

Managing in a Global Economy XI

*“Business & Societal Transformation:
Challenges and Opportunities for
Economies on the Move”*

CONFERENCE PROGRAM

June 26 - 30, 2005
Cape Town, South Africa

Sponsored by:



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"Nangamso!" is Xhosa for "even tomorrow." But, according to former President Nelson Mandela, it really means "our Thank You is so great that it covers all the other favors you will do for us even tomorrow."

PREFACE

The officers and members of the Eastern Academy of Management welcome you to our Eleventh International Conference on Managing in a Global Economy, in Cape Town, South Africa. We are delighted to have you join us in an adventure of learning and discovery about *Business and Societal Transformation: Challenges and Opportunities for Economies on the Move.*”

We appreciate each of your contributions in making the conference a reality through your manuscript submissions, reviewing, and attendance in this conference. More than 150 papers were submitted for consideration. The variety of panels, symposium, paper presentations, and roundtable sessions offer different formats for stimulating, interesting discussions. We are very grateful for the hard work of the reviewers for their contributions to advance the quality of the manuscripts. The thoughtful and timely reviews have undoubtedly contributed to further development of the papers.

In 1983 the Board of Governors of the Eastern Academy of Management recognized the need to facilitate linkages between its members and scholars and executives from different countries around the world. It was convinced of the importance of the project and made a long-term commitment to a series of biennial international management conferences. An important goal they identified for the conference was to provide a global space for creative exchange of ideas among both practitioners and scholars. Another goal was to stress the role of management education in mediating the transformative role of business in society. The theme, “*Business and Societal Transformation,*” is confirmed in the visits to historically significant sites that have contributed to shaping South Africa and its Democracy. Through these visits participants will be able to experience for themselves the diversity of South African heritage, be it past, present or future. We will continue to provide the opportunity to engage in a global dialogue on management issues at our 2007 meeting in Amsterdam, The Netherlands.

The Conference on Managing in a Global Economy XI is not solely an Eastern Academy of Management undertaking. It is a joint undertaking with the University of Cape Town’s Graduate School of Business. We express our deepest appreciation for all preparatory work done by Dr. Frank Horwitz, Dean of the UCT Graduate School of Business, working together with Cherry Burchell, Kaylene Norman, John Whitcombe, Peggy Klement, Bronwyn Troskie and Phyllis Jordan. Plans for this conference began two years ago in Porto, Portugal at the Conference on Managing in a Global Economy X, which Dr. Horwitz attended.

A special thanks to Dr. Kathleen Dechant for her guidance as Director, Dr. Leon-C. Malan as Conference Coordinator, and to the rest of the conference support team including Drs. Stella Nkomo, Heidi Vernon, dt ogilvie, Theo Peridis, Dilip Mirchandani, and all the track chairs. The work you see represented here is the product of our collective efforts.

We are especially grateful to our graduate research assistants Alexandra Galli-Debicella at the University of Massachusetts - Amherst, and Adrian Ong at Eastern Michigan University. We gratefully acknowledge the support we received from Dr. Charlena Seymour, Provost and Senior Vice Chancellor for Academic Affairs at the University of Massachusetts, Amherst. Last, we would like to thank Rahul Sawhney of Aquinex Management Services for the professional manner in which he delivered the conference support service from beginning to end.

We hope that you will concur that this EAM-I conference has provocative and useful ideas which will indeed contribute to our understanding of business and societal transformation in economies on the move.

Mzamo P. Mangaliso
University of Massachusetts
Amherst, Massachusetts

D. Anthony Butterfield
University of Massachusetts
Amherst, Massachusetts

Diana J. Wong-Mingji
Eastern Michigan University
Ypsilanti, Michigan

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The Eastern Academy of Management

The Eastern Academy of Management (EAM) is a regional affiliate of the 12,000 member Academy of Management. Each May, the EAM holds its Annual Meeting and conference that attracts around 300 member participants. Conference locations are in the eastern part of North America, and have included New York City, Washington D.C.; Hartford, Connecticut; Montreal, Quebec; Buffalo, New York; Baltimore, Maryland; Portland, Maine; Springfield, Massachusetts; Philadelphia, Pennsylvania; and New Haven, Connecticut. Competitive papers, symposia, and network groups emphasize the pursuit of excellence in teaching and scholarly research in the field of management. Members present papers, serve on panels, hold affiliated group meetings, and attend presentations by nationally known individuals who are selected for their contributions to the management field. Awards are offered for the best scholarly and management education works. Conference proceedings are published for those in attendance.

The International Conference Series

The Eastern Academy of Management initiated the first of a series of biennial international conferences jointly sponsored with host institutions in countries outside North America. Each conference carries the theme “*Managing in a Global Economy*” as a challenge to both management scholars and executives to develop more diversified interests by engaging in a worldwide dialogue. Since their inception, conferences have been held:

- * 1985: Tilburg, the Netherlands; Tilburg University.
- * 1987: Athens, Greece; Deree College.
- * 1989: Shatin, Hong Kong; Chinese University of Hong Kong.
- * 1991: Nice, France; CERAM Ecole Supérieur de Commerce Nice-Sofia Antipolis.
- * 1993: Berlin, Germany; Paul-Lobe-Institute.
- * 1995: Singapore; Nanyang Technological University.
- * 1997: Dublin, Ireland; University College Dublin.
- * 1999: Prague, Czech Republic; CMC Graduate School of Business.
- * 2001: San Jose, Costa Rica; Instituto Centroamericano de Administracion de Empresas (INCAE).
- * 2003: Porto, Portugal; Universidade Católica Portuguesa

Like its predecessors, EAM’s 2005 Cape Town, *Managing in a Global Economy XI – Business and Societal Transformation: Challenges and Opportunities for Economies on the Move* is intended to foster an international exchange of ideas. It provides an exceptional opportunity for dialogue among scholars and executives from around the world on management issues in a time of rapid global economic and political turmoil. The issues for managers around the world have changed, perhaps permanently. This conference is open to a discussion of broad and sweeping new perspectives on economic, cultural, technological, and ethical factors that affect managers in these precarious and unpredictable times. The challenges and opportunities provide lessons for management scholars and executives around the world. Scholars from thirty countries in six continents are gathered together to participate in this dialogue.

One of the initiatives we have instituted this year, thanks to the generosity and vision of our major sponsors, is the *African Management Scholars Program*. This program was created to make it possible for a select number of lecturers/professors based at African Universities to attend the Conference. Candidates for the AMS Program were selected from a list of nominees sent to us by University Vice Chancellors, Deans, or Heads of Departments of African Universities. Scholars were nominated from Nigeria, Congo, Tanzania, Zimbabwe, Botswana, and South Africa. We are happy that eight AMS Program recipients will join leading management scholars from over thirty countries and six continents at this Conference. The Conference will be a great opportunity for the AMS Program recipients to establish networks and long-term partnerships with these leading scholars. In turn the knowledge they will acquire will benefit their Universities and countries. While eight AMS Program recipients may seem a modest beginning, we strongly believe that their work will be an important catalyst for the next generation of African management scholars and thinkers.

University of Cape Town

The University of Cape Town is a prestigious and oldest university in South Africa. It has consistently ranked among the best South African universities and has gained international recognition both because of the quality of its graduates and of the research activities of its renowned faculty. This is particularly true in the areas of economics and business where the UCT Graduate School of Business ranks in the top two or three in all national surveys. The GSB has become the reference point in the areas human resource management, negotiation, strategic alliances, as well as operations management, finance and economics.

EAM International Outstanding Paper Awards

The primary criterion for consideration as an EAM-I Outstanding Award Paper candidate is excellence in international management research and practice with an emphasis on the innovation, value, and thought-provoking ideas.

A panel of senior EAM faculty, with expertise in international business research, chooses from among the papers recommended by reviewers as nominees for the award. Up to two papers can be selected to receive either the Carolyn R. Dexter or the John Yanouzas EAM-I Outstanding Paper Award, named after the first organizers of the international conference series. Each recipient is presented with a plaque and \$ 500 US.

The following papers were nominated for the Outstanding Paper Award.

The winner will be announced at a special dinner on Wednesday, June 29, 2005

BUSINESS CULTURE AND MANAGEMENT IN CHINA: A SURVEY-BASED STUDY

F. Gerard Adams, *Northeastern University, USA*

Heidi Vernon, *Northeastern University, USA*

WEDNESDAY, from 11:15pm - 12:30pm in Theatre 2

ETHICS AND SOCIAL RESPONSIBILITY IN SUPPLIER-CUSTOMER RELATIONSHIPS

Michael T Bendixen, *Nova Southeastern University, USA*

Russell Abratt, *Nova Southeastern University, USA*

John Preston Jones, *Nova Southeastern University, USA*

TUESDAY, from 10:30am - 11:45am in Theatre 2

NEGOTIATING OVER THE INTERNET: A CROSS-CULTURAL EXPERIENCE

Roger James Volkema, *American University, USA*

Cheryl Janet Rivers, *Queensland University of Technology, Australia*

THURSDAY, from 11:15am - 12:30pm in Theatre 1

CORRUPTION, ECONOMIC RISK AND SURVIVAL OF INTERNATIONAL JOINT VENTURES IN EMERGING COUNTRIES

Pierre-Xavier MESCHI, *Euromed Marseille - School of Management, France*

Emmanuel METAIS, *EDHEC Business School, FRANCE*

THURSDAY, from 11:15am - 12:30pm in Theatre 4

DIMENSIONS OF TRADITIONAL AND EMERGENT MANAGEMENT STYLES IN SOUTHERN AFRICA AND NORTHERN AFRICA/MIDDLE EAST

Mzamo P. Mangaliso, *University of Massachusetts, USA*

Nomazengele A. Mangaliso, *Wesfield State College, USA*

David Thomas Weir, *CERAM, FRANCE*

MONDAY, from 11:45am - 1:00pm in Theatre 1

“CAPITALISM WITH A HUMAN FACE”- CHALLENGES FOR SOUTH AFRICAN CHANGE LEADERS

Stella M Nkomo, *Graduate School of Business Leadership, UNISA, South Africa*

Hendrik S Kriek, *Graduate School of Business Leadership, South Africa*

THURSDAY, from 8:30am - 9:45am in Theatre 4

Outstanding Paper Selection Committee

Special thanks to the colleagues who undertook the difficult task of selecting the best paper among the excellent submissions nominated by the reviewers.

Rick Mowday, University of Oregon, Chair

Dilip Mirchandani, Rowan University

dt ogilvie, RutgersUniversity

David Palmer, University of Connecticut

Reviewers

The program committee is indebted to the following individuals for their generous participation in the review process. We offer our thanks and appreciation for their most valuable contribution. We would also like to recognize those whose reviews exceeded all expectations and provided some extremely insightful comments and most discerning suggestions to the authors; those selected as best reviewers are identified with a *.

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Sunday, 26 June 2005

SUNDAY, from 2:00pm - 3:00pm

Informal Walking Tour of the Waterfront Area

Meet at Information Kiosk in Block B of the Breakwater Campus of the UCT Grad School of Business

SUNDAY, from 3:00pm - 5:00pm

Conference Registration (in the Academic Foyer on the 1st Floor)

- Bookings for Monday afternoon corporate site visit and Wednesday afternoon wine tour
- Pick up pre-paid tickets for Tuesday Robben Island tour

SUNDAY, from 5:00pm - 6:30pm

WELCOMING CEREMONY & OPENING EVENTS

Welcome from the University of Cape Town (in Exhibition Hall)

- **Thandabantu Nhlapo**, Deputy Vice-Chancellor, University of Cape Town
- **Frank Horwitz**, Director, Graduate School Business, UCT

Welcome from the Eastern Academy of Management International

- **Kathleen Dechant**, Director, EAM International, University of Connecticut, USA
- **Mzamo Mangaliso & Tony Butterfield**, EAM-I Program Co-Chairs, University of Massachusetts, USA
- **Charlena Seymour**, Senior Vice Chancellor & Provost, University of Massachusetts, USA
- **dt ogilvie**, President (2004-2005), Eastern Academy of Management, Rutgers University, USA
- Welcome to African Management Scholars

"The Social, Economic and Political Milieu in Post-Apartheid South Africa." *Session Facilitator: Frank Horwitz*, University of Cape Town

- **Loyiso Mbabane**, Former Director of Employment Equity, Department of Labour; Senior Lecturer, Graduate School of Business, UCT
- **Evance Kalula**, Professor and Deputy Dean, Faculty of Law, UCT
- **Thandabantu Nhlapo**, Deputy Vice Chancellor, UCT

SUNDAY, from 6:30pm - 8:00pm

Welcome Reception: Foods and Wines of Africa (in Exhibition Hall)

Music by Drumba – "Explore the Rhythm"
Wine Tasting sponsored by Flag Stone Winery

Monday, 27 June 2005

Conference Registration

from 8:00am - noon
(in the Academic Foyer on the 1st floor)

MONDAY, from 9:00am - 10:00am

Keynote Address by Trevor Manuel, Minister of Finance, Republic of South Africa
(in Exhibition Hall)

Trevor Andrew Manuel, Minister of Finance of South Africa since 1996 and member of the ANC's National Executive Committee since 1991, has many accomplishments which include recognition with five honorary doctorates, Chair of the Development Committee at the IMF, Special Envoy to the Secretary General of the UN for the Conference on Financing for Development, Minister of Trade and Industry from 1994-1996, Head of the ANC's Economic Planning, and many more. In the 1980s, he was jailed for 35 months for his leadership role in the United Democratic Front, a broad anti-apartheid coalition. Today, he is one of the most respected leaders with support from both President Nelson Mandela and President Thabo Mbeki for nine continuous years of service. Minister Manuel is credited for his role in transforming South Africa's national finances and reducing the country's budget deficit from about 6% of GDP after the fall of apartheid to an expected 2.3% in 2004/05.

