and it did not take into account large-sized companies which did not constitute the sample of the first theoretical portfolio of the index.

Keywords: Carbon Index, capital markets, valuation

10. BRINGING SYNERGY TO FIRM STRATEGY: IT STRATEGY FOR BETTER FIRM PERFORMANCE IN SMES

Daisy Wang, The University of Tennessee at Martin, Martin, Tennessee, USA
Kiattisak Phongkusolchit, The University of Tennessee at Martin, Martin, Tennessee, USA

ABSTRACT

As information technology (IT) offers new competitive opportunities, resource-based view (RBV) researchers state that firms utilizing IT capabilities to gain more sustainable competitive advantages outperform others. Due to the unique characteristics of small and medium enterprises (SMEs), we intend to explore attitudes of SMEs toward IT capabilities and to understand how this impacts firm performance. SMEs with different corporate strategy will have different attitudes toward IT capabilities and IT spending. We also want to understand how these interrelated variables influence firm performances. Our contribution is to identify the relationships among corporate strategies, IT strategy, IT spending, and firm performances.

Keywords: Small and Medium Enterprises (SMEs), IT Strategy, IT capabilities, Corporate Strategy, Resource-based View, Competitive Priorities

11. COSTING MODEL CHOICE IN ERP IMPLEMENTATION: AN EXPLORATORY INVESTIGATION

Uma Nair S., Indian Institute of Technology, Kanpur, India
Saji K. B., Indian Institute of Management, Lucknow, India

ABSTRACT

Enterprise Resource Planning implementation is a techno-commercial challenge that requires a fundamentally different outlook from the traditional technology driven business perspectives. It has been widely reported that a large number of ERP implementations across the globe failed to meet the firm level expectations primarily because of the absence of a well-balanced business perspective. The present paper, which is an offshoot of a carefully executed empirical study on the Indian ERP market, comments on the efficacy and choice of six useful costing models for possible application in the domain of ERP implementation. By drawing significant insights from a comparative analysis performed using the relevant information gathered from the Indian ERP implementation scenario and the Indian ERP market, the present paper reports the Activity Based Costing model as the best feasible costing model choice for ERP implementation in India.

Keywords: Enterprise Resource Planning, ERP Costing Models, Activity Based Costing, Indian ERP Market

12. UNDERSTANDING THE REAL IMBALANCE WHEN CONDUCTING HUMAN RESOURCE PLANNING

Andrea Soberg, Trinity Western University, Langley, Canada

ABSTRACT

Human resource planning involves creating strategic actions that respond to an imbalance of labour within an organization. Many organizations don't take time to correctly identify the imbalance and thus implement strategies that don't address all the workforce challenges. This article describes all the types of imbalances and the risks associated with not identifying and/or addressing them. The article has a focus on Canada and some of its specific challenges.

Keywords: human resource planning, labour demand, labour supply, employment equity, diversity, corporate social responsibility

13. CORPORATE GOVERNANCE AND ENVIRONMENTAL RESPONSIBILITY

Alin I. Ienciu, Babes - Bolyai University, Cluj Napoca, Romania

ABSTRACT

The governing regime of companies or the corporate governance reflects the fashion or system in which a company is being managed and controlled. In the European Union, the concept of corporate governance began to shape up more clearly after 1997, when the majority of countries have adopted corporate governance codes and the corporate governance gradually became one of the most utilized concepts in business world. Within the present study I will describe how corporate governance interacts with social responsibility and how it influences environmental performance. In the introduction I have presented a descriptive analysis of the corporate governance concept, the interaction thereof with the social responsibility concept, and by means of an empirical study conducted, I would present how corporate governance influence environmental performance.

Keywords: corporate governance, European Union, environmental responsibility, performance, country

14. RESULTS OF HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT THROUGH SOCIO-ECONOMIC ACTIVITIES IN THE WAY OF NON-FORMAL EDUCATION THAT HAVE EFFECTS ON KNOWLEDGE, ATTITUDES, AND OCCUPATIONAL SKILLS OF HIV INFECTED CHILDREN AND FAMILIES AFFECTED FROM AIDS OF AIDS NON-GOVERNMENTAL ORGANIZATIONS

Jidapa Suwannarurk, Thaksin University, Muang, Thailand

ABSTRACT:

Human resources development is more taken into consideration nowadays as this, no doubt, helps human beings learn to gain a better life quality as well as happily live in a society. In Thailand, the society comes to be globalized. With the international interdependence of countries on earth, advances of knowledge and technology can be easily transferred to one another. Not only does it have advantages, negative effects of such transfer prevail. This results in more social problems such as AIDS epidemic, sexual violation, and environmental pollution. Unavoidably, the mentioned critically social problems affect

children and juveniles, particularly wrong sex values which lead to the AIDS epidemic. The problem is regarded serious since the epidemic itself cannot yet be cured. Even worse, it causes other social problems as well.

Keywords: *human resources, development, management*

15. EXPLORING THE VARIABLES FOR ASSESSING THE COMPETITION PROVIDED BY LOW COST CARRIERS TO INDIAN CIVIL AVIATION INDUSTRY

S. Vaibhav, National Institute of Technology, Hamirpur, India
Somesh Kumar Sharma, National Institute of Technology, Hamirpur, India
Vedant Singh, National Institute of Technology, Hamirpur, India

ABSTRACT

The low cost carriers are exploiting cost advantages to be competitive on short haul routes. A major factor in the ability of a low-cost carrier to be competitive on these routes can be the exploitation of density economies through high utilisation of aircraft and crew. Competition as usual, brought best to the customers. But for fair competition among the airlines, the impact of Low Cost Strategy is to be considered. An attempt is hence made for exploring the variables for assessing the impact of Low Cost carriers and competition in Aviation Industry. The explored variables are based on the earlier research on Air Transport and are focused for Low Cost carriers. These variables can also be used further for assessing the sustainable competitive advantage provided by low cost carriers.

Keywords: *Low Cost Carriers (LCC), Competition, Aviation Industry*
