The Knowledge Journey

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"It is better to light one small candle than to curse the darkness" Confucius (479 B.C)

The Quest for Knowledge

We start our journey with a small candle.
The quest for knowledge started from the beginning of the human existence. Throughout the history, advances in knowledge have accelerated the development in human civilization. We can trace the contributions of knowledge to the human civilization from the evidences of the 4th and the 3rd century B.C civilizations of Mesopotamia (the Sumerian, the Babylonian and the Assyrian) followed by the Indus Valley civilization (2600–1900 BC). We have travelled through a rich history of knowledge and the growth in civilization. From Archimedes (287 B.C.) to Einstein (1879-1955), from Plato (429-347 B.C.) to Gandhi (1869-1948), our knowledge has been enriched in a multitude of ways in science and technology, in philosophy and human values, and in social justice and spiritual enlightenment. The human knowledge engine has never stopped generating new knowledge and thus we have progressed to the 21st century's digital civilization.

The contents, qualities, and the sources of knowledge have changed significantly between the periods of the knowledge journey. The need for knowledge and the use of knowledge had always been the driving force for the unending quest for knowledge - it has progressively advanced to more complex solutions. By today's standards the early knowledge was simple in contents and quantity. People at all ages were fascinated with the new knowledge of their time, be it with the 2.5 million years old stone tools of Ethiopia or as we are today with new knowledge of our period, e.g. the stem cell research of our time (Pluripotent stem cells)

Philosophical debates on knowledge started with Plato's formulation of knowledge as "justified true belief". There is however no single agreed definition of knowledge though there are many competing theories of knowledge. We seek verifiable knowledge available through the process of verification and falsification of theories and through paradigm shifts. (Rahman and Mahmud, 2008).

Knowledge is the distillation of human experience and experiments. Knowledge sharing includes all activities used to disseminate knowledge. We revisit a basic definition of knowledge given in the Oxford English Dictionary:

"(i) expertise, and skills acquired by a person through experience or education; the theoretical or practical understanding of a subject, (ii) what is known in a particular field or in total; facts and information or (iii) awareness or familiarity gained by experience of a fact or situation".

Our work represents the concepts used to describe the domains of knowledge in this definition e.g., 1) education, 2) experience, 3) theoretical, 4) practical, 5) discipline based and 6) across the disciplines.

Events and Agents of Knowledge

Knowledge travels through the time and geographical boundaries by means of many events and agents. Events which facilitated the spread of knowledge include war, innovation, social evolution, religious missions, economic events, and emigration. Throughout the history, great wars and warlords not only were engaged in conquering lands but they also brought back a wealth of knowledge to their countries from unknown countries and cultures. The religious missions went far and wide to propagate words of their religions and exchanged knowledge. About thirty thousand years ago the Fertile Crescent in the Middle East was the center of knowledge and civilization and was considered as the theological center of the world, a center of agriculture, and of indigenous knowledge.

Travelers, traders, political and social leaders, educators and academic scholars historically acted as agents of knowledge. History's great travelers undertook extraordinary adventures in difficult situations to explore the unknown and brought the knowledge of social customs, new tools, and technologies from many distant parts of the world. Some of the great travelers from the distant past include Greek traveler Herodotus of the 5^{th} century B.C., Robert Cook, Marco Polo, Zuan Zang, Ibn Batuta, and Columbus. A more recent example is Isabelle Eberhardt, who at the age of twenty took an arduous journey from Geneva to Morocco and Sahara in1897 to satisfy her curiosity and self actualization. In many ways the contributions of these travelers to the knowledge have brought the world much closer.

Creation and Dissemination of Knowledge

There are four stages of the knowledge journey

a) Knowledge generation
b) Knowledge accumulation
c) Knowledge application, and
d) Knowledge transfer

Human beings experience new knowledge from the nature or through laboratory tests and replications. Human experience is the best source of knowledge and learning which is cumulative. The creation or generation of knowledge is the first step in the knowledge path. The knowledge based on experience may not be processed through a systematic approach; scientific knowledge is created through a systematic methodology and verifiable evidence. The cumulative nature of knowledge and the addition to new knowledge assure the progress of the human society. Societies that fall behind is generating, adopting, and applying new knowledge lag behind in social and economic progress. So, it is not surprises to note that all nations of the world today are in a race to achieve the current level of information technology to engage in global knowledge sharing.

The Logical Constructs of Knowledge

Knowledge can be constructed through inductive reasoning or deduction reasoning. Deductive reasoning starts from the theory to the specific- one starts with a theory, and then develops hypotheses that can be tested through observations to reach specific conclusion(s). Inductive reasoning, on the other hand, starts from a specific to the general- one starts with a specific observation, applies it to test hypotheses and finally accepts (proposes) theories.

Deductive reasoning: Theory → Hypotheses → Observations → Confirmation

Inductive reasoning: Observations → Hypotheses → Theory

The generation of knowledge through inductive or deductive reasoning requires a formal approach - the research methodology. Research methodology includes researcher's philosophy and epistemological views, assumptions, definitions, and hypotheses. It includes the scientific methods, such as description of samples, measurements, techniques, analytical tools and methods, variables, and formal plans for the analysis and interpretation of data.

Dimensions of Knowledge

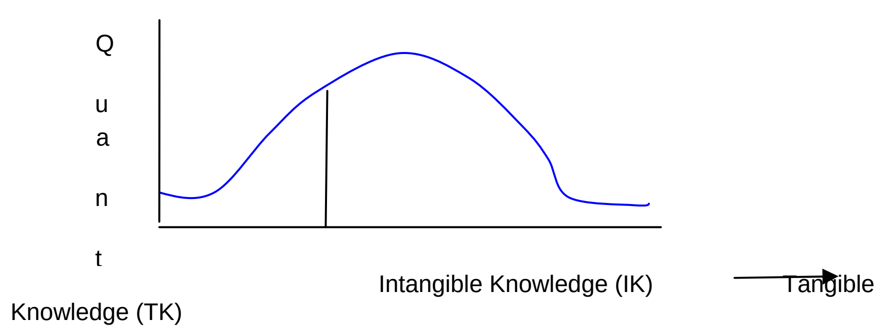
Knowledge can be viewed as both tangible and intangible assets. Intangible assets and tangible assets differ in substance and in forms. Saint-Onge (1999) defined tangible assets as "assets have finite applications; intangible assets have infinite applications." Managing and retaining organizational knowledge as intangible assets is one of the critical challenges facing today's organizations.

In recent times, some scholars are engaged in developing technologies for the conversion of intangible assets to tangible assets in their attempt to define knowledge as a tangible asset. Blake and Mann (2000) proposed the theory of Logo Visual Technology (LVT) to make 'meaning' visible in tangible form. They used ‘meaning’ to designate the knowledge that is meaningful. Tangible knowledge is treated like objects and can be moved in physical space.

We have developed a schema in an attempt to classify the characteristics of tangible and intangible knowledge:

	Tangible	Intangible
Property	Sensory	Extra sensory
Applications	Finite	Infinite
Processing	Physical	Conceptual
Carrier	Independent	Dependent
Value	Separable from the production	inseparable from production
Transferability	Transferable	Non-transferable
Management	Organizational	Individual
Deliverables	Physical	Conceptual

From the application point of view of managing organizational knowledge is increasingly becoming a challenging task. The ability to move intangible knowledge (IK) to tangible knowledge (TK) gives the management greater flexibility and increases the knowledge retention-ability of an organization.



The curve above shows an example of the knowledge space of an organization divided into IK and TK. Organizations may have diverse mixtures of IK and TK. The IK and TK mix of an organization is a function of a) the industry, b) environment, and c) structure and systems. A consulting firm will have more IK than TK. One the other hand, the reverse is true for a manufacturing firm.

The Knowledge Systems and knowledge objects

A knowledge system like all other systems includes input, processing, and output with open or close boundaries. Knowledge systems deal with knowledge objects. The basic ingredient of the knowledge object is data. “A knowledge object is a highly structured interrelated set of data, information, knowledge, and wisdom concerning some organizational, management or leadership situation, which provides a viable approach for dealing with the situation”. Knowledge objects are classified by the industry to which they belong, e.g., education, healthcare, government, etc. Knowledge objects could be both tangible and intangible. Managing tangible knowledge objects is easier than managing the intangible knowledge objects.

The Knowledge Agents

Knowledge objects are created and disseminated through nodes by knowledge agents. Knowledge agents are producers, facilitators and recipients of knowledge in personal, organizational or social contexts. Government, business, academic institutions, social organizations, and faith-based organizations perform roles as knowledge agents. The roles that knowledge agents perform define the course of knowledge creation and dissemination in any society.

Conclusion

The Knowledge Globalization Conference and similar knowledge sharing efforts are steps to create and disseminate knowledge and thus moving the knowledge objects through nodes in a system of globalized world. The world would be a better place with the sharing of knowledge and knowledge sharing can end injustice and inequality that exist in the world today.