MONDAY, from 10:00am - 10:30am

Coffee Break
(in Foyer A&B)

MONDAY, from 10:30am - 11:45am in Theatre 1

Bridging Across Cultures: HRM & Interpersonal Dynamics

Facilitator: **Sandra L. Fisher**, *Clarkson University, USA*

CROSS-CULTURAL BUYER ARCHETYPES IN B2B SERVICE RELATIONSHIPS: AN EMPIRICAL STUDY

James M Barry, *Nova Southeastern University, USA*
William C. Johnson, *Nova Southeastern University, USA*

This study examines cross-cultural impacts on the behaviors that influence relationship strength between buyers and suppliers in a B2B service setting. Specifically, both the individualism/collectivism and masculinity/femininity dimensions of Hofstede's cultural index are examined for their distinct influences on buyer relational orientations. Overall, nation femininity (over collectivism) accounts for the impact that trust has on long-term relationships; while individualism (over masculinity) accounts for the high economic orientation of buyers. A typology of four buyer archetypes (drag racers, varsities, doves and tribes) is then proposed for clustering customers along culturally distinct behavioral groupings.

EXPATRIATES IN THEIR OWN LAND? MANAGING THE ON-SITE CONTRACT WORKER

Sandra L. Fisher, *Clarkson University, USA*
Michael Wasserman, *Clarkson University, USA*
Jennifer Palthe, *Western Michigan University, USA*

The use of outsourcing and contingent employment has increased significantly over the past decade. One particular form of contingent employment that has received little attention in the research literature is the use of contractors and consultants to perform work on the client's site. This paper reviews the similarities between the context of the on-site contractor and the expatriate, including issues related to socialization, role definition, family adjustment, career development, and repatriation. We then examine practices found to be effective in the management of expatriates for companies to better manage the on-site contractor.

MOTIVATION SOURCES, INTERPERSONAL CONFLICT MANAGEMENT STYLES AND LEADERSHIP EFFECTIVENESS: A STRUCTURAL MODEL

John E. Barbuto Jr., *University of Nebraska-Lincoln, USA*
Ye Xu, *University of Nebraska-Lincoln, USA*

This study examined the relationship between leaders' sources of motivation and the conflict management styles that they are likely to adopt, and in turn, how they influence leadership effectiveness. Using a meta-theory of work motivation, we tested five sources - intrinsic, instrumental, self-concept internal, self-concept external, and goal internalization. These sources were related to Rahim's five modes of interpersonal conflict styles - dominating, avoiding, obliging, complying, and integrating and to perceived leadership effectiveness. Using structural equation modeling, we found that sources of motivation predicted leaders' conflict management styles used and it also predicted perceived leadership effectiveness.

MONDAY, from 10:30am - 11:45am in Theatre 2

SYMPOSIUM: Mythology and Leadership: A Multicultural Exploration of Models and Styles

MYTHOLOGY AND LEADERSHIP: A MULTICULTURAL EXPLORATION OF MODELS AND STYLES

Eric H. Kessler, *Pace University, USA*
Leyland Mervyn Lucas, *Morgan State University, USA*
Theo Peridis, *York University, Canada*
Mzamo P. Mangaliso, *University of Massachusetts, USA*
Shanthi Gopalakrishnan, *New Jersey Institute of Technology, USA*
Hao Ma, *Peking U, CHINA*
Diana J. Wong-Mingji, *Eastern Michigan University, USA*

This symposium explores the nexus of culture and leadership by considering mythology and how it might interact with leadership style. The panel is composed of scholars representing cultures from around globe. For North America, Eric Kessler will discuss the United States. For Latin America, Leyland Lucas will discuss Guyana. For Europe, Theodore Peridis will discuss Greece. For Africa, Mzamo Mangaliso will discuss South Africa. For the subcontinent, Shanthi Gopalakrishnan will discuss India. For Asia, Hao Ma and Diana Wong will discuss China. In the symposium we will draw comparisons and develop conclusions about the role of legends in shaping leadership.

MONDAY, from 10:30am - 11:45am in Theatre 3

Leadership, Change and Difference

Facilitator: **Robert D Marx**, *University of Massachusetts, USA*

DO RACE AND GENDER MATTER WITHIN THE CONTEXT OF ORGANIZATIONAL CULTURE CHANGE? ASSESSING IDENTITY GROUP CONSENSUS IN ORGANIZATIONAL CULTURE PERCEPTIONS

David L. Ford Jr., *University of Texas at Dallas, USA*

A Fortune 1000 Corporation had undertaken a major culture change process targeted at empowering employees, building trust and mutual respect among workers, eliminating unnecessary work procedures, and continuously improving work processes. While not designed to directly address diversity management issues, the culture change process did have a number of implications for the organization's diversity efforts. The SYMLOG culture assessment tool was used to assess senior management's perceptions of the organization's culture, and the results are reported by identity group membership categories. Implications for diversity management programs are discussed.

EQUIPPING LEADERS TO COACH – AN ANDROGOGIC LEARNING MODEL

Craig Michael O'Flaherty, *Centre For Coaching, South Africa*
Janine Marina Everson, *UCT, South Africa*

Coaching is a powerful way of building oneself and others in a manner that drives effectiveness and the ability to create new possibilities; both important elements of a leadership skill set. The relevance of coaching in this context is explored. It is argued that the learning philosophy, context, tools and processes utilised in order to enable leaders to master the subtleties of coaching need to be inspired by the same principles which research has shown facilitates adult learning. This creates an effective and powerful way of enabling leaders to master the complexities of coaching.

WHEN LEADERSHIP MATTERS: THE MODERATING EFFECT OF LMX ON WORKGROUP DEMOGRAPHY AND GROUP PERFORMANCE

Olenda E Johnson, *North Carolina A&T State University, USA*
Marcus M Stewart, *Bentley College, USA*

This paper examines the influence of group member diversity on workgroup performance and extends current theorizing and empirical research on diverse workgroups by testing a theoretically derived moderator of group demography effects; group perceptions of leader-member exchange (LMX). We tested the theoretical model with a sample of 269 high ranking officers from multiple branches of the U.S. military who participated in a decision-making and operational simulation in temporary workgroups. Results showed support for the hypotheses such that group perceptions of LMX interacted with workgroup demography to predict workgroup performance.

MONDAY, from 10:30am - 11:45am in Theatre 4

ROUNDTABLE: Issues Facing Employees: Aging Workforce, Career Progression, and Environment

Facilitator: **Mary Therese Rogers**, Framingham State College, USA

A PERSONALITY AND MOTIVATION PERSPECTIVE OF CAREER PROGRESSION

Maria L Kraimer, University of Melbourne, Australia
Scott E Seibert, Melbourne Business School, Australia

AGE DIVERSITY PRACTICES THROUGH AN OD APPROACH. INTERVENTIONS IN BELGIAN ORGANIZATIONS

Hilda Martens, Limburg University Center, Belgium
Frank Lambrechts, Limburg University Centre, Belgium
Sven De Weerd, Limburg University Center, Belgium
Anneleen Vandenberg, LUC - Limburgs Universitair Centrum, Belgium

OLYMPIC GAMES 2004: WHEN THE OLD VALUES MET THE NEW...

Gregory P Prastacos, Athens University of Economics & Business, Greece
George S Vozikis, University of Tulsa, USA
K. E. Soderquist, Athens University of Economics & Business, Greece
M. Vakola, Athens University of Economics & Business, Greece
A. Papalexandris, Athens University of Economics & Business, Greece

MONDAY, from 11:45am - 1:00pm in Theatre 1

Effective Global Management Practices

Facilitator: **Tarek A Hatem**, American University in Cairo, Egypt

DIMENSIONS OF TRADITIONAL AND EMERGENT MANAGEMENT STYLES IN SOUTHERN AFRICA AND NORTHERN AFRICA/MIDDLE EAST

Mzamo P. Mangaliso, University of Massachusetts, USA
Nomazengele A. Mangaliso, Wesfield State College, USA
David Thomas Weir, CERAM, FRANCE

As the world economy is becoming more globalized, there are several opportunities for the emergence of newer models of management styles and business values, rooted partly in indigenous traditions of the developing world, partly also in the best practices of the Western world. But the mere replacement of the "East-West" models of the Cold War era with snappier, updated formulae such as "North-South", or even "Free World" and "Failed States" does not add enlightenment. We need to probe into the cultural infrastructures which carry management ideologies, belief-patterns and specific practices. In Southern Africa and in the Middle East, specific historical and political experiences have conditioned the processes of economic liberation.

EDUCATING THE RUSSIAN MANAGER FOR THE GLOBAL ECONOMY: TWO CASE STUDIES OF BUSINESS PROGRAMS

Linda Marie Randall, University of Baltimore, USA
Peruvemba S Jaya, Memorial University of Newfoundland, Canada

As the impact of globalization on a transitioning economy such as Russia continues, the need for business education programs to train a cadre of managers trained to operate businesses is critical. Business education programs are an important part in Two case studies are explored to exemplify two perspectives in developing curriculum for business programs-one is direct transfer of knowledge approach and the other a learner-centered, multiple-perspectives' approach. The paper finds that the latter approach is more applicable for the Russian manager to gain the understanding and capabilities needed to operate an organization successfully in a global business environment.

IDEAS IN CURRENCY AND OD PRACTICE: HAS THE WELL GONE DRY?

Barbara B Bunker, University at Buffalo, USA
Billie T Alban, Alban & Williams, Ltd, USA
Roy J Lewicki, Ohio State University, USA

How does Organization Development renew itself with new methods? The authors propose 6 areas of current research ripe for development. They trace how methods currently become popular. They propose new links between theory and practice.

MONDAY, from 11:45am - 1:00pm in Theatre 2

SYMPOSIUM: Entrepreneurship Education in the 21st Century

ENTREPRENEURSHIP EDUCATION IN THE 21ST CENTURY: LINKING HIGH SCHOOL AND COLLEGE ENTREPRENEURSHIP PROGRAMS

Charles H. Matthews, University of Cincinnati, USA
John N Morris, Cincinnati Public Schools, USA

Entrepreneurship education is a dynamic and exciting field that promises to permanently alter the way people think about new venture creation. Already well established as a discipline in higher education at colleges and universities around the world, secondary education (typically grades 9 through 12 in the U.S.) has begun to increasingly explore how it participates in this influential economic education and development tool. This workshop proposes to explore three broad areas focused on entrepreneurship education and the nexus of how high schools and colleges can work together to provide students with the skills and tools needed to create ventures in the 21st century.

MONDAY, from 11:45am - 1:00pm in Theatre 3

PANEL: Transformative Teaching Practice: Using Social Justice Education in Two National Contexts

TRANSFORMATIVE TEACHING PRACTICE: USING SOCIAL JUSTICE EDUCATION IN TWO NATIONAL CONTEXTS

Maurianne Adams, *University of Massachusetts Amherst, USA*
Dennis A Francis, *University of KwazuluNatal, South Africa*
Crispin Michael Hemson, *University of KwaZulu-Natal, South Africa*

Four Education faculty, two at the University of KwaZulu-Natal (UKZN) and two at the University of Massachusetts Amherst (UMA), propose an interactive panel to present and to demonstrate experientially some of our best practices in applying Social Justice Education (SJE) to the processes of societal transformation. Panel participants offer compelling illustration as to the role of social justice education can play in two different historical, geographical and national contexts in which issues of oppression have historically been silenced and suppressed. The panel presents our experience with SJE in the U.S. and South Africa, two widely different contexts during five years of collaborative interchange. The case study focuses on the South African (UKZN) experience.

