ABSTRACTS

1. ORGANIZATIONAL CULTURE AND AMBIDEXTERITY IN INNOVATION: EVIDENCE FROM CHINA AND GERMANY

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ABSTRACT

We use data from a survey among Chinese and German firms in order to examine how organizational culture examines ambidexterity in innovation. We establish a structural model that we analyze for both samples. Idea generation and efficient project execution explain innovation outcome, but idea generation is the stronger predictor. We analyze organizational culture based on Quinn and Rohrbaugh's (1983) Competing Values Framework. We show that a flexibility orientation fosters idea generation and the ability to conduct development projects efficiently. A balance between a group and a developmental culture is needed to facilitate both activities simultaneously. National culture does not determine organizational culture. Instead organizational culture appears to be determined by strategic orientations and the corresponding work related values, supporting the concept of organizational culture as an instrument of management control.

Keywords: *Organizational Culture, National Culture, Innovation Process, Management Control, China, Germany*

2. ORGANIZATIONAL LEARNING, STRATEGIC LEADERSHIP, AND COMPETITIVE ADVANTAGE: EVIDENCE FROM ELECTRONICS BUSINESSES IN THAILAND

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ABSTRACT

The objective of this study is to examine the relationships among organizational learning, strategic leadership and competitive advantage of electronics businesses in Thailand. Here, 121 electronics businesses in Thailand were chosen as a sample of the study. With the results of the study, commitment to learning is positively related to absorptive capacity, adaptive capacity and managerial wisdom; open-mindedness is positively associated with absorptive capacity and adaptive capacity; and shared vision is positively interacted with only managerial wisdom. Also, absorptive capacity, adaptive capacity and managerial wisdom has a positive impact on competitive advantage. Potential discussion is efficiently implemented in the study. Theoretical and managerial contributions are explicitly provided. Conclusion, suggestions and directions of the future research are included.

Keywords: *Organizational Learning, Commitment to Learning, Open-Mindedness, Shared Vision, Strategic Leadership, Absorptive Capacity, Adaptive Capacity, Managerial Wisdom, Competitive Advantage*

3. LOOKING BOTH WAYS: MANAGEMENT STRUCTURES AND PROCESSES IN ORGANIZATIONS FACING CONFLICTING ENVIRONMENTS

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ABSTRACT

Organization theory has assumed a dyadic relationship between organization and environment. However, contemporary organizations must interact with environmental conditions that are so disparate that they become essentially separate environments. The conflicting expectations of different environments

produce contradictory and incommensurable demands on management. This study examines management processes in organizations that must contend with contradictory environmental demands – intermediary nongovernmental organizations. The setting for this study was nine intermediary organizations in Northern Ireland involved in the EU Special Support Programme for Peace and Reconciliation in Northern Ireland and the Border Counties of Ireland. Using grounded research methods, I examine how these organizations define their relationship with their environments and how they construct internal structures and processes to support their defined role. The different structures and capabilities developed by the organizations to maintain unity and integrity in response to conflicting environments are explored and related to differences in the perceived role of the organizations.

4. EMPLOYEE EDUCATION AND ATTITUDES ABOUT LEADERSHIP

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ABSTRACT

Meta-analytic studies have found that men and women are different in areas such as how they approach morality, forgiveness and leadership. Similarly, meta-analyses have found that increased education is related to increased self-esteem, job attitudes and social capital. In this study, 577 working adults from the state of Texas completed the Project Globe Leadership Questionnaire. The participants indicated to what degree 24 leadership behaviors contributed to or inhibited outstanding leadership. This study found that both gender and education were related to the intensity with which participants believed particular leadership characteristics contributed to and inhibited outstanding leadership. Women held stronger opinions than men about the benefits of participative leadership and the liabilities of four aspects generally considered to inhibit outstanding leadership: conflict inducer, self-protective, autocratic and malevolent. Formal education was related to stronger ratings of the importance of integrity, charisma, performance and team orientation, humane-orientation and decisiveness. Formal education was also related to stronger ratings of the degree to which self-protective, face-saving, self-centered and malevolent behaviors inhibit outstanding leadership.