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B2: Antecedents of Corporate Environmentalism in Pakistan

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Abstract

The natural environment is becoming major factor in formulation of corporate and functional level strategies of a company. This study explores the impact of public concern, regulatory forces, top management commitment, internal environment orientation and external environment orientation on environmental corporate strategies and environmental marketing strategies and the relationship of these two strategies with each other. Questionnaires were administered on a sample of 160 managers from four organizations. The results showed that top management commitment, internal environment orientation and competitive advantage have significant positive relationship with corporate environment strategy and environmental corporate strategies are significantly correlated with environmental marketing strategies.

Keywords: Environmental corporate strategy, environmental marketing strategy, internal environmental orientation, external environment orientation.

C3: Towards A Globalized Scholarship of Comparative Religion

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Abstract

Today, in our globalization era, people of different faiths and cultures are living together side-by-side and interactively corresponding to each other by means of cultural, economic and diplomatic relations. In this globalized environment where “no man is an island”, mutual understanding and peaceful co-existence are both necessary and inevitable. However, contemporary theologian Hans Kung has noted:

a) *there could be no peace among the nations, without peace among the religions;*
b) *no peace among the religions without dialogue between the religions;*
c) *no dialogue between the religions without investigation of the foundations of the religions.*

Nonetheless, while we all acknowledge that it is extremely important to investigate and study the roots of other religions; the question is what type of scholarship should be employed to study religious faiths? This is because, polemical and argumentative approaches of studying religious faiths are counterproductive and generate only mistrust among religious communities. Hence, objective and neutral scholarship of comparative religion which transcends subjective judgments and apologetics in the study of other religious teachings is needed. Though some scholars are skeptical about having independently authoritative and neutral ‘principles’ to which we can all refer when studying religious faiths, this paper argues that there are independently higher principles and common standards of reasoning based on which religions could be understood objectively. Furthermore, this paper argues that according to the everyday experience of religious life, different religious cultures, while different, nevertheless have some values in common, thus it is possible to set out, at least provisionally, a body of “common principles” by which we all share to understand religious faiths. While stressing for the need of globalized scholarship of comparative religion, through analytical and comparative methods, this paper aims to offer some thoughtful reflections on the common principles of understanding religions objectively.

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.A8: Student Responses to Globalization, Multilingualism, and Cultural Identity

A Multimedia Presentation

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Abstract

Language is a living thing. It grows and changes with each generation's usage, and dies when no longer needed. Language is also a key component of cultural identity. People who share a language can communicate about issues, rituals, and ideas that are important to them, and thus can participate in the same culture. People who do not understand the language of the culture they are living in or doing business with risk becoming isolated and marginalized.

Throughout history, travelers and traders have visited other cultures and learned their languages. This has allowed them to communicate trade and prosper. Technology and rapid transportation, hallmarks of modern globalization, have provided more opportunities for people from different cultures to interact and share. Still, one complication to these interactions is language. There is a perceived need for a common language in order to facilitate improved communication, trade, and exchange of ideas. However, the promotion of a common language, increasingly English, leads to concerns about loss of native languages, westernization of cultures, and a weakening of the ties that bind communities together.

The youth of the 21st century are in a challenging position; they must strive to be both the agents of change and the keepers of their national and cultural identity. SF 177 B, a freshman seminar course provided a framework for students to examine these challenges and consider the value of bilingualism and language preservation, in the face of increasing demand for global education, communication, and trade. As part of their studies, participants created multi-media presentations of their research. These presentations will be available for viewing, while participants will be available to discuss their experiences, opinions, and questions about the future.

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E11: Thinning Knowledge: A Field Study of Cross-Site Knowledge-Sharing Practices in Three Industries

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Abstract

This paper examines the contrasting merits of "thick" and "thin" knowledge-sharing systems in business organizations, arguing that the knowledge-sharing systems of the "thin" variety deserve more attention. A typology of "thin" knowledge-sharing systems is proposed, encompassing diagrammatic, statistical, and topographical systems. These categories are derived historically, i.e. from consideration of "thin" knowledge-sharing systems that were used in the pre-industrial and industrial era. The typology is applied in an interview-based study of cross-site knowledge sharing in six multinational corporations in three industries: consulting, capital goods, and high-tech products.

A12: The Globalization of Knowledge Economics

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Abstract

Generally, we can refer to this time as the era of Knowledge Economics, or simply of the new economic order, where qualitative and quantitative changes are underlying that have changed the structure, the operation and the rules of economy in the last years. In this new economy (of knowledge) the keys to the creation of jobs and improved living standards are the innovative ideas and the incorporated technologies in services and products. It’s an economy where risk, uncertainty and constant change constitute the rule, more than the exception.

Keywords. Globalization, Knowledge Economics, Intellectual Capital.

A 29: **Teaching the Content “Globalization”**
Evaluation of an Established E-Learning Course

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Abstract

Abstract: Globalization processes oblige new competencies from teachers, learners and staff of internationalized organizations and corporations. This requires changes of the personal curriculum vitae. In consideration of these individual and institutional challenges a “global-ization e-learning course” (GELC) could help developing needed “globalization competen-cies”.
A GELC should provide a neutral view. The participant should be able to judge the processes of globalization on his own at the end of the course via learned “globalization competencies”.
This GELC already has been developed, designed and successfully put into practice by a team of political scientists and teachers since 2007. The GELC is organized as a “blended learning” course and has a possible duration of 10 weeks. An interaction and reflection with a “global-ization expert” via e-tutoring in order to structure learning processes individually is guaran-teed.
Keywords: globalization, e-Learning, blended-learning, intercultural competence.

B36: Virtual Teams: Real Sustainable Solutions: Looking beyond the obvious
How Science and technology are finding new innovative global sustainable Solutions

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Over the past decade, the world of business and the environment has exploded. Beginning as an engineering-driven movement among a handful of companies during the 1980s, many firms have learned that improved environmental performance can save money and create competitive advantage. Large companies' environmental performance now often extends far beyond simple compliance with government regulations. Small businesses also can profit. In fact, almost any business can cut its overhead expenses by 10% to 25% through relatively simple improvements in environmental performance. Much of the gains have come from savings on energy, water, and other resources, but there is also much "low-hanging fruit" to be plucked in the form of minimizing wastes, reducing risks, improving quality, and enhancing a company's ability to attract and retain customers, trading partners, and employees. This approach has focused on the "obvious" above mentioned solutions of waste reduction etc.
Much of the focus over the last 30 years has been on larger businesses. But now the big businesses are encouraging their small and mid-sized enterprises customers, vendors and partners to pay attention to these concerns also in a global work environment.
Improving their performance can strengthen the relationships of all parties by becoming cleaner, greener and sustainable businesses which requires collaboration on a global basis to develop new scientific and technologically innovative solutions.
As a result of this need professionals at all levels in an organization (engineers, manufacturing, design, science, marketing etc.) are either conducting business globally or are gearing up to do that. They often have to collaborate with the "virtual teams", which are geographically distributed in various countries, with different time zones, diverse languages, different business and culture and government regulations.

People working in this environment (with R&D in India, manufacturing in China, call centers in Indonesia and Malaysia) often discover that they are ill equipped to deal with the challenges presented by working with colleagues and clients from different cultures and managing projects from a distance. Thus, a critical need has arisen in organizations to ensure that these key individuals acquire the core cross-cultural management competencies to develop into global and virtual project managers who will succeed with a multinational virtual project team and clientele, as they have already done in local environments.

. **B13: Closing the International and National Digital Divide for the Information, Technology and Knowledge Globalisation Age: Ghana in Contemporary Perspective**

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Information Communication Technologies (ICTs) and globalization have been singled out as part of the foremost forces that will shape the 21st century (Oliver and Sanders 2004, Zussman 2002). Hence, if the 19th and 20th centuries were the eras of the agricultural and industrial revolutions respectively, the 21st century can claim the ICT revolution. Consequently, ICTs are having phenomenal impacts on public management in developed countries where they have redefined how public services are delivered and changed democratic participation in unconventional ways. While developed countries are sprinting on the knowledge and globalisation highway with the aid of ICTs, developing countries on the other hand, seems to be playing the catch up game. There are therefore genuine fears that just as most developing countries missed out of the agricultural and industrial revolutions of the last two centuries, they also are losing out of the ICT revolution through a widening international and national digital divide; defined as the gaps between ICT haves and have-nots between and within countries unless aggressive and purposive policies are put in place to bridge this disparity. This paper examines the consequences for a knowledge based, globalised and technology driven world especially on developing countries in view of this yawning technological chasm.