MONDAY, from 11:45am - 1:00pm in Theatre 4

ROUNDTABLE: The Impact of Technology and Globalization on the Workplace

Facilitator: **Tom O McKaskill**, *AGSE, Australia*

BEYOND THE COMPANY WALLS: EXAMINING THE IMPACT OF SHARED UNDERSTANDING ON VIRTUAL TEAMS

Linda M.L. Peters, *University of Massachusetts, USA*

MORE THAN JUST A MIRAGE: TESTING DISPOSITIONAL EFFECTS IN INTRA-ORGANIZATIONAL INFLUENCE TACTICS

John E. Barbuto Jr., *University of Nebraska-Lincoln, USA*
Jennifer A. Moss, *University of Nebraska-Lincoln, USA*

OUTSOURCING SERVICE JOBS - "GET UPSET ABOUT SOMEONE ABUSING SAMANTHA? – WHY? SHE DOESN'T EXIST!"

Cornelia M Daniel, *Westfield State College, USA*

SUBJUGATION AND LIBERATION: THE IMPACT OF TECHNOLOGICAL TRANSFORMATION AND MANAGEMENT PRACTICES ON LEVERAGING INTELLECTUAL CAPITAL

Diana J. Wong-Mingji, *Eastern Michigan University, USA*

MONDAY, from 1:00pm - 2:00pm

Lunch

MONDAY, from 2:00pm Onward

Corporate Site Visits: (meet at Parking Area 1 of the GSB Campus)

Newlands Brewery, a subsidiary of the giant South African Brewery, SAB-Miller

SABMiller plc formed in 2002 when **South African Breweries (SAB)** acquired Miller Brewing Company (second largest brewer in the US). The history of SAB dates back to 1898 with a listing on the London Stock Exchange. Today, SABMiller is one of the world's largest breweries with brewing presence in 40 countries across four continents. The strategy is to create a competitive global platform with a portfolio of international premium beers. Recent initiatives include developing strategic positions in China and India. **Newlands Brewery**, the company's oldest brewery, is a division of SABMiller with operations that integrate history, environmentally sensitive farmland in the Western Cape, and a modern production plant.

Township Enterprises Tour 1: Bulumko Cosmetics, Phillipi Mall; Zwinoni Lodge, Milnerton; and Township Container Cell Phone Company.

Township Enterprises Tour 2: Learn to Earn "A hand Up – Not a Hand Out"

Learn to Earn was established in 1989 as the Baptist Training Centre and renamed in 1995 under the leadership of Roche van Wyk. Its head office is located in the township of Khayelitsha about 30 kilometers west of Cape Town with two additional branches. Since the organization's inception, it has trained over 6000 people with skills in sewing, woodwork, baking, business skills, and computer graphics. **Learn to Earn** seeks to support human dignity by socially, economically, emotionally, and spiritually developing people, especially unemployed individuals in disadvantaged communities with high levels of poverty and unemployment rates ranging from 30-70%.

Mustardseed & Moonshine (Porcelain pottery)

Mustardseed & Moonshine is a studio of artists dedicated to creating beautiful ceramic flowers that are original handmade pieces to meet both function and artistic design. In 1992, Kate Carlyle founded the organization in Cape Town, South Africa. The studio grew over the last 13 years with export sales beyond South Africa to the US and Europe. Today, **Mustardseed & Moonshine's** beautiful artwork can be found in some of the world's top interior stores and represented in collections around the world, include the National Musee of Ceramiques in Sevres in France.

Tuesday, 28 June 2005

TUESDAY, from 8:00am - 9:15am in Theatre 1

Formal and Informal Options Regarding Stigma & Homophily

Facilitator: **John E. Barbuto Jr.**, *University of Nebraska-Lincoln, USA*

DISCLOSURE SPILLOVER: UNDERSTANDING DECISIONS TO DISCLOSE INVISIBLE STIGMAS ACROSS LIFE DOMAINS

Belle Rose Ragins, *University of Wisconsin-Milwaukee, USA*

This paper broadens our perspective on stigma by examining the process of disclosing an invisible stigmatized identity in work and non-work domains. A model that examines the effects of identity, fear of disclosure, and support for disclosure on disclosure decisions in work and non-work domains is presented. Spillover processes spanning work and non-work domains are identified. Implications for future research and theory development are given.

DO BIRDS OF A FEATHER FLOCK TOGETHER AND PERFORM ECONOMICALLY BETTER? A STUDY OF THE HOMOPHILY PARADOX AMONG IMMIGRANT ENTREPRENEURS IN GERMANY

Nikolinka Fertala, *University of Tuebingen, Germany*

In this paper we explore whether homophily as an organizing principle impacts the performance of immigrant entrepreneurs, in particular in Hamburg that is among the cities with higher immigrants' fraction in Germany. The empirical analysis in the study is based on a detailed unique survey of 500 immigrant entrepreneurs from Afghanistan, China, Former-Yugoslavia, Iran, Poland and Turkey. The survey was conducted during the period September-October 2002 by means of face-to-face interviews using a detailed questionnaire to study various aspects of immigrant entrepreneurship in Germany. The main finding suggests that the process of composing a working team within a venture is likely to follow the principle of homophily. Working teams with male dominance are more common than mixed gender teams.

THE FEAR OF STIGMA: PERPETUATING DISCRIMINATION THROUGH INACTION

Patricia Faison Hewlin, *Georgetown University, USA*
Ashleigh Shelby Rosette, *University of Houston, USA*

This paper illustrates stigma avoidance, which involves efforts organization members take to avoid character blemishes associated with exposing or expressing an objection to wrong-doings they witness at work. Using workplace discrimination as our context, we examine causes and consequences of stigma avoidance from the perspective of members who traditionally do not experience discrimination, but believe that it is wrong. We extend research on workplace discrimination and self-presentational strategies related to silence and pretense.

TUESDAY, from 8:00am - 9:15am in Theatre 2

PANEL: Best (and Worst) Practices: Using Groups Across Venues and Cultures

IT WAS THE BEST OF TEAMS; IT WAS THE WORSE OF TEAMS: BEST PRACTICES AND CONTINUING CHALLENGES RELATED TO THE USE OF GROUPS IN THE CLASSROOM

Kathleen Dechant, *University of Connecticut, USA*
David D Palmer, *University of Connecticut, USA*
Bonnie Betters-Reed, *Simmons College, USA*
Ailsa Elizabeth Stewart Smith, *Graduate School of Business, South Africa*
Dorothy Ndletyana, *Deloitte Touche Tohmatsu, Johannesburg, South Africa*

Panelists will share best practices as well instructive "failures" related to their classroom teaching experiences with groups in classes of varying levels and locations. New methods, ideas, suggestions for inquiry will also be addressed.

TUESDAY, from 8:00am - 9:15am in Theatre 3

Corporate Responsibility in Employee Control, Sexual Harassment, and Labor Mobility

Facilitator: **Anil Vijayan**, *New Jersey Institute of Technology, USA*

EMPLOYER CONTROL OF OFF-DUTY CIVIC AND POLITICAL ACTIVITIES: A LONGITUDINAL ANALYSIS OF LITIGATED CASES

Helen LaVan, *DePaul University, USA*
Marsha Katz, *Governors State University, USA*

The extent to which an employer acts in a socially responsible way by regulating the off-the-job behaviors of its employees is the focus of this research. A random sample of 220 litigated cases was analyzed in this longitudinal study of free speech, whistle blowing and participation in civic and political activities (Sugarman, 2003). Constitutional law (especially the First Amendment), employment-at-will legislation, Whistle Blowers Protection Act, and numerous state laws and the potential impact on the behavior on the employer are involved. Multivariate analyses did not support that the pattern of prevailing parties changed as a result of increased protective legislation, litigation and court rulings.

GLOBALIZATION, MIGRATION AND THE STATE: AN EXAMINATION OF INFORMATION TECHNOLOGY WORKERS

Ali Mir, *William Paterson University, USA*

Biju Mathew, *Rider University, USA*

Mehdi Hussain, *North South University, Bangladesh*

Bashir Hussain, *East West University, Bangladesh*

This paper explores the relationship between globalization and migration and examines the mediating role of the nation state in labor mobility. Based on the case of Indian software engineers and their migration to the USA, we highlight the involvement of the Indian and the US states at different levels. We argue that the changing attitudes towards migration by both the sending and the receiving nation-states reflect the demands of the global economy. We also examine these policy changes in terms of the political context and culture of each country.

VICARIOUS LIABILITY AND HOSTILE ENVIRONMENT SEXUAL HARASSMENT: COMPARING APPROACHES OF THE UNITED STATES AND SOUTH AFRICA

Richard C. FitzPatrick, *Manhattan College, USA*

This papers examines the application of vicarious liability to cases of hostile environment sexual harassment in the United States and South Africa. The statutory and common law approaches to vicarious liability are compared and found to be similar in key respects, particularly in the interplay of case law and statutory law in responding to developments in the workplace.

VICARIOUS LIABILITY AND HOSTILE ENVIRONMENT SEXUAL HARASSMENT: COMPARING APPROACHES OF THE UNITED STATES AND SOUTH AFRICA

TUESDAY, from 8:00am - 9:15am in Theatre 4

ROUNDTABLE: HRM Policies, Corporate Venturing, and Leveraging Knowledge in the Information Age

Facilitator: **Dilip Mirchandani**, *Rowan University, USA*

CONVERGENCE, ISOMORPHISM OR DUALITY? RECENT EVIDENCE ON THE HRM POLICIES OF MNCs

Chris Brewster, *Henley Management College, UK*

Geoffrey T Wood, *Middlesex University, UK*

Michael Brookes, *Middlesex University, UK*

EXAMINING THE RELATIONSHIP BETWEEN ENTERPRISE SYSTEMS AND ORGANIZATIONAL STRUCTURE

Rosio Alvarez, *University of Massachusetts Amherst, USA*

FROM RUSSIA WITH INFORMATION CONCERNING HUMAN RESOURCE MANAGERIAL PRACTICES

Sudhir K. Saha, *Memorial University of Newfoundland, Canada*

SELECTION CAPACITY IN CORPORATE VENTURING

Christian Vintergaard, *Copenhagen Business School, Denmark*

Kenneth Husted, *Auckland University, New Zealand*

TUESDAY, from 8:00am - 9:15am in Theatre 4

ROUNDTABLE: Performance of Entrepreneurial Firms in Transitional Economies

Facilitator: **Eleanor Ruth O`Higgins**, *University College Dublin, Ireland*

CROSS CULTURAL CONTEXT: IMPLEMENTING AFFIRMATIVE ACTION PLANS IN MULTINATIONAL CORPORATIONS

Gwendolyn M. Combs, *University of Nebraska-Lincoln, USA*

LEADERSHIP IN DIVERSE WORK TEAMS

Deseré Koko, *Central University of Technology, Free State, South Africa*

PERFORMANCE OF SMALL BUSINESS ENTERPRISES- A CASE OF BOTSWANA

Gangappa Kuruba, *University of Botswana, Botswana*

THE RELATIONSHIP OF ENTREPRENEURIAL ORIENTATION AND FIRM PERFORMANCE IN CHINA

Irene H Chow, *The Chinese University of Hong Kong, Hong Kong China*

TUESDAY, from 9:15am - 10:15am

PLENARY SESSION (in Exhibition Hall):

Reuel Khoza, **Chairman of ESKOM (Electricity Supply Commission of South Africa),**

"Leadership and Transformation: Challenges for Economies on the Move.",

Reuel J. Khoza is President of the Institute of Directors - South Africa, and Chairman of Eskom Holdings Limited, Africa's largest electricity utility company. For many years he has been involved in several continental and global initiatives, including the Business Council for Sustainable Development, World Economic Forum, and New Partnership for Africa's Development (NEPAD). His latest book, *Let Africa Lead*, champions the idea that Africa can not only rediscover the roots of its own leadership principles but can lead the world toward an ethically better, more humane, and more effective style of leadership. The book has been hailed as substantial work that covers the history and philosophy of leadership in Africa, and especially its application in modern, innovative businesses.

TUESDAY, from 10:15am - 10:30am

Coffee Break
(in Foyer A&B)

TUESDAY, from 10:30am - 11:45am in Theatre 1

PANEL: Technology in Business Curriculum Transformation to Enable Global Reach

TECHNOLOGY IN BUSINESS CURRICULUM TRANSFORMATION TO ENABLE GLOBAL REACH: INTEGRATED PEDAGOGICAL RESPONSES TO DYNAMIC ECONOMIES

Mary Therese Rogers, Framingham State College, USA
Beverly A. Soriano, Framingham State College, USA
Karen M Perman, Framingham State College, USA
Sandra Rahman, Framingham State College, USA
Nancy L Ovitsky, Massachusetts College of Liberal Arts (MCLA), USA

Given a more tentative economic outlook, corporate strategy is likely to increasingly focus on nimbleness through strategic moves as outsourcing, 24/7 service centers, and virtual team projects. The panel discusses and demonstrates curriculum approaches across functional areas of business that address both the societal needs of a globally informed and tech savvy citizenry as well as the labor needs of business. In educating undergraduate business students, the panel focused on curriculum and pedagogical transformations that would enhance global understanding while integrating the skill development needed for group collaboration, and enhanced decision making for overcoming boundaries of time and geography.

