Social Responsibility, Professional Ethics, and Management

Abstracts of the 11th International Conference
Organised by the Faculty of Management Koper,
University of Primorska, Slovenia,
Euro-Mediterranean University, Slovenia,
and Hacettepe University, Turkey

24–27 November 2010
Ankara, Turkey
Table of Contents

4  Welcome Address by the Organizers
5  Keynote Speakers
8  Conference Boards
10 MIC Quality Assurance Policy
11 Conference Programme
12 Sessions Timetable
13 Papers
36 Index
38 Conference Sponsors
Welcome Address by the Organizers

We are honoured to extend greetings to all the participants of the Management International Conference (MIC) 2010 and welcome you in Ankara, Turkey. The MIC 2010 is our 11th consecutive international conference and this year, for the second time, it takes place outside the European Union. We enjoy the hospitality of Hacettepe University in Ankara, the capital of Turkey. The conference is jointly organized by the University of Primorska, Faculty of Management Koper, Slovenia, by the Euro-Mediterranean University (EMUNI), which also has its seat in Slovenia, and by the Hacettepe University in Ankara.

We would like to thank all the participants and presenters for their contributions and participation. This year, we received 135 submissions and after a double-blind review process selected the best 70 papers to be published in Conference Proceedings. All contributions to the conference are included in the Book of Abstracts. We wish to thank all reviewers for doing such a great job and for their precious time.

In future years, we would like to extend the network of people and institutions participating in the conference, while continuing to assure the quality of contributions through a review process. We therefore invite all colleagues who would like to help us in spreading our network, organising and chairing sessions, soliciting and reviewing papers, to approach us during or after the conference. We shall greatly appreciate your help.

Our deepest gratitude and a warm welcome go also to our keynote speakers: Dr. Alejo José G. Sison, professor at the University of Navarre and President of the European Business Ethics Network; Dr. Abdelhamid El-Zoheiry, Coordinator of EU Cooperation, Ministry of Higher Education and Scientific Research, Egypt, and Mrs. A. Amanthi R. Perera, coordinator of a sustainable development education programme in rural Sri Lanka, a community development initiative of a private sector company.

Last but not least, we extend our sincere thanks to everyone who participated in the organization of the MIC 2010, and worked hard to make MIC 2010 a memorable event for all participants.

We wish you a very successful Conference and a pleasant stay in Ankara.
Efficiency and Excellence in Management: A MacIntyrean Perspective

Dr. Alejo José G. Sison

Alejo José G. Sison, Ph.D., is president of the European Business Ethics Network (EBEN). He holds appointments from the Philosophy Department and the Institute for Enterprise and Humanism (University of Navarre), as well as accreditation from the Spanish state university system. He is also senior research fellow at the Center for Business and Society of IESE. He was director of the Rafael Escolá Chair of Professional Ethics at the School of Engineering (TECNUN) from 2003 to 2007. Previously, he worked at the University of Asia & the Pacific (Manila).

In 1997, he was appointed Fulbright Senior Research Fellow and Visiting Scholar at Harvard University. Since then, he has received fellowships from the 21st Century Trust Foundation (London), the Academic Council on the United Nations System (Yale University), the American Society of International Law (Washington, D.C.), the Salzburg Seminar, Bentley College (Waltham, MA) and the Policy and Leadership Studies Department of the National Institute of Education, Nanyang Technological University (Singapore). In 2009, he joined the Editorial board of the Journal of Business Ethics.

Innovation Contributing to Sustainable Development: The Role of Responsible Business

Dr. Abdelhamid El-Zoheiry

Prof. Dr. Abdelhamid El-Zoheiry graduated from the Medical School at Cairo University in 1985. He was appointed to the department of Ear, Nose and Throat Diseases at Cairo University Hospital, obtaining a Master’s degree in 1989, then a Doctorate degree in 1994. He then pursued a career in professional education obtaining a Master’s Degree in Health Professions Education from Maastricht University, Netherlands and established the Learning Resource Center (LRC) at Cairo University Faculty of Medicine. Since 2004 he holds the title of Professor and Director of the Learning Resource Center at Cairo University School of Medicine.

In the past ten years, he has acquired extensive experience in international cooperation with Higher Education and Research institutions, including development of partnerships with academic EU institutions and conducting joint research and educational projects. During this period he has established a track record in managing and coordinating numerous collaborative educational and research projects and related activities. He is currently Minister Counselor for International Cooperation and the Coordinator of the Research Development and Innovation Programme at the Ministry of Higher Education and Scientific Research. In addition, he is Egypt’s representative in the Monitoring Committee for Euro-Mediterranean Cooperation in Research and Technological Development.