The paper focuses on ICT policy responses in Ghana, a developing country, aimed at closing this gap, and addresses four salient questions: (a) what exactly is the international or national digital divide (b) what are the policy responses in Ghana towards addressing the digital divide? (c) how effective are these policies at addressing both the international and national digital divide? (c) what lessons can be learned from the Ghanaian experience especially for other developing countries?

The paper will review the literature on both the widening international and national digital divide and their effects in Ghana. It then examines current government policy responses at addressing these divides. Next, it reviews the efficacy and efficiency of these policies and their ability to bridge the widening digital gap, summarizes the findings and draws conclusions.

Through such an analysis, the paper seeks to contribute to the general theme of the conference on sharing knowledge among and between developed and developing countries by focusing on the impediments that hinder such efforts and the opportunities for addressing them.

A17: The Role of Online Education in the Globalization of Knowledge

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The role of online education appears to be having a more profound impact on the globalization of knowledge than what is currently being discussed in the online education literature. Much of the literature focuses on new pedagogies resulting from the proliferation of innovative technologies and a better understanding of student online learning styles. Local, national and international governments, institutions and societies recognize the role of knowledge in the betterment of the global society. Education around the world is recognized as a means to a more efficient use of world resources and greater social and economic stability. As a result of the globalization of markets, the creation and dissemination of knowledge is a more critical resource than ever before. This paper will explore the role of online education in global knowledge creation and global knowledge transfer. The classical approach and the Web 2.0 approach to knowledge creation will be reviewed and three emerging trends in online education will be explored as catalysts for the globalization of knowledge.

In the classical approach to creating knowledge (1), experts gather their thoughts, experiences, research findings and discuss their conclusions. The *expert* would be identified and that knowledge would be written in *official* books to be used by students. Knowledge was fact based and highly structured. The encyclopedia was an important source for the undisputed facts. Students were asked to memorize and discuss the information but were not given the opportunity to contribute to the generation of knowledge. Today, however, we are experiencing a new methodology of knowledge creation due to online technology. Web 2.0 is “the second generation of the World Wide Web in which content is user-generated and dynamic, and software is offered that mimics desktop programs.”(2) With over 3 billion searches performed on Google each month and the growth of Wikipedia, it is clear that the creation of knowledge today is organic. According to one researcher, over 1.5 exabytes (1.5 x 10 (to the 18^{th} power)) of new information will be generated worldwide this year. That is estimated to be more information than what was created in the last 5,000 years. So, the global creation of knowledge is changing in significantly.

Online education is the vehicle for facilitating the discussion and evolution of knowledge as well as the dissemination of knowledge among potentially broad geographic regions. Not only has the number of colleges and universities increased the number of online classes and programs they offer, but many are collaborating with other institutions in this effort. For example, the University of St. Andrews has implemented a Knowledge Transfer Strategy to “generate, use, apply or exploit knowledge and other university capabilities outside the academic environment and includes access to the University’s knowledge base by external organizations, communities and individuals.”(3) The objective of this program includes “maximizing the economic and social impacts of the University’s knowledge and expertise for the benefit of the University and its partners locally, regionally and internationally.”(4) Another example is not-profit organizations forming online education opportunities on a global basis. The Virtual University of Small States of the Commonwealth (VUSSC) was created by the European Association of Distance Teaching Universities. It is made up of 30 developing countries whose population is less than 1.5 million people. Members include places such as islands in the Caribbean, the Pacific and the Indian Ocean as well as landlocked states such as Lesotho, Swaziland and Botswana, and coastal states like The Gambia, Belize, Guyana and Namibia. The education is international with local accreditation. A third major trend in the globalization of knowledge is the concept of OpenCourseWare where course syllabus, content, video, text book and other resources are made available for free online. This attracts self learners who are not seeking to matriculate. MIT has instituted a very successful OpenCourseWare program that has attracted students from around the world. This low barrier to access learning tools and information online is contributing to the globalization of knowledge

C22: Perceptions of Skin Color Shades and Meaning-Making Processes

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Research suggests that women across ethnic/minority groups often differ in their experiences of self image, body image, and body satisfaction (Sussman, Truong, & Lim, 2007). Additionally, research suggests that different forms of teasing (about general appearance, weight/shape, and ethnicity/race) by peers or family members can contribute to body dissatisfaction and maladaptive eating attitudes (Reddy & Crowther, 2007; Iyer & Haslam, 2003). Thus, feelings of body dissatisfaction not only refer to dissatisfaction with weight or body shape. The perception of skin color and pre-existing meaning making processes could contribute towards the development of one's overall body satisfaction, self esteem, and other self concepts. Furthermore, negative perceptions of one's own skin color may bring about serious mental health risks (Altabe, 1996; Sahay & Piran, 1997). Despite these findings, not enough attention has been given to systematic studies on skin color issues across ethnic groups. The present study attempts to explore perception of skin color, its meaning-making processes, pertaining to choice of friends and significant others, across Caucasian and Non-Caucasian young adult women. The present study is a part of a larger research project on mental health risks across ethnic groups. The current pilot project is a preliminary step towards assessing young adults' perception of skin color shades and its relationship with mental health risk factors. We anticipated variation in themes relating to skin color dynamics across both Caucasian and Non-Caucasian groups.

A total sample of 62 undergraduate college students, ages 18-25, completed an open-ended questionnaire on perception of skin color, which included a set of dark to light skin color pictures. Analyses of results indicated negative thoughts towards extremely light and dark color shades. Respondents reported positive thoughts towards tanned skin. Participants indicated very few positive thoughts towards a black skin tone. Non-Caucasian participants showed early-childhood recognition of skin color with negative feelings attached to it. Non-Caucasians reported being left out by peers and received more comments about their skin color than their Caucasian counterparts. Both groups engaged in activities to change their skin color. Finally, skin color was found to be an indicator of physical attractiveness and romantic partner selection, with less preference for a dark skin tone. Implications of these findings on mental health risk outcomes will be discussed for both ethnic groups.

D27: Importance of Knowledge in Credit Default Treatment

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The role of knowledge about the prospects of investment projects and about the behaviour of credit market actors is a globally important policy question. In this paper I first provide a motivation of these issues in the context of the Czech and Hungarian transition economies. We also compare the bankruptcy situation in transition countries with the bankruptcies in other countries around the world. After this empirical introduction, we deal with several theoretical considerations related to these important policy problems in the area of knowledge economics. Our main concern is with the impact of relaxation of bankruptcy procedures providing for a possibility of a renegotiation of the debt instead of strictly imposing bankruptcy whenever the debtor falls into a default on his debt in the situation of private knowledge both ex-ante and ex-post. The paper contributes to the discussion of the optimal bankruptcy procedures in the context of the soft and hard budget constraint literature.

Keywords: Bankruptcy, Private Knowledge, Soft Budget Constraint.

E30: Leveraging Organizational Resources by Creative Coupling: An Evaluation of Knowledge and Technology Identification Approaches

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Abstract

With the creation of innovative products, services, processes and business models becoming more and more central in today's knowledge economy, organizations face the challenge of finding effective ways to innovate. By now, most organizations still respond to this demand by undertaking original research. However, original research is time-consuming, expensive, and the outcome is hardly predictable.

An alternative way known as Creative Coupling has been introduced by Rodger D. Bouette in year 2003. Bouette refers to the fact that innovations can also be created by a creative use of existing science (existing knowledge and technology). The basic idea is that organizations should focus on capturing the value of the assets they already own instead of creating new value through research. While the Creative Coupling model was introduced many years ago, no systematic approach of creating marketable products by combining existing knowledge with existing or new knowledge has been developed yet.

For instance, many organizations today trade their knowledge and technologies on market places such as yet2.com, Innocentive, NineSigma or YourEncore. However, the full potential is not yet exploited due to a missing absorptive capacity at the demand-side. A holistic approach is needed giving organizations the ability to value, assimilate, and apply combinations of knowledge and technologies (whether completely within their organizational boundaries or also with external resources).

Creative Coupling has the potential to create innovations less time-consuming, less expensive, and with less uncertainty about the innovation process' outcome. Hence, this paper aims to contribute to the research stream of leveraging organizational knowledge and technology assets. While the Creative Coupling process consists of many stages, the paper focuses on the very first knowledge and technology identification phase in order to establish a basis for the later phases. Different knowledge and technology audit approaches are presented and discussed with the purpose of finding/developing a model suitable for the Creative Coupling approach.

This paper presents the Creative Coupling approach in general and provides significant insights into how organizations can systematically identify their internal knowledge and technology resources. Hence, the audience is not limited to private businesses but includes all organizations owning intellectual assets, such as universities and other research institutions. To summarize, the paper aims to foster knowledge sharing in order to benefit public and private organizations (and

economies in general), and, therefore, offers valuable learning for all those involved in leveraging intellectual assets and generating innovation.