TUESDAY, from 10:30am - 11:45am in Theatre 2

Strategic Corporate Social Responsibility

Facilitator: **Shanthi Gopalakrishnan**, New Jersey Institute of Technology, USA

COMPETING VIEWS OF BUSINESSES IN SOCIETIES

Duane Windsor, Rice University, USA

Businesses operating globally face competing theories concerning their appropriate roles in societies. This paper assesses four views: value-adding activities; corporate citizenship; social responsiveness; and moral responsibility. The value view argues the firm undertakes only profitable responsibility activities beyond legal duty and customary ethics. The corporate citizenship view extends profitability to a longer time horizon through philanthropy-like strategic investments in reputation and stakeholder relations. The social responsiveness view expects strongly ethical behavior and non-strategic philanthropy. The moral responsibility view argues stakeholder rights and public interests outweigh profit creation. The paper considers four issues: corruption; labor; fair pricing; and human rights litigation.

ETHICS AND SOCIAL RESPONSIBILITY IN SUPPLIER-CUSTOMER RELATIONSHIPS

Michael T Bendixen, Nova Southeastern University, USA
Russell Abratt, Nova Southeastern University, USA
John Preston Jones, Nova Southeastern University, USA

Multi-national Corporations (MNCs) have been criticised for not behaving ethically in some situations. This study examines the ethics of a large MNC in its relationship with its suppliers. A brief literature review of social responsibility, business ethics and relationships is undertaken. The views and perceptions of the buying staff and the suppliers to a large South African MNC are obtained and discussed. The results indicate that this MNC is well perceived by both suppliers and their own buying department. The existence and implementation of formal codes of ethics was found to be a necessary but not sufficient condition for good ethical practice. Candid relationships with suppliers emerged as a second and important factor.

GOVERNANCE CHOICE FOR STRATEGIC CORPORATE SOCIAL RESPONSIBILITY: EVIDENCE FROM CENTRAL AMERICA

Bryan Husted, Instituto de Empresa, Spain
David B. Allen, Instituto de Empresa, Spain
Jorge Rivera, George Washington University, USA

The decision to internalize corporate social responsibility (CSR) activities, to buy (outsource) them in the form of corporate philanthropy, or to collaborate with other organizations is of great significance to the ability of the firm to reap benefits from such activity. Using insights provided by organizational economics and the resource-based view of the firm, this paper describes how CSR centrality affects governance choice. This framework is tested using data collected from Central America. The findings suggest that the higher the centrality of CSR activities to the firms' mission, the more likely that the firms will engage in CSR internally. The paper discusses directions for future research and concludes with the managerial implications of this research.

TUESDAY, from 10:30am - 11:45am in Theatre 3

PANEL: A Conversation with African Scholars

Moderator: **dt ogilvie**, Rutgers University, USA

CHALLENGES AND OPPORTUNITIES FOR MANAGEMENT EDUCATION AND RESEARCH IN AFRICA

Isaac Kwesu, Univ of Zimbabwe
Justin Okana N'siawi Lebung, Univ of Kinshasha, Congo
Lynette Louw, Nelson Mandela Metropolitan Univ, South Africa
Lucy Mary Mboma, Univ of Dar es Salaam, Tanzania
Pumela Msweli-Mbanga, Univ of KwaZulu-Natal, South Africa
Josephine Ndaba, Univ of Botswana
Onoriode Francisca Ovadje, Lagos Business School, Nigeria
Lawrence Valeta, Univ of Fort Hare, South Africa

Panelists have been nominated by their Vice Chancellors, Deans, and Heads of Departments based on their research scholarship and contributions to advancing business education in Africa. Each has received an EAM-I fellowship to participate in the conference.

TUESDAY, from 10:30am - 11:45am in Theatre 4

ROUNDTABLE: Cross-Cultural Implications of Development and Communication

Facilitator: **Kathleen Suchon**, *University of Massachusetts Dartmouth, USA*

DEVELOPING A MULTICULTURAL WORKFORCE

Patricia Romney, *Mt. Holyoke College, USA*

GLOBALIZATION AND CULTURE: CONTRADICTIONS AND CHALLENGES

Jesse W. James, *Westfield State College, USA*

MANAGEMENT DEVELOPMENT IN BURKINA FASO: A CHANGE IN PERSPECTIVE

Luchien Karsten, *Rijksuniversiteit Groningen, Netherlands*
Bartjan Pennink, *rijksuniversiteit Groningen, Netherlands*

USING GESTURE TO ARTICULATE BARRIERS TO SOCIAL AND INSTITUTIONAL CHANGE

Beverly Sauer, *Johns Hopkins University, USA*

TUESDAY, from 11:45am - 1:00pm in Theatre 1

Social Psychology of International Management: Identity, Union Relationships, Stress, and Trust

Facilitator: **Cornelia M Daniel**, *Westfield State College, USA*

INTERACTIVE EFFECTS OF PERCEIVED ORGANIZATIONAL SUPPORT AND PROPENSITY TO TRUST ON JOB SATISFACTION

June Meaw-Ling Poon, *Universiti Kebangsaan Malaysia, Malaysia*

Aliah Hanim Mohd Salleh, *Universiti Kebangsaan Malaysia, Malaysia*

Zizah Che Senik, *Universiti Kebangsaan Malaysia, Malaysia*

This study examined the relationship between perceived organizational support and job satisfaction as well as the moderating effect of propensity to trust on this relationship. White-collar bank employees (N =108) in Malaysia were surveyed. The results of multiple regression analyses on the data collected showed that perceived organizational support was positively related to job satisfaction. The relationship between perceived organizational support and job satisfaction, however, was stronger among employees with a low propensity to trust than among those with a high propensity to trust. Implications of the findings and directions for future research are discussed.

REMEMBERING THE PAST: THE RELATIONSHIP BETWEEN ORGANIZATIONAL IDENTITY AND COLLECTIVE MEMORY

Andrea J Casey, *The George Washington University, USA*
Tova Olson, *George Washington University, USA*

This paper proposes an iterative relationship between organizational identity and collective memory in organizations. Drawing from the sociology of memory, a framework is proposed which examines the role of histories and commemorative practices in the formation of organizational identity and the degree to which organizational identity evolves over time. A sociological theory is discussed to further understanding of the presence of multiple cultures or subidentities in organizations and the impact of political forces on the formation of organizational identity and collective memory. Implications for global and multinational organizations are discussed

STRESS, TYPE-A BEHAVIOR AND BURNOUT AMONG CANADIAN AND CHINESE EMPLOYEES: AN EMPIRICAL EXAMINATION

Muhammad Jamal, *Concordia University, Canada*
Vishwanath V Baba, *McMaster University, Canada*

This study examined the relationship of job stress, Type-A behavior and its two components (time pressure and hard driving/competitiveness) with burnout, health problems, job satisfaction, organizational commitment and turnover motivation among employees in Canada (N=535) and mainland China (N=685). Data were collected by means of a structured questionnaire from Canadian employees in Montreal and Chinese employees in Beijing. Pearson correlation and moderated multiple regression were used to analyze the data. Job stress, global Type-A and its two components were significantly related to a number of dependant variables in both countries. Some support for differential effects of Type-A behavior components was found primarily in the Canadian sample. Implications of findings are discussed for cross-cultural research.

UNION CITIZENSHIP, UNION IMAGE AND UNION COMMITMENT: EVIDENCE FROM MEMBERS AND NONMEMBERS

Cedric E. Dawkins, *Ashland University, USA*

The author makes a case for the impact of public perception on the labor movement and why labor unions should be concerned about their citizenship. The concept of labor union citizenship is then conceptualized. It is hypothesized that perception of labor union citizenship will be positively associated with both; the likelihood of support or membership of non-members, and the organizational commitment of union members.

TUESDAY, from 11:45am - 1:00pm in Theatre 2

SYMPOSIUM: Interactive Distance Learning Alliances

**INTERACTIVE DISTANCE LEARNING ALLIANCES:
THE POSSIBILITIES AND LIMITATIONS**

Mzamo P. Mangaliso, *University of Massachusetts, USA*

Ben Kahn, *Mass. Collge of Liberal Arts, USA*

Bradford John Knipes, *Westfield State College, USA*

Nancy L Ovitsky, *Massachusetts College of Liberal Arts (MCLA), USA*

Rene Pellissier, *CIDA CITY CAMPUS, South Africa*

Mary Therese Rogers, *Framingham State College, USA*

Nomazengele A. Mangaliso, *Westfield State College, USA*

The panelists will discuss how multimedia collaborative distance learning is the best way to build future global learning alliances. They will show how the latest generation of the course World Business and Economic Issues taught collaboratively at several US institutions expanded the subject and content to issues facing nations and organizations around the world. Possibilities of collaborative work in South Africa and elsewhere will provide evidence that the model can be replicated to engage universities and research institutes, individuals and businesses, governments and non-governmental organizations in distributed, issue-driven networks for international problem solving. The panel will also highlight the limitations of technology-driven distance learning in relation to developing nations.

TUESDAY, from 11:45am - 1:00pm in Theatre 3

PANEL: Gender and Leadership: A Global Look

GENDER AND LEADERSHIP: A GLOBAL LOOK

Virginia Ellen Schein, *Gettysburg College, USA*

Tony Butterfield, *Univ. of Massachusetts, USA*

Stella M Nkomo, *Graduate School of Business Leadership, UNISA, South Africa*

Improving women`s participation in leadership roles is part of the struggle to enhance the rights, freedoms, and opportunities for all women globally. The advancement of women into positions of power and influence is essential if women are to achieve equality of opportunity worldwide. Three panel presentations provide a global look at gender and leadership from theoretical, research, and applied perspectives. Looking across and within cultures and organizations, the panel examines barriers to women`s advancement and considers approaches to improving the status of women in leadership positions worldwide.

TUESDAY, from 11:45am - 1:00pm in Theatre 4

Global Cases: Managing the Challenges of Growth in Emerging Markets

Facilitator: **Richard G Linowes**, *American University, USA*

BLACK CANYON COFFEE: PLANNING FOR A SECOND DECADE OF GROWTH

Brian K Boyd, *Arizona State University, USA*

Black Canyon Coffee is the leading coffeehouse chain in Thailand, with substantially more stores than Starbucks and other local competitors. The company was founded in 1993 by Pravit Pong. While Pong had no experience in the coffee or restaurant business, this was his second start-up. The company is profitable, and is not highly leveraged. The case examines strategic issues faced by the company as they begin their second decade, including diversification, internationalization, and the growing threat of foreign competitors. Tactical issues are also present.

CASE STUDY: K-TRON INTERNATIONAL INC

Dilip Mirchandani, *Rowan University, USA*

Sarah Burr, *Rowan University, USA*

Since its inception in 1949 K-Tron (KTII) has been involved in the weighing / feeder / blender equipment business supplying successive generations of equipment to industrial customers. Starting in 1988, K-Tron embarked on an ambitious drive to globalize its products and markets. After initiating marketing in Asia, K-Tron entered into a joint venture in Europe in 1991 and then acquired the rest of the joint venture to create a wholly owned subsidiary. By 1992 sales had peaked at \$119 million, 74% of which were in Europe.

MANAGING GROWTH AND CHALLENGES OF AN ENTREPRENEURIAL UNDERTAKING WITHIN A TUMULTUOUS ECONOMIC AND POLITICAL ENVIRONMENT: CASE STUDY OF RANGECHEM PHARMACEUTICALS LIMITED, NAIROBI

Faith Wambura Ngunjiri, *Bowling Green State University, USA*

Lillian Schumacher, *Bowling Green State University, USA*

Kenya has experienced tumultuous political upheavals due to the change from a de facto one party state to an emerging multiparty state. Corruption, HIV/AIDS, structural adjustment programs, economic dependence on aid from the west, and poor governance plague the nation. In this environment, one entrepreneurial company has been struggling to thrive and survive, to give employment, and to provide much needed pharmaceutical products to even smaller entrepreneurial establishments retailing medicines to local populations. This case details the strategies that the chief operating officer and entrepreneur employed so far, and makes recommendations for more effective strategic management.