5. WHAT DO YOU WANT AND HOW MUCH DO YOU WANT IT?
A STUDY OF ENTREPRENEURIAL GOALS AND MOTIVATION INTENSITY

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ABSTRACT

The literature on entrepreneurial motivation has focused on what motivates entrepreneurs. We extend this by using self-determination theory to focus on how motivated entrepreneurs are to expand our understanding of the effect of motivation on performance. We develop hypotheses specifying that motivation intensity, as measured by venture internalization, has a positive relationship with performance and that entrepreneurial goals moderate this relationship. Testing these hypotheses with a sample of 275 entrepreneurs, we find support for a direct relationship between motivation intensity and performance,

which is negatively moderated by the extrinsic rewards goal and positively moderated by the family security goal.

6. ORGANIZATIONAL LEARNING, ADMINISTRATIVE INNOVATION, TECHNICAL INNOVATION, AND COMPETITIVE ADVANTAGE: EVIDENCE FROM ELECTRONICS BUSINESSES IN THAILAND

Phapruke Ussahawanitchakit, Mahasarakham Business School, Mahasarakham University, Thailand

ABSTRACT

This study aims at examining the effects of organizational learning, administrative innovation and technical innovation on competitive advantage of electronics businesses in Thailand. Organizational learning consists of commitment to learning, open-mindedness and shared vision. Here, 121 electronics businesses in Thailand were chosen as the sample of the study. The results show that commitment to learning has a significant positive influence on administrative innovation and technical innovation. Also, open-mindedness has a significant positive impact on administrative innovation and technical innovation. Likewise, shared vision has a significant positive effect on administrative innovation. For the mediating effects of the study, administrative innovation has an important positive relationship with competitive advantage; and technical innovation has an important positive association with competitive advantage. Potential discussion with the research results is effectively implemented in the study. Theoretical and managerial contributions are explicitly provided. Conclusion, suggestions and directions of the future research are highlighted.

7. CONCEPT OF SELF IN THE EAST AND THE WEST

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ABSTRACT

US management processes are often assumed to be universal and applicable across all countries and cultures. Hofstede and others, however, contend that they are not so widely applicable. The assumption of the individualistic self is fundamental to Western management theories; this concept is not shared by cultures where the interdependent self is a fundamental part of the social belief systems. This paper examines the concept of self in the East and the West drawing on research and thinking in cross-cultural theory, organizational behavior and spiritual traditions. In particular, the paper focuses on the cross-cultural differences in the construal of self and the implications of these differences for management in the context of globalization.

8. **HOW DO TECHNOLOGY ANXIETY AND TRUST AFFECT PREVENTATIVE MEDICINE?**

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ABSTRACT

Practicing preventative medicine helps individuals detect serious illnesses and reduce level of hospitalization. Self-monitor blood pressure systems (SBPSs) can be used to help monitor health and are available in many non-medical facilities. However, there is little research on how to encourage consumers to continue to use SBPSs. This study examines the relationships among individuals' intention to continue to use SBPS, technology anxiety and trust in organizations and develops a research framework that can help promote preventative medicine. Proper use of this information can yield a plan to increase the usage of SBPSs. This can help limit the amount of hospitalizations due to preventable health complications as well as the associated costs.

9. **TRACKING GLOBAL CHANGE OR MAKING IT: SELECT ADVERTISING COPY FROM THE ECONOMIST 2001-2008 CONCERNING LATIN AMERICAN/SPANISH MARKETS**

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ABSTRACT

This paper examines the relationship between advertising copy and global economic, social and political shifts as reflected in select issues of the Economist magazine from 2001-2008. Focused on the marketing strategies of positioning products or places, the qualitative analysis examines the frequency and currency of using translated ads, and a second more comprehensive focus on the branding strategies evidenced for building country equity.