Key words: *Creative Coupling, knowledge and technology identification, innovation generation*

C31: Developing a Code of Ethics for the Globalization of Companies

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Abstract

With regard to the expansion of worldwide activities of companies in the age of economic globalization, there are no obligatory rules on global level. The economic frameworks of regulations of the different countries vary considerably in their design (Payne/Raiborn/Ashvik, 1997). Thus, for companies which act internationally it is possible to practice the so-called moral arbitrage, which means to bypass social and ecological standards. The main problem for a company is, to ask the question, which norms and values should the company follow. Should it comply with norms of the country of origin or with norms of the host country?

C33: Art of Leadership and Managing by "Karma"

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Abstract:

Success these days is not measured in monetary terms only. Social leadership, collaboration and adjusting to current circumstances are major issues. Ego, greed, deceit and deception are in the news these days all around us. Everyone is wondering as to what has happened to our values, our leaders and our moral conduct. It is time to take stock of what is going on and start thinking about what needs to be done to guide us towards strong leadership and ethical behavior. It is times like these that we need to turn our attention and focus on how leaders in the past have dealt with these kinds of situations. These are not new situations and leaders worldwide have faced these kinds of circumstances over the centuries.
This paper deals with how leaders have handled these kinds of situations in the past and how current circumstances are the same as before, what we can learn from the past and what we can apply to our current situation.

The paper deals with the management philosophies from various sources but mostly relies on the philosophies taught by Krishna in Bhagvad Geeta in the classic Mahabharata which has frequently resulted in the question "Was Krishna the first management guru ever?"

Keywords: Management, Karma, leadership,

E34: Globalization, Free Trade, and Outsourcing A College Student's Perspective

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Abstract

As Globalization becomes a growing factor in the US business world, it is important to understand what college students know and think about the subject. In the beginning of 2008 a survey was undertaken among a convenient and disperse group of students. The survey was conducted in NY and Connecticut among undergraduate and graduate students. The survey results were presented at Thirty Fifth Northeast Business & Economic Association conference in November 2008. Between the time that the first survey was taken and the second there have been seismic changes in the US. Then the elected president was George W. Bush, a Republican, and today the president elect is Barak H. Obama, a Democrat. The Republicans, in general, and President Bush in particular, were "internationalists" and strong advocates of free trade. The Democratic party philosophy was more domestically oriented being anti free trade in general and NAFTA in particular. Additionally, the economic situation was perceptually better then than now. These changes were reflected in the attitudes of the college students that were surveyed.

Keywords: Globalization, Free Trade, NAFTA, Free Trade

C37: Sustainable Leadership: A Holistic Approach to Enhancing Organizational Performance

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Abstract

However perplexing it is, the growing trend in corporations to incorporate ethical and spiritual values as guiding management principles will positively impact organizational performance. Most Americans reject the idea that the corporation's sole purpose is to make money, and almost one half of investors frequently review business practices, values and ethics prior to investing. The American Stock Exchange Torah study group, Boeings' Christian, Jewish and Muslim Prayer groups, Microsoft's on-line prayer service, and the increasing use of meditation and other exercises, demonstrate a dedication to creating a cultural change that results in long-term company prosperity and survival. The commitment of corporate leaders to focusing on creating community and shared values signals a shift in values away from fragmentation to a more convergent view of corporate survival. Recent leadership models have revisited the earlier work of Deming, Senge, Tischler and others, emphasizing that leadership is necessarily collaborative. Currently, scholars have sought to articulate a new model, "sustainable leadership," which requires leaders to generate solutions to the economic, social, environmental and political pressures in today's constantly changing global business environment, within the context of their ongoing interactions with each other as a community of responsible, active individuals. Embedded in this definition of sustainable leadership is the integration of quality management and holistic systems viewpoints, where transformational corporate leaders seek to build a community of individual and collective human capacity to deal with complex challenges. This paper seeks to evaluate the holistic model of sustainable leadership as a response to the importance of developing human capacity, using recent corporate examples where shifts in values to a more spiritual and interconnected corporate environment have enhanced organizational performance and survival.

E39: The Art of Hosting Conversation: Finding Emergent and Sustainable Solutions to Complex Community and Organizational Challenges

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We use discoveries made by cognitive scientists about the social nature of learning as the foundation for The Art of Hosting. This process is designed to foster authentic dialogue and generate conversation about questions that matter to find emergent and sustainable solutions to the complex challenges that we face in our organizations and our communities.

The art of hosting conversation is a means to finding emergent and sustainable solutions to the complex challenges that we face in organizations and our communities. It is based on integrated design principles that reveal a deeper living network pattern through which we co-evolve our collective future. It is an innovative methodology for hosting conversations about questions that matter. These conversations link and build on each other as people move between groups, cross-pollinate ideas, and discover new insights into the questions or issues that are most important in their life, work, or community. The art of hosting conversation can evoke and make visible the collective intelligence of any group, thus increasing our capacity for effective action in pursuit of common aims.

This approach embodies discoveries made about the social nature of learning and change by researchers exploring the dynamics of living systems and their implications for human organizations and communities (Alexander, 1979; Allee, 2002; Capra, 1996; 2002; Wheatley and Kellner-Rogers, 1996; Lambert et al., 1995; Sandow and Allen, 2004; Wenger et al., 2003). Varela, Thompson and Rosch (1992) argue that the dynamics of new learning and development in the brain involve the same type of relational networks as in other living systems, all of which exhibit self-organizing and emergent properties when there are simple components that have dynamic connections to each other. Varela and Maturana (1992, p. 232) note that we “bring forth” the worlds we experience “through language in the network of conversations” in which we participate. Physicist David Bohm described the awareness and holistic intelligence that emerges in authentic dialogue as occurring not only at the individual but simultaneously at the collective level, offering the great promise of dialogue for our common future (Bohm, 1996).

Through the art of hosting we harness the power of conversation and foster authentic dialogue to think about our problems and to resolve them together.

E40: From Monologue to Dialogue:

Change in Power within an Organizational Team

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Debra Harkins,
and
Sukanya Ray
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Boston, Massachusetts

We live in a world where all things seem possible, where those of us with privilege can communicate across the oceans in mere moments, and such a world requires those with “expert” roles to re-think what they are doing in the service of others. That is, we need to ask ourselves what models we choose to utilize in a global context and challenge ourselves to move beyond the status quo. What do we do if we are asked to assist in a health crisis in a culture very different from our own? The temptation to use a traditional approach and to empower from a top-down perspective is there. It is imperative that we stop and ask ourselves if American models of assistance with an emphasis on the power of the “expert” are right across context. We must resist the ideas that there are universal ways of providing help. This research is based on a five-year consultation project in an underserved, economically disadvantaged early education center. The purpose of this project was to assess the impact of an empowerment model when focused on system-wide community level change. Using an action based model, consultants worked with this organization to provide space to those with less power thereby shifting power at all levels of the system. Vignettes of narrative interaction will be provided to illustrate the change in power dynamics within the executive team of this organization. When space was provided for multiple voices, change was observed in how individuals spoke to each other (e.g., from monologue to dialogue). We will discuss different conceptualizations of power and the impact that various styles may have on relationships between those giving and receiving help. Implications include creating strategies that will facilitate empowerment through more dialogue.

A41: Profile of Trauma Related Mental Health Outcomes among Haitian Americans Living in Greater Boston

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Despite the persistent growth in numbers and the noticeably wide health disparities gap affecting Haitians living in the U.S.; this population continues to be under-served. The lack of research that has been conducted to determine health care outcomes among Haitians living in the United States is staggering. Even further astounding is the absence of adequate information regarding mental wellness and the prevalence of psychological illnesses- particularly trauma related disorders experienced by this community. This presentation will highlight some of the most pressing trauma-based issues facing persons of Haitian descent by 1) describing the socio-demographic status of this group along with elements of lifestyle, values and beliefs 2) summarizing the only study conducted in a mental health setting entitled Clinical Profile of Haitian Patients in a Psychiatric Unit by Astrid Desrosiers, MD, MPH, 3) sharing the results of an interview with a clinician who works entirely with Haitian immigrants living in Massachusetts. Though Haitians are disproportionately at-risk for developing Post Traumatic Stress Disorder, through her study, Desrosier suggests that Haitians are more likely to be admitted to a mental health facility involuntarily and there appears to be a profound deficiency in PTSD diagnoses among this group. Furthermore, this presentation aims to illustrate an urgent need for more research that offers insight into the barriers that prevent Haitians from seeking care, as well as the causes for a potential under-diagnosis of trauma related illness.

A44: On the Quality of Private and Public Education: The Case of Chile

Juan-Pedro Garces
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Abstract

We measure the contribution of different factors within the educational system that affect the quality of education. The purpose is to compare the academic achievements of public and private schools (mainly at the secondary level) in one country: Chile. We take Chile because it has the most extensive (voucher-type) programme for subsidising private education, because it has a fairly wide and accessible amount of data, and because the political institutions that govern the educational system are fairly stable. Amongst other factors, we study the influence of the public/private divide, the socio-economic level of the students and the pupil-teacher ratio. The quality of education is measured by the performance of students in standardized national tests administered to all schools in Chile. Important implications with respect to the role of social segregation in education are suggested by the final results.