TUESDAY, from 1:00pm - 2:00pm

Lunch

TUESDAY, from 2:00pm - 6:30pm

Excursion to Robben Island

– Departure from Nelson Mandela Gateway

Wednesday, 29 June 2005

WEDNESDAY, from 8:00am - 9:00am in Theatre 1

SYMPOSIUM: Reflections on Practicing Managers' Issues in the Emerging Economy of South Africa and Their Impact on Management Education, Development and Research

REFLECTIONS ON PRACTICING MANAGERS' ISSUES IN THE EMERGING ECONOMY OF SOUTH AFRICA AND THEIR IMPACT ON MANAGEMENT EDUCATION, DEVELOPMENT AND RESEARCH

Carolyn Wiley, *Mercer Human Resource Consulting, Ireland*
T. Vincent Maphai, *BHP Billiton SA Ltd, South Africa*

Dr. Maphai will discuss the Top 5 most critical issues facing South Africa and how academics might assist by integrating appropriate experiences in the management curriculum and conducting effective research for practicing managers. The symposium will focus on strategic, political, social, economic, human resource management, and industrial relations issues which have an impact on management education curricula in the emerging economy of South Africa. Drawing from his experiences and responsibilities for southern Africa, Dr. Maphai will speak about the management education and development needs for business and the research agenda needed to ensure good management decision making and leadership.

WEDNESDAY, from 8:00am - 9:00am in Theatre 2

Labor Unions and International Trade Disputes

Facilitator: **John Mahon**, *University of Maine, USA*

KNOWLEDGE MANAGEMENT AND LABOR: CHALLENGES OF GLOBALIZATION

Raza A Mir, *William Paterson University, USA*
William E. Matthews, *William Paterson University, USA*

In this paper, the authors explore some of the issues relating to knowledge management ... specifically as its relates to labor in the modern global world. In recent years, there has been a sudden burst of interest in knowledge management and the authors have taken a multifaceted approach to the discussion of this issue ... beginning with a review of knowledge management within the context of the explanation of the firm and the transfer of knowledge within multinational corporations. The article then focuses on the changed nature of organizations ... as a result of new organizational practices and technological changes. Recognizing that the term "knowledge" itself is open to interpretation, the authors then look at different conceptualizations in various social sciences.

RIFLES FOR THE PEOPLE'S ARMY: MANAGEMENT IN TRADE UNIONS

Michael Basil Dempsey, *Cranfield University, UK*
Chris Brewster, *Henley Management College, UK*

Managers and management have largely been absent from trade union discourse. But unions are substantial organisations that need good management. This paper explores trade union management, using interview data from four major unions. It concludes that management is consciously understood and implemented by managers who take their managerial role seriously.

WORLD TRADE ORGANIZATION: EUROPEAN UNION AND U.S. TRADE DISPUTES

Minoo Tehrani, *Roger Williams University, USA*

The study investigates the agricultural sector controversies over crops, beef, and bananas. The study further discusses the role of the World Trade Organization (WTO) in dispute resolution and investigates issues underlying the regulations and policies causing conflicts and trade disputes. The final sections of this article examine some of the difficulties and hurdles facing the WTO and propose some recommendations with the potential of enhancing the dispute resolution capabilities of the WTO and improving its reputation.

WEDNESDAY, from 8:00am - 9:00am in Theatre 3

PANEL: Managing by Shared Experiences: How Incentives in the Workplace are Shaped During One's Coming of Age

Panelists: **Charles Schewe**, *University of Massachusetts at Amherst*; **Paulo Cesar Motta**, *Catholic University of Rio de Janeiro-PUC/Rio*; **Benny Carlson**, *Lund University*

Certain external, environmental events that occur while one is "coming-of-age" create values in individuals that remain relatively stable throughout ones life. These values, called cohort effects, can be traced directly to shared experiences such as wars, economic changes, assassinations, and technological advancements. Not all events experiences embed values. Those that do are referred to as defining moments. These defining moments create similarly-held value systems that can act as motivations in the workplace.

Workers in different countries experience different defining moments. By understanding these events and their resultant values, managers can improve their leadership capabilities by reflecting these values in their rewards systems for their workplace colleagues.

WEDNESDAY, from 8:00am - 9:00am in Theatre 4

ROUNDTABLE: The Vagaries of Trade and Economic Development

Facilitator: **Bartjan Pennink**, *rijksuniversiteit Groningen, Netherlands*

BUILDING EFFECTIVE RURAL-BASED ENTREPRENEURS USING A SOCIALLY CONSTRUCTED COMPETENCY MODEL: CONTRIBUTIONS TO THE GLOBAL ECONOMY FROM THE ZAMBEZI VALLEY

Mambo G. Mupepi, *Benedictine University, USA*
Ramkrishnan V Tenkasi, *Benedictine University, USA*
Peter Sorensen Jr., *Benedictine University, USA*

OPPORTUNITIES FOR ECONOMIC DEVELOPMENT ON THE MOVE: DEVELOPING WORLDWIDE ENTREPRENEURIAL COMPETENCIES: A PROPOSED PROJECT

Georgina Falu, *Fundacion Falú de Puerto Rico, Puerto Rico*
Madeline M. Crocitto, *State U of New York, USA*

THE CONCEPT OF ORGANIZATIONAL SURPRISES

Miguel Pina e Cunha, *Universidade Nova de Lisboa, Portugal*
Stewart Clegg, *University of Technology, Sydney, Australia*
Ken Kamoche, *City University of Hong Kong, Hong Kong*

THE GROWING IMPORTANCE OF SOUTH-SOUTH TRADE-THE CASE OF BRAZIL, INDIA AND SOUTH AFRICA

Pracheta Mukherjee, *Mukherjee Associates, USA*

WEDNESDAY, from 9:00am - 10:00am

PLENARY SESSION (in Exhibition Hall):

"Are the Imperatives of Equity and Efficiency Compatible in South Africa's Employment Equity Program?"

Session Facilitator: **Frank Horwitz**, *University of Cape Town, South Africa*

Panelists: **Aneline Rhoda**, *Diversity and Employment Equity Manager of Old Mutual Insurance, PLC.;*

Mbulelo Bikwani, *Executive Director of Human Resources, Rentokill;*

Sabie Surtee, *Manager Organisational Transformation, University of Cape Town.*

WEDNESDAY, from 10:00am - 11:15am

Coffee Break
(in Foyer A&B)

WEDNESDAY, from 10:15am - 11:15am in Theatre 1

SYMPOSIUM: Sustainability in Emerging Markets: A Brazilian Experience

SUSTAINABILITY IN EMERGING MARKETS: A BRAZILIAN EXPERIENCE

HSU O. O'KEEFE, *Fairleigh Dickinson University/Pace University, USA*

Norman de Paula Arruda Filho, *ISAE/FGV, Brazil*

Allan Marcelo Costa, *Parana State Government, Brazil*

claudio gomes slaviero, *Chamber of Commerce - Parana, Brazil*

Paulo Afonso Schmidt, *URBS - Urbanização de Curitiba S.A, Brazil*

This panel will demonstrate how different sectors are working in partnership to identify creative solutions to the social and economic challenges faced by communities of the State of Parana, Brazil. The business school representative will discuss its role as educator and facilitator in the process of creating a common understanding. Two public sector panelists will present: the first will discuss the strategies and results from implementing regional clusters, while the second will examine the social and economic contributions to sustainability of an urban transportation system. In addition, a business representative will present the challenges of profitably meeting social responsibility commitments.

WEDNESDAY, from 10:15am - 11:15am in Theatre 2

Values, Change and Sustainability in a Global Environment

Facilitator: **J. Hanns Pichler**, *Austrian Institute for SME Research, Austria*

ACTIVE REFLECTION, MUTUALITY, & SUSTAINABLE SOCIAL CHANGE

Richard DeJordy, *Boston College, USA*

Daniel S Halgin, *Boston College, USA*

Large scale civil, institutional, and organizational change is often characterized as unsustainable, evidenced by patterns of repeated restructurings, re-engineerings, or repeated regime changes. In this paper we present a definition of large-scale, "third order" change and a process model for ethically and responsibly attaining it. Specifically, we provide details on the factors which enable change agents to encourage mutuality in achieving affirmation of the initiatives from the population. We close with a discussion of implications for organizations and future research opportunities.

CONSERVATION IN AFRICA: THE ROLE AND RESPONSIBILITY OF MANAGEMENT SCHOLARS

Leon-C. Malan, *Colby-Sawyer College, USA*

This paper will address the challenge of biodiversity conservation in Africa. The question posed by this paper is a provocative one; are conservation efforts in Africa not another form of imperialism? The paper will explore the theoretical explanations for this claim, and explore how nature-based tourism could contribute to that perception. The paper will conclude with specific recommendations for management scholars. It is argued that management scholars have a role and responsibility to increase the research on conservation efforts in Africa and to advocate and practice ethical and socially responsible tourism.

**CRUISING INTO THE TWILIGHT ZONE:
COMPLEXIFYING STRATEGY'S QUEST FOR VALUE**

Augustine A. Lado, *Clarkson University, USA*
Michael Wasserman, *Clarkson University, USA*

We address the central research question concerning the dependent variable in strategic management research. Based on a review of related literature in economics, sociology, moral philosophy and strategic management, we develop a conceptualization of value, incorporating economic and social dimensions. By understanding contemporary business organizations as complex adaptive systems, we explore several themes gleaned from the new science of complexity to generate new insights and gain a better understanding concerning how organizational actors create value through balancing seemingly contradictory and paradoxical needs and concerns for economic wealth enhancement and social needs and concerns of organizational stakeholders.

**DESIGNED EMERGENCE AS A PATH TO BUSINESS
TRANSFORMATION AND SUSTAINABILITY**

Daniel F. Twomey, *Fairleigh Dickinson University, USA*

The combined forces of globalization, rapid and unpredictable change, management scandals, and business failures raise questions about the viability and value of contemporary business organizations. From the perspective of 21st century trends that will affect large enterprises, a paradigm is developed that challenges prevailing notions about how businesses are understood, managed and evaluated. A model for a new conceptualization of organizations as sustainable enterprises--that focuses on emergent dynamics and long-term societal benefit--is proposed. The business world is going through a time of challenge and change. As such, it presents an opportunity for fundamental transformations. The proposed model is based on the evident and anticipated dynamics of the 21st century business environment and on the assumption that the enterprise should serve society.

WEDNESDAY, from 10:15am - 11:15am in Theatre 3

**CASE STUDY- TINUOLA AKINTADE: Cross-
Cultural Sensitivity/Diversity Training**

Facilitator: **Scott E Seibert**, *Melbourne Business School, Australia*

**TINUOLA AKINTADE: CROSS-CULTURAL
SENSITIVITY/DIVERSITY TRAINING**

Rana Haq, *Laurentian University, Canada*

British born Tinuola Modupe Adewola Akintade is as British as the Queen herself. While the differences are obvious, as a British citizen by birth, Tinuola is entitled to all the rights and privileges accorded to other Britishers. She has a British passport and travels widely. But she will never forget her first visit to Canada. What a nightmare! The actions of the immigration officer interviewing Tinuola upon arrival at the Pearson International Airport in Toronto in June 2001, had placed Citizenship and Immigration Canada in a very visibly embarrassing situation. Giovanna Gatti, spokesperson for Citizenship and Immigration Canada, had the tough job now of handling this flammable situation as gently, effectively and quickly as possible.

WEDNESDAY, from 10:15am - 11:15am in Theatre 3

**SYMPOSIUM: Lessons Learned about Cultural Impact
on Leadership: The Case of Kija Kim and Harvard
Design and Mapping**

**LESSONS LEARNED ABOUT CULTURAL IMPACT ON
LEADERSHIP: THE CASE OF KIJA KIM AND HARVARD
DESIGN AND MAPPING**

Bonnie Betters-Reed, *Simmons College, USA*
Marcia S Davitt, *Simmons College, USA*

This session explores the connection between cultural heritage and leadership success as chronicled in a case currently being written by the authors. The case is about Kija Kim, the Korean born Founder and CEO of Harvard Design and Mapping Inc. This cutting-edge GIS entrepreneurial firm has offices in both Cambridge MA and Washington D.C. Relevant research about aspects of Korean culture that impact Kija Kim's leadership will be highlighted. Excerpts from case interviews that support each of these important cultural factors will be provided accordingly. Connections between Kija Kim and her cultural identity will be further explored during the session. In addition the presenters will share important lessons learned and their insights gained from conducting this research.