Prof. Zoheiry also moderates the Medical Sector Committee at the Supreme Council of Egyptian Universities. He is an active member in several international societies and organizations; The Network Towards Unity for Health, the Association for Medical Education in Europe, and the International Society for Professional Innovation Management.
A. Amanthi R. Perera

Amanthi Perera has been working in the field of environment since 1999, specifically in environmental communication and sustainable development education. Her work experience in this field has been in varied sectors including the NGO, Government and the Private Sector of her home country, Sri Lanka. She is currently the coordinator of a sustainable development education programme in rural Sri Lanka, which is a community development initiative of a Private Sector company. With her focus being on reaching out to the grassroots, be it through policy, action or education, Amanthi has been involved in many international dialogues on the subject of sustainable development, including those organized by UNESCO, the United Nations Global Compact, and the European Consumer Citizenship Network. Amanthi has a Master’s degree in Environmental Sciences from Jawaharlal Nehru University, New Delhi India, and obtained her Bachelor of Science from the Open University of Sri Lanka. Apart from the subject of the environment, Amanthi also holds a Licentiate in the Teaching of Effective Communication from Trinity College London, and is an examiner for the Colombo Academy of Language Skills and Dramatic Art. Amanthi works and lives in Colombo with her husband and son.
Conference Boards

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Dr. Ming-Hsien Yang, Fu-Jen Catholic University, Taiwan
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Hacettepe University
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Dr. Sevil Gürkan, Vice-Rector
MIC Quality Assurance Policy

We have developed a number of policies to assure that the MIC conference meets the standards expected by the academic community.

Every paper that is submitted to MIC is subject to a double-blind review process. The reviewers are mostly members of the international programme committee.

The Conference Proceedings include only full-length papers that have successfully passed the review process. The Proceedings are published in the form of an electronic book – that is, they have all the features of an academic publication, including its own ISBN number. That makes them into a fully refereed conference publication.

To attract participation at the conference and facilitate exchange among a high number of participants, we encourage contributions on a wide array of topics. To that end, we also accept presentations of work-in-progress – that is, we allow people who do not submit full papers to present their work in the form of presentations and short abstracts. Short abstracts of all papers presented at the conference are available in an electronic Book of Abstracts. For conferences with a high number of participants, it is never easy to assure that participants attend most sessions. In order to mitigate the no show-up problem, we ask the session chairs to report to us on which presenters did not attend the session where they were supposed to present. We may in future refuse contributions from people who neglect the duty to be present their accepted papers at the conference.

We pay special attention to smooth and friendly organisation of the conference. The local organizers are selected by an open call published on our website. We have prepared written guidelines for local organizers to ensure that the conference organisation meets our high expectations. We also do our best to keep the costs within the limits that can be covered by existing levels of the participation fee.

Finally, the general guidelines for the conference are set by a broad international programme committee. The committee meets every year during the conference, evaluates it and proposes improvements for the next year. It also proposes and discusses possible focal topics for the next conferences.
Conference Programme

Wednesday 24 November
18:30–20:00  Conference registration
20:00–21:30  Welcome reception and welcoming addresses
   Dr. Ugur Erdener, Rector, Hacettepe University
   Dr. Rado Bohinc, Rector, University of Primorska
   Dr. Joseph Mifsud, President, EMUNI University
   Dr. Anita Trnavčević, Dean, University of Primorska,
   Faculty of Management Koper

Thursday, November 25
09:00–12:00  Conference registration
10:00–10:30  Introduction to the conference programme
   Dr. Selim L. Sanin, Hacettepe University, Programme Board
   Chair
   Dr. Janez Šušteršič, University of Primorska, Faculty of
   Management Koper, Programme Board Chair
10:30–11:00  Keynote speaker
   Dr. Abdelhamid El-Zoheiry, Coordinator of EU Cooperation,
   Ministry of Higher Education and Scientific Research,
   Egypt
11:00–11:30  Keynote speaker
   Dr. Alejo José G. Sison, Professor at the University of Navarre
   and President of the European Business Ethics Network,
   Spain
11:30–12:00  Coffee Break
12:00–13:00  Sessions A1, A2, A3, A4
13:00–14:30  Luncheon
14:30–15:30  Sessions B1, B2, B3,
15:30–16:00  Coffee Break
16:00–17:00  Sessions C1, C2, C3
17:00–18:00  Networking
20:30       Dinner
**Friday, November 26**