A45-1: The Status of an Economic Reform in China's Higher Education – Is It on a Way to Market Oriented and Decentralization?

Liu Dezhi
Shijiazhuang University of Economics, P.R.China
Hong Wu
Østfold University College, Norway

China's higher education is changing from a centralized funding system into a decentralized funding system. An example of such change is restructuring on many universities' ownership and financial sources, moving from the Ministry of Education to provincial or regional government. This decentralization process is still under an experimental phase and needs to be evaluated.

The current study is assigned for such an evaluation, focusing on a category of universities in China, called ministry ownership, a heritage from pro-soviet functioned based universities. The intention was to investigate how this group was affected by the decentralized process and to search for the best options for process adapting. The study has also compared financial structures of samples of publicly funded universities in Norway and USA for reflecting on international experiences.

A45-2: A Case on Course Restructuring in a Chinese University

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Shijiazhuang University of Economics, P.R.China

Hong Wu
Østfold University College, Norway

Abstract

Innovation and entrepreneurship is a new but upcoming discipline for many universities and colleges. For developed countries, innovation and entrepreneurship is an essential dimension for maintaining competitive advantages and economic growth. For developing countries such as China, innovation and entrepreneurship becomes an important issue, partly because of increased private economy sharing and partly because of industry restructuring.

This study presents a case of teaching innovation and entrepreneurship in a Chinese university, through restructuring course. The university has a long tradition in encouraging and promoting students' entrepreneurship spirit through participation in China's Venture Cup national competition, first introduced as extracurricular and leisure activities. Gradually, the university introduced innovation and entrepreneurship as an optional course and now finally defined as a compulsory curriculum.

B46: Has The Lack Of A Robust U.S. Federal Financial Commitment To Embryonic Stem Cell Research Caused The United States To Lose Its Global Leadership Role In Stem Cell Research And Hindered Worldwide Research Progress In Regenerative Medicine?

Linda Melconian
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Abstract

Remember Dolly, the cloned sheep? What excitement, repulsion, or confliction many of us felt when we first learned about Scotland's 1996 scientific breakthrough! Two years later, the first derivation of human embryonic stem cell lines made headlines with the *Science* publication of James Thompson's paper "Embryonic Stem Cell Lines Derived from Human Blastocysts". The global stem cell research race was on, with its promise to potentially cure countless diseases, conditions, and injuries considered untreatable or incurable.

On August 9, 2001, President Bush announced a ban on future federal funding for the creation of any new embryonic stem cell lines, thus restricting federally funded embryonic stem cell research to the use of lines already in existence. Creating a vacuum of Federal commitment, support, leadership, and direction, the Bush policy reduced NIH, a global leader in medical research, to the role of a sideline player in the field. Furthermore, it impeded the work of American scientists who received federal funds by limiting their research use of embryonic stem cells. In order to expand their research American scientists were compelled to seek private funding or leave the United States to work in a more encouraging research environment.

The United Kingdom, Australia, Singapore, and more recently Germany, India, Canada, and others, have provided government financial support for embryonic stem cell research. Many have put in place strong regulatory and ethic standards for research on all types of stem cells—adult and embryonic –enabling scientists to study their complex interrelationships. These government policies have encouraged the formation of global and regional research partnerships with private companies and academic institutions. Such proactive government commitments have produced scientific advances in stem cell research perhaps unattainable without the knowledge of embryonic stem cell capabilities.

International cooperation and collaboration to advance all types of stem cell research are necessary to fulfill its promise of saving and improving lives everywhere. Linking worldwide ethical stem cell research and development will help to reduce the clinical trail timetable; practical application of stem cell research through regenerative medicine for new therapies and cures will impact human beings across the globe. I submit, as this paper will demonstrate, that by limiting United States federal funding of embryonic stem cell research, President Bush has harmed all global ethical stem cell research.

Terms: stem cell, adult stem cell, embryonic stem cell, human embryonic stem cell; regenerative medicine, translational medicine; reproductive human cloning, therapeutic cloning, "somatic cell nuclear transplantation"; totopotent, pluripotent.

C48: Source of Business Ethics Convergence: A Review of Global Corporate Websites

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and
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Abstract

There is much interest in identifying business ethics values across cultures. Business ethics values are commonly expressed in corporate governance and managerial decision-making worldwide. Therefore, the authors review an expanded source of business ethics, global corporate websites. It appears that ethics usage across websites is a natural extension of the values articulated in the corporate code of ethics. As such, the corporate website may be viewed as an expanded source of business ethics that adds to our globalization knowledge. By identifying ethics values that also appear to be converging, global corporate standards may be enhanced. Our sample encompasses the top 30 global corporation's websites from France, Germany, Japan, the U.K. and the U.S. Various ethics values are identified and measured by frequency as they occur across the corporate website. Global corporate websites generally claim the same values and this creates at least the appearance of a coming together or convergence of global business ethics and the projection of similar ethical images among MNC's.

Key Words: *global corporate websites, expanded source of business ethics, global ethics image, global ethics convergence, globalization knowledge, global corporate standards.*

E57: The Impact of National Culture on Knowledge Creation

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Saudi Arabia
and
Bishop's University, Canada

Abstract

This article discusses national culture as a major barrier to knowledge creation. National culture may refrain people in general and managers in particular to fully utilize the west-based knowledge products such as knowledge management systems and business intelligence applications which give firms the possibility to gain competitive advantages and sustain it. Implications for Multinational organizations and global joint ventures are discussed.

B58: Regulating Unlawful Behavior in the Global Business Environment:

The Functional Integration of Sovereignty and Multilateralism

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Abstract

This article uses the Convention on Cybercrime as a case study to illustrate the functional integration of international law into diverse national legal systems through the paradigm of treaty harmonization. Here, nations control the impact of international regulation on national business interests by implementing legislation to preserve fundamental rights. Thus, the sovereignty-based legal harmonization model better explains the baseline characteristics of national sovereignty while recognizing that global cooperation in business is a necessary and positive feature of multilateralism.

Critics dismiss sovereignty as irrelevant, claiming instead that a new world order has emerged in its place. That kind of deconstructionist talk typically injects fear of multilateralism into the global business community. However, the premise is flawed because it ignores the actual mechanics of treaty accession and the synergy between international law and commerce in the global legal environment.

A59: Loss and Intervention – Meaning-Making, Continuing Bonds and Hospice Volunteering

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Sukanya Ray
Debra Harkins
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Boston, Massachusetts

Abstract

Loss is universal and indiscriminating: everyone will in their lifetime not only lose a loved one, but have to face their own mortality. The following study explored two important constructs in bereavement work: meaning-making and continuing bonds with the deceased. Through questionnaire and structured interview, this research examined how 28 women chose to deal with death and grief on a regular basis by becoming hospice volunteers. All women were over the age of 39, English-speaking, and had lost a parent before becoming hospice volunteers. With participants' narratives as illustration, we explore how the hospice volunteer experience is a powerful source of positive meaning-making, and how it is linked as an agent of change to the meaning-made about parental loss and continuing bonds. This paper highlights the importance of loss and bereavement issues in the work of health care providers, and offers new ways to integrate meaning-making interventions in grief therapy.

B62: Factors Effecting Natural Environmental Strategies of Corporations in Pakistan: An Empirical Analysis

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Abstract

Natural environment is becoming major factor in formulation of corporate and functional level strategies by organizations. This study explores the impact of customer concern, regulatory forces and competitive advantage on top management commitment towards development of environmental strategies and impact of top management commitment on environmental corporate strategies and the relationship of corporate and marketing environmental strategies. Questionnaires were administered on a sample of 190 managers from four organizations. The results showed that competitive advantage has strongest significant positive relationship with top management commitment while customer concern has weakest non significant but positive relationship with top management commitment and top management commitment has strong positive relationship with corporate environmental strategies and corporate environmental strategies are significantly correlated with environmental marketing strategies.

D65: National Competitiveness: Lessons From Experience

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and
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Boston, Massachusetts

Abstract

This paper examines the traditional and unique factors that influence and determine national competitiveness. There exist a number of studies of competitiveness that generate comparative national rankings. These reports often apply a common set of factors to very diverse economies, less-developed, emerging, developed and advanced. In addition, they utilize quantitative and survey measures of economic and non-economic variables that are often inaccurate and not applicable to emerging or transition economies. The purpose of this paper is to adapt and apply the macro determinants of competitiveness to developing, emerging economies, such as Poland, Turkey, and Thailand.