WEDNESDAY, from 10:15am - 11:15am in Theatre 4

Pedagogical Issues in Gender and Culture

Facilitator: **Nancy L Ovitsky**, *Massachusetts College of Liberal Arts (MCLA), USA*

**GENDER AND RACE EDUCATION IN A CANADIAN
BUSINESS SCHOOL**

Rana Haq, *Laurentian University, Canada*

This article calls for the development of race and gender education for university students in business management programs in Canada. Requiring at least one such diversity course to be necessary for graduation is recommended. As potential employees, employers, supervisors, managers and coworkers of the future, students are seen as change agents for diversity in the workplace. In this paper, I present the results of student attitudes to gender and race as captured in their response to a newly developed Gender and Race Issues Perception Scale (GRIPS), consisting of 24 items. The paper also reports the author's experiences in teaching diversity in an Organizational Behaviour course as an immigrant woman, of colour, talking about diversity to a homogenous group of White Canadian students.

MANAGING IN A GLOBAL ECONOMY: A PEDAGOGY FOR DEVELOPING ESSENTIAL SKILLS

John Begley Gallagher, *Maryville College, USA*
Glen E. Schuler Jr., *University Of Tennessee, USA*

While broad, possibly universal, agreement exists that international and intercultural work is now the norm for all corporate managers, there is less consensus about the requisite managerial skills or about the most effective pedagogies. Recent research suggests that success requires the cultivation of a global mind set, and improved strategic analysis and decision-making skills. From that starting point, this paper describes an innovative approach to the development of global executives pioneered by the University of Tennessee in its Senior Executive MBA (SEMBA) program and provides the most current data regarding the effectiveness of the approach.

THE RELATIONSHIP BETWEEN INTERNATIONAL STUDY TOUR EFFECTS AND THE PERSONALITY VARIABLES OF SELF-MONITORING AND CORE SELF-EVALUATIONS

J. Kline Harrison, *Wake Forest University, USA*

This study investigates the effectiveness of international study tours and the associated impact of two personality variables – self-monitoring and core self-evaluations. Reaction measures from participants were strong, indicating that the tours were effective in facilitating cultural connectivity and enhancing professional development; however, only self-monitoring proved to have a significant impact on both these measures. Nevertheless, post hoc analysis revealed that a subfactor of core self-evaluations had a significant impact on professional development. These findings support the value of study tours as beneficial learning experiences.

WEDNESDAY, from 11:15pm - 12:30pm in Theatre 1

Journal Editor's Panel

Alison Konrad, University of Western Ontario (Chair)
Editor, "Group and Organization Management"

Chet Miller, Wake Forest University
Associate Editor, "Academy of Management Journal"

George Farris, Rutgers University
Editor-in-Chief, "IEEE Transactions on Engineering Management"

Eon Smit, University of Stellenbosch
Editor, "South African Journal of Business Management"

Robert Ford, University of Central Florida
Past Editor, "Academy of Management Executive"

WEDNESDAY, from 11:15pm - 12:30pm in Theatre 2

Organizational Issues in Emerging Markets

Facilitator: **Zur B Shapira**, *Stern School of Business/NYU, USA*

BUSINESS CULTURE AND MANAGEMENT IN CHINA: A SURVEY-BASED STUDY

F. Gerard Adams, *Northeastern University, USA*
Heidi Vernon, *Northeastern University, USA*

The role of cultural factors in China's rapid development represents singular puzzles since today's Chinese managers come from a tradition that is different from that in the United States and one that, as a result of the long Communist history, has likely changed from that in other rapid growth East Asian economies. To gain insight into the relevant cultural issues, this paper compares the results of a survey study of young managers in China with comparable surveys of young managers in the United States and in Thailand. In Part I we consider the underlying theoretical constructs and we pose hypotheses on how they might relate to management behavior.

LIKE THE MEAT IN A SANDWICH: MANAGEMENT PROCESSES IN INTERMEDIARY ORGANIZATIONS

John Bruton, *California State University Northridge, USA*

This paper examines organizational functions and roles of funding organizations in the EU Special Programme for Peace and Reconciliation in Northern Ireland. The results show the main factor determining organizational processes is the need to respond to conflicting pressures from two directions — upwards to funding agencies and downwards to community groups. This produces contradictory demands that are imported into the organizations as a set of internal tensions. The different structures and capabilities developed by the organizations to maintain unity and integrity in response to these tensions are explored and related to differences in the perceived role of the organizations.

WORK AND FAMILY IDENTITIES: A THREE-NATION STUDY OF SALIENCE, INVOLVEMENT, AND INDIVIDUAL OUTCOMES

Madan G Annavarjula, *Northern Illinois University, USA*
Jenny M. Hoobler, *University of Illinois at Chicago, USA*
Sri Beldona, *University of Dallas, USA*
Joel E Lynch, *Northern Illinois University, USA*

Using a sample of 135 working individuals from Japan, Luxembourg, and the United States, we tested predictions derived from Hofstede (1984) and others' research regarding the salience of work and family identities across these cultures. Additionally, based on the theory of social identity complexity, we hypothesized that, across all individuals, family salience plus work involvement would lead to greater job satisfaction and fewer intentions to turnover. It was found that job satisfaction was related to the combination of these factors, as was turnover, marginally. We conclude with implications for theory and practice.

WEDNESDAY, from 11:15pm - 12:30pm in Theatre 3

Fair Money: Corruption, Bribes, and Wage Determinations

Facilitator: **Oliver F Williams**, *University of Notre Dame/Stellenbosch University/University of Cape Town, USA*

CAUGHT BETWEEN SHARP EDGES: BALANCING TECHNICAL OR ALLOCATIVE CRITERIA IN THE DETERMINATION OF PUBLIC SECTOR WAGES

Rita Mano, *University of Haifa, Israel*
Z. Sheaffer, *The Open University of Israel, Israel*

The study assesses how different local government organizations with different types of resources (public and private/autonomous) and structures, affect employee's wages. Employing the resource-based and institutional organizational approaches it is examined whether public sector differences wages reflect technical or allocative criteria of efficiency. Merging individual-level and organizational-level data a methodological it is revealed that variations in wages reflect inter-organizational variations in the application of technical and allocative efficiency measures. These results imply that, despite the commonly held view of public sector homogeneity, organizational-level differences in private (technical) resources and budgeted (allocative) as suggested by the resource-based and institutional approaches shape the level of wages controlling for individual-level variations in performance-related criteria such as education, profession and tenure.

EXPLORING A DECISION TO BRIBE

C. Gopinath, *Suffolk University, USA*

The current wave of ethical scandals in the corporate world raises the question of how well are business students prepared to behave ethically in the work place. This study explores whether students recognize bribery as an ethical issue, the effect of prior ethics course on their intended behavior, and the reasons advanced for the decision to bribe. The results suggest that the students do not reveal clarity in their ability to recognize an ethical issue. There is a great need to think beyond coursework when it comes to preparing students to be ethical executives.

NATIONAL CULTURE: INFLUENCE ON ACTS OF CORRUPTION

Mark Mallinger, *Pepperdine University, USA*
Diane Veronica Singel, *Pepperdine University, USA*
Gerard Lucien Rossy, *CSU, Northridge, USA*

Using the GLOBE cultural framework this paper examined the relationship between national culture and perceptions of corruption. A regression analysis was used to test the relationship between the societal practice/values of 62 countries and perception of corruption. The findings revealed a significant relationship between uncertainty avoidance (both practiced and valued) and perception about acts of corruption. That is, countries with greater levels of uncertainty avoidance in practice (and lowest level that is valued) were less inclined to engage in corrupt behavior.

WEDNESDAY, from 11:15pm - 12:30pm in Theatre 4

WORKSHOP: An Exercise for Perpetual Innovation and Visioning for Business and Societal Transformation in the Global Economy

AN EXERCISE FOR PERPETUAL INNOVATION AND VISIONING FOR BUSINESS AND SOCIETAL TRANSFORMATION IN THE GLOBAL ECONOMY

Howard S. Rasheed, *UNCW, USA*
dt ogilvie, *Rutgers Business School - Newark and New Brunswick, USA*

In this workshop, participants will use a computer-based tool designed to aid them to think more creatively, apply innovative solutions to problems, and develop emergent ideas for strategic visioning. The ability to competently handle these activities is critical for entrepreneurs and intrapreneurs alike.

WEDNESDAY, from 12:30pm - 1:00pm

PLENARY SESSION (in Exhibition Hall):
EAM-I Managing in a Global Economy XII – Amsterdam 2007 by **Marcel Veenswijk & Alfons van Marrewijk**, *Vrije Universiteit Amsterdam*

WEDNESDAY, from 1:00pm - 2:00pm

Lunch

WEDNESDAY, from 2:00pm Onward

Wine Farm and Cellar Tour Hosted by Groot Constantia
(meet at Parking Area 1)
Estate Tour & Wine Tasting
– Buses will depart promptly at 2:00 PM and leave from Groot Constantia by 4:45 PM in order to make it back to the campus in time for the Closing Banquet

WEDNESDAY, from 7:00pm - 11:00pm

Gala Dinner at Cape Town Castle (meet at Parking Area 1)
Guest Speaker: Nomaindia Mfeketo, Mayor of Cape Town
– Bus leaves BWL promptly at 6:45 PM and returns at 11:10 PM
– Indigenous music by UCT School of Music Players

Nomaindia Mfeketo, Executive Mayor of Cape Town, oversees the strategies, programmes, and services to address priority needs through the Integrated Development Plan and budget. Mayor Mfeketo made ten commitments that include alleviating poverty especially conditions with street children and youths, creating job and recreational opportunities for youths, urban renewal and development, improving housing conditions and developing an integrated transportation management system. Under Apartheid, she was jailed a number of times in the 1980s for her activism and role in the African National Congress (ANC). Mayor Mfeketo had leadership roles in the United Women's Organization, the United Women's Congress, the United Democratic Front, the Guguletu Civic Association, the South African Communist Party, and the African National Congress.

Thursday, 30 June 2005

THURSDAY, from 8:30am - 9:45am in Theatre 1

PANEL: The Short-Term Study Abroad as an Alternative to International Exchange

THE SHORT-TERM STUDY ABROAD AS AN ALTERNATIVE TO INTERNATIONAL EXCHANGE

Jane K Miller, *University of Massachusetts, USA*
Melissa Woodard Barringer, *University of Massachusetts, USA*
Dan Miller, *Central Connecticut State University, USA*

As the U.S. economy becomes inextricably linked with the global economy, the need to develop international perspective and understanding becomes critical for students in U.S. business schools. Historically, the principal avenue for college students to develop this competency has been through semester or year-long exchanges. Three panel presentations describe a short course option and study abroad opportunity now being offered to college students who have an interest in gaining an international experience but who are unable to participate in extensive exchange programs. The panel will provide an overview of three such courses and trips, and discuss the lessons learned about how best to structure the experience.

THURSDAY, from 8:30am - 9:45am in Theatre 2

Performance Across Country Parameters: Lessons from Multiple Country Environments

Facilitator: **Ben Kahn**, *Mass. Collge of Liberal Arts, USA*

DOES INNOVATIVE BEHAVIOUR SUSTAIN ENTREPRENEURIAL PERFORMANCE? EVIDENCE FROM MANUFACTURING, MINING AND SERVICES IN GERMANY

Nikolinka Fertala, *University of Tuebingen, Germany*
Shuxi Yin, *University of Tuebingen, Germany*

The objective of the present paper is to investigate two main research issues. First, since innovations have been found to be a major contributor to productivity growth in manufacturing, we study the question whether there is any evidence that the average service firm has a lower propensity than the average manufacturing firm to be innovative. Second, we explore whether the service firms are less efficient than manufacturing firms in deriving benefits from innovation. The empirical analysis is based on representative data from the Mannheim Innovation Panel (MIP), a survey annually conducted by the Centre for European Economic Research since 1992. In particular, we concentrate on the wave concerning year 2001.

PREDICTING PATTERNS OF ENTREPRENEURIAL OPPORTUNITY DISCOVERY: THE IMPACT OF DECISION SUPPORT SYSTEMS USING BISOCIATION

Howard S. Rasheed, *UNCW, USA*
dt ogilvie, *Rutgers Business School - Newark and New Brunswick, USA*

Opportunity discovery is key to success in entrepreneurial endeavors and wealth creation in the global economy. Yet, this is an area that until recently has received little attention in management research. This article discusses opportunity discovery in the context of bisociative thinking as an emergent learning process. It goes on to suggest the efficacy of using a decision support system that supports bisociative thinking and the generation of creative and innovative ideas. Several propositions are offered for consideration.

RELATIONSHIPS BETWEEN NETWORK ACTIVITY AND PERFORMANCE IN SMALL FIRMS

Brian Gibson, *The University of Newcastle, Australia*
Dianne Wingham, *University of Newcastle, Australia*
Gavin Cassar, *University of California, Berkeley, USA*

Involvement in networks with other businesses represents one aspect of the broader concern in the literature with strategic alliances, and the benefits relationship-based activity offers to small firms. Much of the empirical data that identifies the performance variables associated with network activity is based on small cross-sectional samples with limited ability to generalise the results. The research reported in this paper seeks to overcome these limitations by analysing a three-year longitudinal panel of 2,783 firms. Results clearly indicate that, in Australia, small firms that consistently maintain involvement in network activities have, compared to firms that consistently do not maintain such activities, much better outcomes across a range of activities and demographic indicators associated with improved performance.

THURSDAY, from 8:30am - 9:45am in Theatre 3

PANEL: Women in Business and Societal Transformation: The South African Experience

Session Facilitator: **Nomazengele Mangaliso**, *Westfield State College, USA*

Danisa Baloyi, *Executive Director, National Black Business Caucus (TBC)*
Namane Magau, *President, Business Women's Association of South Africa*
Sindiwe Magona, *Executive Director, South Africa 2033*

THURSDAY, from 8:30am - 9:45am in Theatre 4

From Apartheid to Democracy: Leading Change in South Africa

Facilitator: **David L. Ford Jr.**, *University of Texas at Dallas, USA*

“CAPITALISM WITH A HUMAN FACE”- CHALLENGES FOR SOUTH AFRICAN CHANGE LEADERS

Stella M Nkomo, *Graduate School of Business Leadership, UNISA, South Africa*

Hendrik S Kriek, *Graduate School of Business Leadership, South Africa*

South Africa is celebrating its tenth year as a democratic country this year. This has rightfully brought the immense achievement of the peaceful transition from Apartheid to a democratised society into focus again. Indeed history will probably judge this change as one of South Africa's most impressive accomplishments. However, the process of transformation remains continuous and provides leaders with the challenge to balance the needs provided by South Africa's return to the international business arena with the demands created by years of inequality and neglect of social responsibility. Thus, on the one hand South African organisations face the daunting task to deal with external forces while on the other hand they also have to change the very fabric of their own organisations.

THE NEW BREED OF SOUTH AFRICAN SENIOR MANAGERS: HELPING SOUTH AFRICAN BUSINESSES MEET THE CHALLENGE OF A TRANSFORMING ECONOMY

Sylvia Sloan Black, *North Carolina A&T State University, USA*
Marta Geletkanycz, *Boston College, USA*

Blacks, while still not an integral part of the management structure in the South African economy, are making gains. As management composition changes, cultural issues will become more salient. Early senior black managers were well versed in the Anglo/American cultures due to foreign education and work experience. Future gains will likely come from internal promotion. This new breed of black managers will be more immersed in their native culture. We posit that, although conflicts between Anglo/American business customs and customs based on the African ubuntu tradition may occur, South African firms will become stronger through diversity in senior management ranks.

TRANSNATIONAL CORPORATIONS AND SOUTH AFRICA'S APARTHEID: THE UNITED NATIONS ROLE

Tagi Sagafi-nejad, *Texas A&M International University, USA*

During the 1980s, the United Nations Centre on Transnational Corporations (UNCTC) played a notable role in exposing the negative impact of apartheid in South Africa. A series of background studies examined the role of foreign direct investment in South Africa and the possible perpetuating negative effect of the apartheid regime. Two sets of hearings made it possible to register the opinions of a wide spectrum of experts and public figures on the matter. This paper chronicles the United Nations' role by summarizing the hearings and their conclusions and discusses the impact they may have had on bringing down South Africa's white supremacist regime.

THURSDAY, from 9:45am - 10:00am

Coffee Break
(in Foyer A&B)

THURSDAY, from 10:00am - 11:15am in Theatre 1

Corporate Governance Reform: Challenges and New Directions

Facilitator: **Bradford John Knipes**, *Westfield State College, USA*

ETHICAL FAILURE UNDER AGENCY THEORY LOGIC: GROUNDING GOVERNANCE REFORM IN A LOGIC OF VALUE

Charl J.A. du Plessis, *University of Virginia, USA*

Progressive responses to recent failures in corporate ethical behavior advocate the complete separation of the Chairman of the Board and the CEO, and the elevation of strategic planning, risk management and financial certification to an independent Board. Such proposals follow a linear path from the same Agency Theory Logic that underpinned previously insufficient Corporate Governance reforms. After identifying problems associated with the Agency Theory Logic, this paper proposes its replacement with a new Value Logic, based on stakeholder theory, where empowerment of legitimate stakeholders and active Board discourse become preferred mechanisms for a framework of ethical conduct within the firm.

INFORMATION TECHNOLOGY AND THE ACCOUNTANT IN THIS ERA OF GLOBALIZATION: A SUB-SAHARAN AFRICA PERSPECTIVE

Charles Tushabomwe-Kazooba, *Mbarara University of Science and Technology, Uganda*

Over the past few years, in order for the Accountant to continue to play the role of providing quality work and accessible information to the users, a global electronic business reporting language has been developed. However, to the accountant in sub-Saharan Africa there are many challenges faced. In response, a good number of accountants are demanding programs in areas of accounting and information technology. In order to meet this demand, education institutions and companies are investing heavily in this area. This management reform is not only taking place in the private sector but also in government departments.

RESTORING PUBLIC TRUST IN BUSINESS: THE CRUCIAL ROLE OF GOOD CORPORATE GOVERNANCE

Oliver F Williams, *University of Notre Dame/Stellenbosch University/University of Cape Town, USA*

Compared to ten years ago, surveys on trust levels in countries throughout the world show that public trust in business institutions and leadership is at a low level. At root, this lack of trust indicates a growing divide between the values of business and those of society. Is it possible for corporations to restore and build new public trust in business? To do this, it is necessary to explore just what trust is and why it is given and withheld. What is trustworthiness and how might business be perceived to be trustworthy? The paper will explore these questions and argue that implementing good corporate governance as exemplified in the King Report on Corporate Governance for South Africa-2002 is an effective way to restore trust in business.

THURSDAY, from 10:00am - 11:15am in Theatre 2

PANEL: The role of research in business and societal transformation: Reflections of past presidents of the Academy of Management

Jean M. Bartunek, Boston College, USA
Jone L. Pearce, University of California, USA
Rosalie L. Tung, Simon Fraser University, USA

THURSDAY, from 10:00am - 11:15am in Theatre 3

Women and Minority Entrepreneurship: Creating Opportunity and Success

Facilitator: **Andrea J Casey**, *The George Washington University, USA*

DOING IT OUR WAY: ECONOMIC AND SOCIOLOGICAL INFLUENCES ON THE SUCCESS OF AFRICAN AMERICAN WOMEN ENTREPRENEURS

Laquita C. Blockson, *University of Northern Iowa, USA*
Jeffrey A. Robinson, *New York University, USA*
Sammie L. Robinson, *Illinois Wesleyan University, USA*

The current literature on minority entrepreneurship, women entrepreneurship, and entrepreneurial growth all speak little to the unique experiences and contributions of African-American women. Our study discovers and interprets the economic and sociological factors that account for the viability, growth, and sustainability of African-American women-led entrepreneurial ventures. This paper draws upon extensive group and individual interviews of African-American women entrepreneurs conducted between March 2004 and March 2005 as part of a two-year, multi-phase project. Our findings have implications for how scholars may reconsider the traditional views of minority entrepreneurship, women entrepreneurship, and entrepreneurial growth. We conclude with a discussion of international implications of this research.

SMALL BUSINESS DEVELOPMENT FOR AFRICAN-AMERICANS IN THE US AND BLACKS IN SOUTH AFRICA

Claudia Harris, *NC Central University, USA*

The goal of this paper is to consider the economic barriers faced by African-Americans in the US and those faced by Blacks in South Africa, with particular attention to the development of small businesses. Comparisons are drawn between these two groups and other ethnic groups. Suggestions are made for economic development.

THE ENVIRONMENT AND ITS IMPACT ON THE CREATION OF WOMEN OWNED NEW VENTURES IN LESS DEVELOPED COUNTRIES

Jennifer Marlene Sequeira, *University of Southern Mississippi, USA*

Women-owned businesses have been contributors to the economies of less developed countries (United Nations, 2000). This contribution can become even greater in an entrepreneurial environment that is conducive to women business owners. In many less developed countries, the entrepreneurial environment does not foster women's business creation due to formidable barriers that exist. This paper discusses the barriers to women's business creation that exist in less developed countries. Cultural, developmental, financial and governmental issues are examined as to their effect on women's business creation. A model is presented which diagrams these relationships and issues are proposed for consideration by governmental agencies and researchers.

THURSDAY, from 10:00am - 11:15am in Theatre 4

Strategy and Effectiveness in Multicultural Environments

Facilitator: **Augustine A. Lado**, *Clarkson University, USA*

ATTENTION ALLOCATIN IN MANAGERIAL DECISION MAKING: A COMPARISON OF AMERICAN AND NIGERIAN EXECUTIVES

Uzomaka Anakwe, *Pace University, USA*
Alan B Eisner, *Pace University, USA*
Zur B Shapira, *New York University, USA*

One of the major problems of managerial behavior is the setting of priorities. Time is a scarce resource and managers have to find ways to deal with the multiple tasks that face them. This paper addresses the issue of priority-setting among tasks by managers by proposing analogies from job-shop scheduling theory. We contrast American and Nigerian managers in a model that uses a combination of rationality and affective judgments with limited processing capacity.

DO THE CS REALLY MATTER? HOW CULTURE, AND CAPACITY AFFECT KNOWLEDGE TRANSFER

Leyland Mervyn Lucas, *Morgan State University, USA*
Miles Kevin Davis, *Shenandoah University, USA*

One of the major challenges of organizations today is managing its knowledge resources and promoting intra-organizational transfer efforts. This paper explores two critical factors, culture and capacity, that have been identified in the literature as essential to knowledge transfer efforts. Each of these factors is discussed in greater detail and then some ideas are presented regarding how paying careful attention to these factors can facilitate the knowledge transfer efforts. Conclusions are drawn about the complexity of managing the knowledge transfer process and the need to recognize that the successful transfer of organizational practices is possible in an environment respectful of employees and supportive of their efforts is created, while simultaneously providing them with the skills and capabilities needed.

WATERVILLE COMMUNITY BANK: PRINCETON SYSTEMS, INC.

William E. Matthews, *William Paterson University, USA*
Thomas G. Roberts, *William Paterson University, USA*

Waterville Community Bank (WCB) is a small regional bank with a total of 34 branch offices in 22 communities located throughout Northwestern Oregon. At the end of each business day, it is essential that all documents be picked up from the branch offices and delivered to WCB's main operational center in Salem for processing and forward to the Federal Reserve. From 1953 through 2000, the bank handled its own courier service. However, it then turned over responsibility to Princeton Systems, Inc. In early 2004, it is once again re-evaluating the pros and cons of utilizing an in-house service.

THURSDAY, from 11:15am - 12:30pm in Theatre 1

Cross-Cultural Learning: Business Opportunities, Environment and the Internet

Facilitator: **Diana J. Wong-Mingji**, *Eastern Michigan University, USA*

GOING GLOBAL WITH COMPETITIVE INTELLIGENCE: AN ORGANIZATIONAL LEARNING CHALLENGE FOR SMES

Kathleen Suchon, *University of Massachusetts Dartmouth, USA*
Kate Randall Haley, *University of Mass. Dartmouth, USA*

In this paper we examine pressures for change facing small and medium-sized firms struggling to adapt to shifting competitive realities, particularly in the technological basis for gaining competitive intelligence relevant to their international activities. We note the impact of ever more available internet information and note the surprising slowness of SMEs to adopt internet strategies with respect to competitive intelligence. We explore the usefulness of organizational learning theory for interpreting this slowness of SMEs to adopt internet based CI, and we suggest a hybrid of two theoretical frameworks – which we term disciplined creativity – as an organizational learning approach suited to SMEs.

IS EMPLOYEES' ENVIRONMENTAL RESPONSIBILITY RELATED TO THE CORPORATION'S ENVIRONMENTAL RESPONSIBILITY?

Rajiv K. Kashyap, *William Paterson University, USA*
Easwar S Iyer, *University of Massachusetts, USA*
Raza A Mir, *William Paterson University, USA*

Globally there is a growing recognition of the interaction between human behaviors and the natural environment. This has resulted in many consumers modifying their consumption behaviors or learning new behaviors. However, the impact of individual values and attitudes on corporate values and strategies is unclear. Are corporations impervious to these changes? Or, can employees influence corporate values and strategies? Our research addresses this important question that is imperative to ask in a growingly interconnected world. The relationship between employees' values and corporate strategies is evident in case of regulated businesses but is independent of firm size.

NEGOTIATING OVER THE INTERNET: A CROSS-CULTURAL EXPERIENCE

Roger James Volkema, *American University, USA*
Cheryl Janet Rivers, *Queensland University of Technology, Australia*

An increasing number of business schools are offering courses on negotiation and conflict management, recognizing the important role that negotiation plays in business. At the same time, electronic mail and other telecommunications media are being used with increasing frequency in organizational negotiations. This paper describes a classroom exercise in which students from the United States negotiated with students from Australia, using only email as the communicating medium. The paper describes the results of those negotiations, including lessons learned by students and instructors seeking to offer skill-building experiences involving a medium with modest information richness in an international (cross-cultural) environment.