The conclusion will address the relevance of these competitiveness models to other countries, identify key competitiveness indicators/determinants, and examine the public policy implications. Enhancing global competitiveness (for all countries) is a vital priority in this uncertain, difficult economic environment and the transfer of knowledge and experience identifying the key indicators of competitiveness has never been more necessary and important to developing economies.

A66: Corporate Social Responsibility: Warm Inner Glow or Warming the Globe?

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Bar Chambers
Adelaide, South Australia

Abstract

Corporate social responsibility (or corporate accountability) has had a renaissance. CSR was championed by many institutions which have been the subject of the recent global financial crisis and other corporate collapses. The ready adoption of such catchphrases runs the risk that they are regarded as "without substance" when they do not reflect realistic goals and do not give rise to achievable outcomes.

Principles-based regulation of the corporate and business sector is premised on core values which include disclosure, consistency, transparency, integrity and accountability. In the year of the 60th anniversary of the Universal Declaration of Human Rights it is timely to consider the inter-relationship between the principles of corporate regulation and fundamental human rights.

Global warming has received much attention and significant resources. CSR and human rights based principles together with regulation which enforces compliance and holds citizens, corporations and governments accountable for non-compliance are measures whereby the security and well-being of the planet can be maintained. Such principles must reflect and accord with practical goals, achievable targets and sustainable criteria for growth and development.

Importantly, the economic backbone of many countries is small to medium enterprises and not multi-national corporations. The challenge for international and national policy-makers and regulation after the recent global financial crisis is to protect vulnerable individuals and communities and to stimulate the economy whilst meeting targets for the reduction of global warming. The adoption of a xenophobic approach to the measures required to meet the global financial crisis will be a short-term and counter-productive response to the twin challenges of effective corporate regulation and global warming which require a long term view and will benefit from international collaboration.

B67: Bridging Digital Divides – Norms, religion and law

Nigel Wilson
Bar Chambers
Adelaide, Australia

Abstract

The Information Age has fostered unparalleled wealth but created immense digital divides between nations and within societies. One motivation for human behaviour arises from individual and collective faiths and beliefs (or disbeliefs). The genesis of 20th century human rights principles was strongly influenced by the importance of protecting individual religious beliefs and frameworks and sought to overcome the deep wounds from international conflicts arising from incompatible social, political and religious views. The celebration of the sixtieth anniversary of the International Declaration of Human Rights, particularly the rights and freedoms regarding freedom of religion and belief (and non-belief), provide an opportunity to reflect upon these fundamental concepts.

Some countries enshrined such protections well before the 20th Century, others have introduced statutory human rights principles relatively recently and Australia is currently considering whether to follow these developments.

One benefit of the adoption of such principles will be uniformity and consistency across jurisdictions. In a globalised economy this would assist international trade, communication and the dissemination of information and knowledge. To that end, the digital divides between and within nations may be reduced. One significant risk, however, is that groups which may be seen to benefit most from the protection of fundamental human rights and freedoms (such as social or religious minorities) may not be given sufficient protection by human rights principles which protect the individual only and not the group or collective. Any such protections will also need to be cost-effective, responsive and provide remedial relief to be truly effective.

E69: Public Relations and the Knowledge Management: The Approach in the Global Scene

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and
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Brazil

Abstract

The structure of the current society frequently develops changes in the profile of the relations and the organizations. The result of this is constant magnifying of the relationships, eliminating geographic barriers between the borders of the countries. There is an area of the organization that can be developed to improve the communication with specific abilities from globalization. International public relations have a key role in this interaction and, therefore, it has been sufficiently requested, as much in the organizations as in the scientific research. Besides, reflecting on this context, it fits to observe the knowledge management, an organizational innovation that has been adopted as an effective way to take care of those contemporaries' requirements. Thus, the objective of this research is to analyze the function of the international public relations in the context of knowledge organizations.

Key words: international public relations, knowledge management, globalization

C70: Can Corporate Immoral Behavior Result from Individual Moral Behavior?

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Abstract

The manner in which we see morality either descriptively or normatively can be complex. Haidt and Joseph (2004) suggest, "There are five psychological foundations that give rise to moral intuitions across cultures." Individual cultures, or by inference, individuals can vary the degree to which they construct, value, and teach virtues based on any of all of five intuitive foundations (Haidt and Grahman 2006). We are living in a time in which large-scale disruptions have been created by financial institutions. The individuals whose collective behavior results in immorality can be defining morality with equal focus on all five of the foundations. This can mean that the behavior of individual could be moral but when aggregated into corporate behavior it is immoral. The resulting dichotomy indicates that corporate standards of ethical behavior need to be aware of the possibility of immorality resulting from moral behavior.

E73: **Governance Restructuring in the Cut Flower Trade in France and its Impacts on the Producers in Developing Countries**

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Montpellier, France

Abstract

The objective of the paper is to examine how retailers play a powerful role in shaping the governance in cut flower trade in France. Global Value Chain analysis has been used to explain why a distribution system originally based on spot markets has been replaced by tightly integrated supply chains. It allowed an exploration of the consequences of these changes on the structure of the value chain and the inclusion and exclusion of different agents in the chain. Fieldwork were carried out between 2007 and 2008 in France and in Holland with 22 chain participants including supermarkets, franchise florists, traditional florists, importers, wholesalers, institutions and freelance consultants. Traditional florists have always been the main retail channel for cut flowers in France. However, since 1990`s share of traditional florists has been reduced sharply by entry of new channels and therefore this market became much more consolidated. In the 1990`s supermarkets began to sale cut flower and rapidly they was accounted 15% of the market. More recently, the consolidation of market have been reinforced by the emerging of franchises florist chains. French franchises and supermarkets have been bought directly in developing countries such as Kenya, Uganda and Colombia. Each retailer has developed its own value chain control system. The retailer-importer relationship has been moved towards the relational pattern, whereas the importer-producer relationship displayed the characteristics of a captive linkage. These importers acquired new functions, moving beyond a `trading' role toward a more active position in the management of the value chain. They have assumed responsibility for developing new sources of supply, supporting developing-country producers and monitoring their performance. The product and process parameters changed also the roles of producers, forcing them to acquire new technical knowledge of production as well as on close ties with researchers, breeding companies, and importers. Demands for capital and technical capacity had led to the exclusion of many small producers that were unable to meet requirements. This exclusion was initially evident in the France, but then it also has reached all the major African cut flower exporting countries such as Kenya and Uganda. Production has moved away from small growers to large farms, many of which are owned by the Dutch importers. The small producers that have remained in the value chain have been organized into grower organizations with a high degree of control by the importers.

. D75: Are GCC Financial Markets Weak-form Efficient? An Analysis Using Multiple Variance Ratio Test

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and
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Abstract

This paper examined the Efficient Market Hypothesis (EMH) for seven financial markets located in the Gulf Cooperative Council (GCC) countries; Bahrain Securities Market (BSE), Qatar's Doha Financial Market (DFM), Kuwait Securities Market (KSE), Oman's Muscat Securities Market (MSM), Saudi Arabia's Tadawul All-Shares Index (TASI), and the two UAE markets, Dubai Securities Market (DSM) and Abu Dhabi Securities Exchange (ADX). This paper utilizes both the runs and multiple variance ratio (MVR) tests on weekly and daily index returns between June 2003 and June 2008. The runs test on weekly data rejects EMH for five out of the seven markets. The more powerful MVR test rejects the EMH for only two markets, Dubai Securities Market (DSM) and Abu Dhabi Securities Exchange (ADX).

Keywords: GCC, Multiple Variance Ratio, Weak Form Efficient

D76: The Implications of Unemployment in the United Arab Emirates and the Global Economic Crisis: the Problem and Solution

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Abstract

It is widely agreed that a relationship exists between economic growth rates and unemployment rates. Quantitative studies have shown that there is evidence of an association. On the other hand, theoretical analysis does not always agree with this relationship; generally, in theory, unemployment is an economic phenomenon based on failure of economic policies.

This study aims to address the fundamental issues that have caused the increasing rate of unemployment among UAE citizens along with the global economic crisis. This paper will try to provide some solutions to face this dilemma even though there is a lack of reliable empirical or statistical data for the UAE which has been a big obstacle for this research.

This study confirmed that in the United Arab Emirates (UAE), there is no relationship between the rise of the economic growth rate and the increase in the unemployment rate. It was found that despite its importance, UAE's oil based economic system creates few jobs directly and generates a volatile and untimely unsustainable revenue stream. In the past, the UAE has used oil revenues to fund employment programs as a main means for supporting the welfare of their population creating public sector jobs for its citizens. Currently, the rapidly growing national labor force, instability of oil prices, under-performing education systems, and ineffective government policies make it impossible for the UAE to guarantee enough public sector jobs for all those entering the labor market.