THURSDAY, from 11:15am - 12:30pm in Theatre 2

Mindsets, Networking and Cultural Changes in International Environments

Facilitator: **Heidi Vernon**, *Northeastern University, USA*

CULTURAL CHANGE FOR GLOBAL COMPETITIVENESS: CUSTOMS MODERNIZATION IN MEXICO

Richard G Linowes, *American University, USA*
Frank DuBois, *American University, USA*
Fernando Villarreal, *Monterrey Tech, Mexico*

Current approaches to customs processing unnecessarily delays shipments and leads to higher costs for firms with operations in Mexico, especially for those using express delivery services to assure time-definite arrival. This reduces the competitive advantages Mexico should enjoy due to its proximity to U.S. markets and is a contributing factor in the movement of jobs out of Mexico to other low-wage countries. This article discusses the present problems of customs facilitation and offers policy recommendations which, if implemented, would reduce the impediments to trade between the U.S. and Mexico and improve Mexico's competitive position in the global economy.

MANAGERIAL NETWORKING RELATIONSHIPS AND ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM GHANA

Moses Acquah, *Univ. of North Carolina-Greensboro, USA*

This paper focuses on how managerial networking relationships and ties developed with external entities affect organizational performance. The findings based on survey data from organizations in Ghana provide strong support that managerial networking relationships and ties developed with top managers of other firms, government bureaucratic officials, community leaders and leaders of employee unions and representatives enhance organizational performance. However, managerial networking relationships and ties with politicians at different levels of government are either not related to performance or impede performance. Empirically, the findings confirm that managerial networking relationships and ties may have beneficial as well as detrimental effects on organizations.

MINDSETS AND INTERNATIONALIZATION SUCCESS: A COMPARATIVE STUDY OF BRITISH FOOD RETAILERS

Sucheta Nadkarni, *University of Nebraska-Lincoln, USA*

Pedro David Perez, *Cornell University, USA*

Ben A. Morganstein, *Cornell University, USA*

We examine the differences in the mindsets of two British retail firms—one successful (Tesco) and another unsuccessful (Sainsbury) in internationalization—from 1990 to 2003. We found that the successful internationalizing firm had more complex and proactive mindsets than the unsuccessful firm. On the other hand, the unsuccessful internationalizing firm had more reactive mindsets than the successful firm. Our study extends extant literature on international failures by highlighting the role mindsets in explaining failures.

THURSDAY, from 11:15am - 12:30pm in Theatre 3

PANEL: Promoting the Potential of Women Managers in a Global Economy

PROMOTING THE POTENTIAL OF WOMEN MANAGERS IN A GLOBAL ECONOMY

Hazel M. Rosin, *York University, Canada*

Alison M. Konrad, *U. of Western Ontario, Canada*

Belle Rose Ragins, *University of Wisconsin-Milwaukee, USA*

Karen Korabik, *University of Guelph, Canada*

Nancy Langton, *University of British Columbia, Canada*

The movement of women into professional and managerial positions in the work force of developed and developing countries has become an organizational reality. Concomitant with this process, women have demonstrated that their contributions and talents are equivalent to those of men. Despite this, many barriers to their advancement still exist. This state of affairs is problematic because it can, in a global economy, affect business competitiveness. In this roundtable, we will discuss ideas for how to promote the potential of women managers worldwide. Topics will include: attraction and retention strategies, HR practices, mentoring, work-family conflict, and developing women's businesses.

THURSDAY, from 11:15am - 12:30pm in Theatre 4

Collaborations, Alliances and Joint Ventures in International Competition

Facilitator: **Claudia Harris**, *NC Central U, USA*

COLLABORATION COSTS IN NEW PRODUCT DEVELOPMENT FOCUSED ALLIANCES: THE ROLE OF GOVERNANCE

Hamieda Parker, *University of Cape Town, South Africa*

NORMAN FAULL, *University of Cape Town, South Africa*

Amy Seidel Marks, *University of Cape Town, South Africa*

This study analysed the relationship between the governance of new product development focused collaboration, collaboration costs and new product development performance. Data from new technology based firms indicated that comprehensiveness in formal contractual governance is negatively associated with collaboration costs. Collaboration costs were found to be negatively associated with performance.

COMMUNICATING IN CROSS-CULTURAL STRATEGIC ALLIANCES: A SOCIAL CONTRACT APPROACH

Theo Peridis, *York University, Canada*

David Weitzner, *York University, Canada*

Culture and the divergent norms and behaviors between partners play a fundamental role in the effectiveness of international strategic alliances, yet our literature offers few concrete suggestions to guide managers in using communication to bridge the gap in understanding and working together with their partners. This paper takes a fresh look at the work that has been advanced in our understanding of culture to inform the role of communication in alliance performance. Introducing values as the common denominator of culture and communication allows us to develop propositions about a communications strategy between alliance partners that promise to provide better insights and lead to more effective alliances.

CORRUPTION, ECONOMIC RISK AND SURVIVAL OF INTERNATIONAL JOINT VENTURES IN EMERGING COUNTRIES

Pierre-Xavier MESCHI, *Euromed Marseille - School of Management, France*

Emmanuel METAIS, *EDHEC Business School, FRANCE*

This paper examined the international joint ventures formed in emerging countries. More precisely, this consisted in studying their survival rate and to relate it to variations in corruption and economic risk of emerging countries. The survival analysis was applied to a sample of 210 international joint ventures that were formed during year 1996 by foreign partners from the European Union and local partners belonging to different emerging countries (mainly Latin American, Asian and Eastern European countries). Time-related variations were observed in the hazard rate of these international joint ventures (i.e., curvilinear distribution with honeymoon effect). Concerning the impact of corruption and economic risk, the results obtained did not provided any empirical support to this impact.

THURSDAY, from 12:30pm Onward

Lunch

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An Invitation for 2007

The Eastern Academy of Management International Conference on

MANAGING IN A GLOBAL ECONOMY XII

“Culture, Integration and Innovation”

To be held in

Amsterdam, The Netherlands

June 24 – June 28, 2007

Hosted by the Vrije Universiteit Amsterdam

Highlights:

- A reception with representatives of Dutch International Firms (e.g., Royal Dutch Royal Shell, Unilever)
 - A Wednesday evening canal trip for the participants
- The closing ceremony in a replica of the 17th century ship, the “Batavia”

For more attend Informational Session on Wednesday at 12:30 PM

with

Marcel Veenswijk & Alfons van Marrewijk

Vrije Universiteit Amsterdam

NOTES

EAM-I 2005 CONFERENCE SCHEDULE

Sunday, 26 June 2005

2:00 - 3:00	Informal Walking Tour of the Waterfront Area
3:00 - 5:00	Conference Registration (in the Academic Foyer on the 1st Floor)
5:00 - 6:30	Welcome from the University of Cape Town (in Exhibition Hall) Welcome from the Eastern Academy of Management International
6:30 - 8:00	"The Social, Economic and Political Milieu in Post-Apartheid South Africa." Welcome Reception: Foods and Wines of Africa (in Exhibition Hall)

Monday, 27 June 2005

	Theatre 1	Theatre 2	Theatre 3	Theatre 4
8:00 - 12:00	Conference Registration (in the Academic Foyer on the 1st Floor)			
9:00 - 10:00	Keynote Address by Trevor Manuel, Minister of Finance, Republic of South Africa (in Exhibition Hall)			
10:00 - 10:30	Coffee			
10:30 - 11:45	Bridging Across Cultures: HRM & Interpersonal Dynamics	SYMPOSIUM: Mythology and Leadership: A Multicultural Exploration of Models and Styles	Leadership, Change and Difference	ROUNDTABLE: Issues Facing Employees: Aging Workforce, Career Progression, and Environment
11:45 - 1:00	Effective Global Management Practices	SYMPOSIUM: Entrepreneurship Education in the 21st Century	PANEL: Transformative Teaching Practice: Using Social Justice Education in Two National Contexts	ROUNDTABLE: The Impact of Technology and Globalization on the Workplace
1:00 - 2:00	LUNCH			
2:00 Onward	Corporate Site Visits: (meet at Parking Area 1 of the GSB Campus)			

Tuesday, 28 June 2005

	Theatre 1	Theatre 2	Theatre 3	Theatre 4
8:00 - 9:15	Formal and Informal Options Regarding Stigma & Homophily	PANEL: Best (and Worst) Practices: Using Groups Across Venues and Cultures	Corporate Responsibility in Employee Control, Sexual Harassment, and Labor Mobility	ROUNDTABLE: HRM Policies, Corporate Venturing, and Leveraging Knowledge in the Information Age ROUNDTABLE: Performance of Entrepreneurial Firms in Transitional Economies
9:15 - 10:15	PLENARY SESSION (in Exhibition Hall): Reuel Khoza, Chairman of ESKOM (Electricity Supply Commission), "Leadership and Transformation: Challenges for Economies on the Move."			
10:15 - 10:30	Coffee			
10:30 - 11:45	PANEL: Technology in Business Curriculum Transformation to Enable Global Reach	Strategic Corporate Social Responsibility	PANEL: Challenges and Opportunities for Management Education and Research in Africa – A Conversation with African Management Scholars	ROUNDTABLE: Cross-Cultural Implications of Development and Communication
11:45 - 1:00	Social Psychology of International Management: Identity, Union Relationships, Stress, and Trust	SYMPOSIUM: Interactive Distance Learning Alliances	PANEL: Gender and Leadership: A Global Look	Global Cases: Managing the Challenges of Growth in Emerging Markets
1:00 - 2:00	LUNCH			
2:00 - 6:30	Excursion to Robben Island (Departure from Nelson Mandela Gateway)			

Wednesday, 29 June 2005

	Theatre 1	Theatre 2	Theatre 3	Theatre 4
8:00 - 9:00	SYMPOSIUM: Reflections on Practicing Managers' Issues in the Emerging Economy of South Africa and Their Impact on Management Education, Development and Research	Labor Unions and International Trade Disputes	PANEL: Managing by Shared Experiences: How Incentives in the Workplace are Shaped During One's Coming of Age	ROUNDTABLE: The Vagaries of Trade and Economic Development
9:00 - 10:00	PLENARY SESSION (Exhibition Hall): Are the Imperatives of Equity and Efficiency Compatible in South Africa's Employment Equity Program?			
10:00 - 10:15	Coffee			
10:15 - 11:15	SYMPOSIUM: Sustainability in Emerging Markets: A Brazilian Experience	Values, Change and Sustainability in a Global Environment	SYMPOSIUM: Lessons Learned about Cultural Impact on Leadership: The Case of Kija Kim and Harvard Design and Mapping CASE STUDY- TINUOLA AKINTADE: Cross-Cultural Sensitivity/Diversity Training	Pedagogical Issues in Gender and Culture
11:15 - 12:30	Journal Editor's Panel	Organizational Issues in Emerging Markets	Fair Money: Corruption, Bribes, and Wage Determinations	WORKSHOP: An Exercise for Perpetual Innovation and Visioning for Business and Societal Transformation in the Global Economy
12:30 - 1:00	Plenary Session (Exhibition Hall): EAM-I Managing in a Global Economy XII – Amsterdam 2007			
1:00 - 2:00	LUNCH			
2:00 Onward	Wine Farm and Cellar Tour Hosted by Groot Constantia (meet at Parking Area 1)			
7:00 - 11:00	Gala Dinner at Cape Town Castle (meet at Parking Area 1)			

Thursday, 30 June 2005

	Theatre 1	Theatre 2	Theatre 3	Theatre 4
8:30 - 9:45	PANEL: The Short-Term Study Abroad as an Alternative to International Exchange	Performance Across Country Parameters: Lessons from Multiple Country Environments	PANEL: Women in Business and Societal Transformation: The South African Experience	From Apartheid to Democracy: Leading Change in South Africa
9:45 - 10:00	Coffee			
10:00 - 11:15	Corporate Governance Reform: Challenges and New Directions	PANEL: The role of research in business and societal transformation: Reflections of past presidents of the Academy of Management	Women and Minority Entrepreneurship: Creating Opportunity and Success	Strategy and Effectiveness in Multicultural Environments
11:15 - 12:30	Cross-Cultural Learning: Business Opportunities, Environment and the Internet	Mindsets, Networking and Cultural Changes in International Environments	PANEL: Promoting the Potential of Women Managers in a Global Economy	Collaborations, Alliances and Joint Ventures in International Competition
12:30 Onward	LUNCH			

FLOOR PLAN