To counteract unemployment, this study showed that the UAE government has made an effort to localize the private sector; this is a simple short cut solution which does not solve the complicated unemployment quandary. Even if the private sector is willing to employ more nationals, there will not be enough jobs for those seeking employment. Furthermore, the global economic recession, has reduced UAE's oil revenue dramatically; this in turn diminishes public projects which create employment. Additionally, in response to the economic crisis, the private sector has to reduce its current employees and therefore will not be able to participate positively to reduce unemployment rates; rather it will have the opposite effect and cause a further rise in the problem.

The study suggests that the public and private sector of the UAE will have to develop strategies to reduce unemployment by developing long-term economic development plans to increase the efficiency of the private sector which will enable it to play a leading and vital role. Furthermore, this study recommends for the UAE to work for economic growth that is based on the accumulation of capital, variety of skills, increased productivity, and increased employment. Additionally e, the UAE educational system needs to be reformed so that its graduates have skills consistent with the demands of its labor market. This will allow the UAE to move from dependence on oil, and reverse the decline in labor productivity.

E78: Paternalistic Leadership from the Perspective of Servant-Leadership: Impact Of Culture on Perceptions of Leadership Practices in The Turkish Business Context.

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Abstract:

Despite the popularity and abundance of theoretical work on what is known as servant leadership (Greenleaf, 1977), in the leadership literature the connotations of the term “servant” occasionally lead to resistance, largely due to cultural factors. It is the purpose of this paper to examine the relationship between servant and paternalistic leadership perceptions in the Turkish business context by providing empirical research on servant leadership in a business context in this developing country. The participants for this study were 305 middle management full time employees from 26 small, medium and large scale business organizations who were solicited for surveys using the ‘snowball’ method. The results based on the factor analysis revealed four distinct dimensions of servant leadership i.e. relationship building, altruism, participation and empowerment. Moreover, the correlation analysis results showed that the employees’ perception of servant leadership highly correlated with their perception of paternalistic leadership as observed in the practices of their immediate supervisors. However, the revealing results should be considered within the Turkish cultural context characterized by high in-group collectivism (Kabasakal & Bodur, 1998), power distance (Hofstede, 1980) and paternalism.

D80: Implications of Global Debt

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and
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Abstract

With the United States (US) falling further and further into debt, with amounts running TRILLIONS into the red, I wonder where is the money coming from, or rather, who is financing this debt? Why do they need this money? There are some obvious reasons, like war, which involves spending of 10 billion dollars a day, and the stimulus package the government has recently announced, as well as other reasons pushing their current account balance into the negative. These questions as well as other key questions like "How much money does the US need?" and "How much debt has the US already accumulated?" and questions found later in this outline create a topic that I have a desire to pursue.

With my desire to further my knowledge in the global debt market, I hope to obtain a good foundation about how the global debt market works, how money is issued or transferred between countries, and possible future implications or outcomes that will arise with repayments of debt and other issues of trade, economic growth, and power.

With how the scale of global debt is reaching astronomical numbers, this topic is very crucial to the current state of global markets. It is a topic that everyone should have at least breadth of knowledge in, so they have some familiarity with government borrowing, when the US government sets out its budget for spending. It also plays into how trading between countries takes place, and markets like the stock market are influenced, and why they do not follow linear paths.

A82: Comparison of Cognitive Style Characteristics and Educational Paths Between US and UK Accounting Practitioners: What Are the Implications?

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and
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Anne D. Woodhead
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Abstract

There are both similarities and differences between the makeup of public accounting functions in the US as compared to their UK counterparts. The demands of the profession, composition and hierarchy of the large firms, daily job functions, and adherence to various regulatory requirements are examples of the similarities. Markedly different education, training, and certification paths, compliance with philosophically differing accounting standards (rules-based vs. principles-based), and various cultural and business differences between the US and the UK illustrate not insignificant differences.

A previous study (Shaw, 2002) examined the cognitive style characteristics of undergraduate accounting majors at four northeastern universities using the Gregorc Style Delineator (Gregorc, 1979). Findings indicated that a large majority of those in the study (over 70%) exhibited the Concrete Sequential (CS) style, in contrast to about 25% of the general population. A second study (Shaw & Pant, 2006) of practitioners at major international accounting firms in the US exhibited similar results at all ranks. This current study examines cognitive style characteristics of practitioners in large public accounting firms in the UK and compares these traits to those found in the previous studies. Findings indicate virtually identical results. Accountants exhibit cognitive style characteristics that are more suitable to those in a traditional bookkeeping function, rather than the those suited for the demands of today's global financial information professional.

This study raises some important questions. Despite the changes and demands of the profession today, the issues of ethical transgressions within the financial community, and initiatives for changes in educational and certification standards, why are we still attracting individuals who are more suited for the image of the profession of the past? Is there any connection between this dimension and the highly publicized audit and financial debacles of recent years? Can initiatives for education, training, and certification change have an impact on the inherent characteristics of those in the profession? How will these professionals fare in the world of globalization, knowledge management, and emerging technologies?

A83: Globalization of Knowledge: Reflections on Urban Space

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and
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Abstract

In many respects, globalization has defined the pace of the crisscrossing flows of capital, information, migration and knowledge in the last three decades. Likewise, it has redefined, reshaped and re-designed the global urban landscapes. Globalization has drawn to the cities of the world panoply of mega populations. In 2007, for the first time in history, the global population became more urban than rural. By 2050, it is expected that seventy percent of the world's population will be living in urban areas and the majority of it will be concentrated in cities of the developing world. Along with these trends in urbanization, mega-cities of the world are subject to problems related to global environmental change. Recent studies suggested that increased emissions from developing countries had accelerated the pace of global warming triggering feedback mechanisms that could bring the climate system beyond any current model prediction. As populations in urban areas grow, so does their vulnerability to extreme events brought about by climate change. According to the IPCC projections, by 2050, fifty to eighty million people would be at risk from coastal flooding due to sea level rise. These statistics outline the importance of understanding the dynamics and problems in cities from the perspectives of global urban and environmental changes.

Coinciding with the debate in global economic restructurings; developments in information, communication, and transport technologies have resulted in the rapid sharing and transfer of information and creation of knowledge. In academia, the term "academic globalization" has been recently employed to designate the increase in global collaborations in education and research, and it is becoming more and more important. In this paper, we argue that international academic collaboration is vital in understanding the problems and issues related to city space. In addition, we argue that developing new ways and theoretical frameworks of collaboration with other scholars and research institutes worldwide in the fields of global urban networks and global environmental change is necessary for sustainable urban development. In our view, these two topics combined will become more and more important as the urban population of the world is rapidly increasing and environmental problems are becoming more evident. As scholars interested in urbanization and urban space, we need to find more innovative ways in sharing information, identifying problems, and developing solutions.

E85: Employee Growth and Development through Knowledge Management in the Global Environment: Effect on Firm Competitiveness in a Multinational Context

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Abstract

The objective of this paper is to analyze the relationship between internal company initiatives related to knowledge management, capacity development and innovation, on one hand, and the overall company performance on the other hand. The research attempts at identifying indicators that apply across national boundaries so that they could be applied to multinational companies. The study is relevant to academicians and practitioners because results of knowledge management are typically difficult to measure due to their tacit nature, and the effect on company performance requires an approach that is different from traditional indicators.

We propose six areas of managerial intervention to impact company performance by enabling the employee-manager development through knowledge management. We analyzed the six areas using a sample collected from four different countries in the Middle East to identify valid potential indicators to be tracked by senior management. We discuss the merits and challenges of developing organizational capacity by actively participating in employee rotation programs across geographies, and career paths that involve vertical and lateral movement between different multinational offices.

We present a framework that demonstrates how employee growth through knowledge management could be linked to company performance. The framework includes six components that we propose to model the manager's involvement in employee development and harnessing intellectual capital. (1) The first is the investment in building intellectual capital through the involvement of the employee in managerial decisions. (2) The second is direct training and career path development based on knowledge acquisition and employee multinational mobility. (3) The third is the stimulation of employee involvement in innovation and new product development (NPD) through organized R&D (research and development). (4) The fourth is related to the stability of employee tenure, retention, and sense of belonging through intellectual advancement. (5) The fifth is the involvement of the employee in customer-centered practices. (6) The sixth is related to external knowledge management across multinational offices and geographic markets.

Our analysis of primary data showed that components (1), (2), (3), and (4), are positively and significantly correlated with company performance and illustrate the ability of the senior manager to impact employee development and organizational performance. The fifth component was not found significant, and the sixth was found negatively correlated. Our interpretation of the latter is that companies in the Middle Eastern sample are not at the same level of sophistication in multinational knowledge management as companies based in developed countries. Nevertheless, we recommend that these six components of human development through knowledge management and globalization be tracked by senior management to foster individual growth and support organizational performance.

C86: Exploring Organisational Commitment and Corporate Ethical Values in Nigeria: A case of the Insurance Industry

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Abstract

Commitment of employees to their organisations has been one of the central research issues in organisational study, given its influences on other organisational outcomes, such as organisational performance, effectiveness, and accomplishment of goals. Though, many predictors of organisational commitment abound in the literature, much is however not known on how ethical behaviour in the organisation affects employees' commitment. Considering the nature of insurance services, and high potentials for ethical dilemma in the industry, this study intends to contribute to organisational commitment literature by providing further understanding on the impact of corporate ethical values on organisational commitment in Nigeria.

Underpinned by Heider's (1946) cognitive dissonance theory, the study proposes a positive relationship between the two constructs, and while controlling for other individual factors (i.e. demographic and job characteristics), hypothesizes corporate ethical values as a positive determinant of organisational commitment. With a data from 415 managers, collected through Hunt's et al (1989) Corporate Ethical Value (CEV) scale and Hunt's et al (1985) organisational commitment scale, the results of the multivariate analysis were presented, and discussed with managerial implications.

D91: Why Do Chinese Companies Dual-List Their Stocks?

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Abstract

This paper examines the motives and performance of Chinese companies that listed their shares on both the domestic stock market and the overseas Hong Kong Stock Exchange. An interesting phenomenon for these dual-listed companies is that most of them chose to have an IPO on the overseas market first, and then had another IPO on the mainland stock market at a later time. We offer two hypotheses on this phenomenon. The first is the improved corporate governance hypothesis which states that Chinese companies first list their shares on the oversea markets in order to achieve better corporate governance. The alternative hypothesis is the investor over optimism hypothesis, which states that investors may be more likely to be overoptimistic about the prospects of these cross-listed firms at the time of their domestic IPOs. Our empirical evidence supports the investor over optimism hypothesis. We also present evidence that the percentage of government ownership is greater for dual-listed IPOs and that government ownership is inversely related to the long run stock performance of the domestic IPOs of dual-listed Chinese companies.

A95: International Students: Bridges to Knowledge?

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The intensified significance of knowledge as the backbone of the contemporary economies has been recognized to a considerable degree in the last decades. It is broadly accepted that the society we live in has been progressively turning into a "knowledge-society". The production, circulation and use of knowledge have become a crucial determinant in augmenting the economic growth and social welfare of the states. Within this context, postgraduate studies are one of the essential mechanisms of knowledge creation. Universities, research institutes and graduate schools in particular have an important role in creating and transmitting of scientific knowledge. In other words, universities are decisive actors in initiatives and arrangements that are at the leading edge in terms of knowledge transfer. Otherwise stated, universities are "not just a creator of knowledge, a trainer of young minds and a transmitter of culture, but also as a major agent of economic growth; the knowledge factory, as it were, at the center of knowledge economy" (The Economist, 1997: 4). Knowledge can be transmitted through diverse means and there are various descriptions about the transfer in the literature. This article takes into account of the description by UK Office of Science and Technology which is "within a modern, knowledge driven economy, knowledge transfer is about transferring good ideas, research results and skills between universities, other research organizations, business and the wider community to enable innovative new products and services to be developed" (as cited in PhilipsKPA, 2006: 13).

This article firstly examines knowledge and its transfer channels from university to society. Secondly, it will concentrate on the international students in Germany, who are semi-finished human capital or seeds of future highly skilled labor. It will illustrate their roles in the knowledge transfer process. This article is an attempt to contribute to a deeper understanding of the processes and structures that foster knowledge flows by international students. Within the expanding international student mobility, the role and relevance of the 'knowledge-society' and transnational flows of knowledge gained importance. Moreover, opportunities of knowledge transfer by international students arise from their social capital in national and transnational social networks.

As a result of that, this article tries to understand the function of international students' social networks and their content in the process of knowledge transfer.

A96: Young "Edventure" in Science, Technology, pre-Engineering and Math: Leadership and Team Development For a Creative, Inclusive,

and Sustainable World

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ABSTRACT

How do we excite our children and young adults about the challenge of solving issues of sustainability? Capture their imagination through story telling about the future and engage them in exciting and interactive problem solving. Story telling, scenario planning, according to the National Academy of Engineering (2004), "is a tool for ordering one's perceptions about alternative future environments in which today's decisions might be played out." Stories excite the mental maps that shape our perceptions. Coupling good story telling with interactive engagement (IE), activities that require both the mind and the body, reinforces learning when followed by discussions and feedback with peers and/or instructors (Hake, 1996). In 1999 the National Science Foundation began to support efforts in Adventure Engineering. The mission of Adventure Engineering is to help improve elementary, middle and high school student attitudes toward and competency in science, technology, pre-engineering, and math (STEM disciplines) by developing and offering fun, effective team-oriented project-based curricula. The purpose of this paper is to share how the use of paddle-sport has been incorporated in the British National Curriculum as a means to excite young minds about issues related to sustainability.

D98: The Economics Of Corporate Sustainability: Does Corporate Social Responsibility Pay Off?

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Abstract

Organizations today face a number of environmental and social responsibility issues that managers attempt to address with a variety of methods in order to be viewed as environmentally responsible. However, managers are constantly faced with the issue of cost when addressing these issues. In other words, managers are required to balance the cost of being environmentally responsible with the benefits meeting these environmental and social issues. A number of theoretical frameworks have been proposed to suggest that a link exists between corporate social and/or environmental performance and financial performance. This paper reviews some of these frameworks and/or models in order to examine the economics of corporate social responsibility. Specifically, the paper examines the effectiveness of corporate social responsibility in the context of corporate governance and increasing shareholder wealth. An in-depth analysis of a multinational pharmaceutical company's corporate sustainability efforts is conducted in order to examine this issue. The organizations corporate sustainability report that is part of the annual report is examined to compare and contrast corporate sustainability efforts in a developing country versus a developed country. Finally, the question of whether corporate social responsibility pays off is discussed in the international context.

Keywords: corporate sustainability, social entrepreneurship, financial performance, sustainable development, environmental management.

B100: Public-Private Partnerships: An Instrument for Development

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Abstract

This presentation describes Costa Rica´s challenges to achieve and secure its sustainability and, based on practices of social responsibility exercised by different public and private stakeholders, looks at partnerships that have evolved and have contributed to the country´s development process. Some best practices are reviewed as testimony of how instrumental public private partnerships are for value creation, risk management and strengthening of democracy through stakeholder engagement; all of which are key aspects for sustainable development.

B102: Panel Discussion on Challenges and Opportunities of Greening an Urban Institution

Moderator: Gordon King, Suffolk University

This session will feature panelists addressing the process and value of increasing energy efficiency of facilities, incorporating sustainable design into building projects, and engaging a community in adopting environmentally responsible practices. Panelists will discuss the environmental, economic, and social implications of these areas. Examples from Suffolk University's award-winning sustainability program will be at the forefront. Participants will have an opportunity to pose questions.

Panelists

Domenic Armano, Johnson Controls, Inc.
Topic: Roadmap to Energy Efficiency - Using Specific Examples from the Law School Project

Patrick Tedesco, Chan Krieger Sieniewicz Architecture & Urban Design
Topic: Sustainable design practices, focusing on Suffolk University's 20 Somerset project

Erica Mattison, Campus Sustainability Coordinator & Adjunct Faculty, Suffolk University
Topic: Engaging a University in adopting a culture of conservation

D103: The Burkenroad Reports: Small Cap Firms' Investment Information

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Abstract

The Burkenroad Reports was created to generate research and provide information about unknown and uncovered small-capitalization (small-cap) firms to the investment community. Since 1993, Tulane University's business students in the United States have researched small-cap firms headquartered in the Gulf Coast region. The success of the program has encouraged the University to expand this program to Latin America. Since 2001, Tulane University has worked with Latin American Universities (Universidad de los Andes, ICESI, ESPOL/ESPAE, Universidad Francisco Marroquin, ITESM in Monterrey and Guadalajara, and IESA) to produce these reports for small- and mid-cap firms in Colombia, Ecuador, Guatemala, Mexico and Venezuela.

The main goal of these reports is to uncover information for the market about previously uncovered or "undercovered" small- and mid-cap stocks. In the report, the students must produce in-depth research about the company, the industry, the competitors, the shareholders, the financial performance, and the forward-looking projections. The students review industry reports, analyst reports, consumer reports, company filings, and company news to compile their research. For more detailed and personal research, the students are required to attend a site visit to view the company's headquarters and to meet with top management. The students must also complete independent research such as conducting a customer survey, attending a trade show, or visiting a retail outlet. The annual Burkenroad Reports conference allows the small-cap firms' top management to provide forward-looking outlooks to roughly 500-600 individual and institutional investors. Additionally, full reports can be viewed at www.burkenroad.org and www.latinburkenroad.org. The dissemination of these reports throughout the investment community has bridged the communication and information gap between these uncovered firms and the market.