10:00–11:00  Sessions D1, D2, D3, D4  
11:00–11:15  Break  
11:15–12:15  Sessions E1, E2, E3  
12:15–14:00  Luncheon  
14:00–15:00  Sessions F1, F2, F3  
15:00–15:30  Coffee Break  
15:30–16:30  Sessions G1, G2, G3  
16:30–16:45  Break  
16:45–17:30  Keynote speaker and closing of the conference  
   *Mrs. A. Amanthi R. Perera, Coordinator of a Sustainable Development Education Programme in Rural Sri Lanka*  
17:30  Programme Board Meeting (Programme Board members only)  
20:30  Dinner with social event  

**Saturday, November 27**

10:00–14:00  Half-day trip  

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**Sessions Timetable**

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Social Responsibility and Professional Ethics in Management: Does it Matter?
Cene Bavec, University of Primorska, Slovenia

We confirmed a set of hypotheses, which links social responsibility and professional ethics with economic performance, economic freedom and corruption. However, we rejected the hypothesis that the EU member states with high social responsibility and professional ethics are more resilient, and will exit the current crisis faster than other countries.

Classifying Socially Responsible Organisations: A Proposal Based on Fuzzy Logic and Neuronal Networks
Elena Escrig, Mª Ángeles Fernández, Idoya Ferrero, Raúl León, María Jesús Muñoz, and Juana María Rivera, Universitat Jaume I de Castellón, Spain

Academics have not yet developed an adequate method to evaluate the social performance of organizations. This study presents an innovative methodology that combines neural networks and fuzzy logic for the development of expert systems suitable for classifying organisations according to their Corporate Social Responsibility.

The Management’s Social Responsibility Challenge: The Case of ‘Universidade de Lisboa – Social Conscience’
Luisa Cerdeira and Tomás Patrocinio, Universidade de Lisboa, Portugal

This paper describes the project University of Lisbon UL 2009 – Social Conscience (UL 2009 – Consciencia Social), which can be seen as a good example of a social responsibility programme within a university in the framework of the recent political and financial world crises.
Conflicts of Interest and Liability of Executive or Supervisory Directors: A Comparative Analysis
Rado Bohinc, University of Primorska, Slovenia

In conducting business, members of the Management and Supervisory board, have to employ the care of a diligent and conscious manager and must not disclose confidential information and the secrets of the company. The article provides a comparative analysis of the conflict of interests and of directors’ issues and of the issue of directors’ duties and liabilities.

Re.Thinking the Corporate Social Responsibility in Slovenia
Vlado Dimovski, Judita Peterlin, Miha Uhan, and Sandra Penger, University of Ljubljana, Slovenia

The paper analyses the effects of the Re.think project on social responsibility awareness, the change in brand perception and consuming behaviour of the students at the Faculty of Economics through the method of Principal Axis Factoring, and on the increase in job satisfaction of the Si.mobil employees through qualitative research.

A Research on the Code of Corporate Governance in Croatian Business Practice
Ljerka Mintas Hodak, Olivera Jurković Majić, and Helena Majić, Zagreb School of Economics and Management, Croatia

The economic and legal concepts of the code of corporate governance differ one from another regarding the code’s form, functions and obligatory content. We have conducted a research consisting of three hypotheses with the expected outcome to confirm corporate misunderstanding of legal provisions and the inadequacy of legal provisions for modern business practice.
Modelling of Raw Materials Management on the Example of a Knitwear Company in Poland
Sławomir Juszczyk, Warsaw University of Life Sciences, Poland

The aim of this paper is to propose a discussion about the inventory control and to present a new method for testing control process in terms of uncertainty. The subject matter is modelling for optimal control that ultimately provides the basic parameters for the level of the safety stock and the cycle of deliveries.

In Search for a Fundamental Structure of Technology and its Management in Modern High-Tech Companies
Peter Štrukelj and Slavko Dolinšek, University of Primorska, Slovenia

We propose a somewhat modified conception of technology and technological capability. We explain why there is a need in modern companies to manage technologies and what a new paradigm of management of technology is. At the end, we present a technology audit model as a tool for managers of technology.

A Research into Critical Factors in the Approach of Cloud Service
Heli Nevala, Pia Pitkäkoski, Josu Takala, Jari Toivola, and Christina Tåg, University of Vaasa, Finland

The study of cloud service is a research finding out the critical factors when a new system enters into use in companies and in private homes. The study compares the cloud service to the existing systems using the Critical Factor Index method.

Competitive Advantages of the Firm Without a Center Technology: Case Study of Sony
Kiyohiro Yamazaki, Chukyo University, Japan

The purpose of this study is to examine how a firm without the center technology can gain a competitive advantage. This study examines the case study of Sony in the flat panel TV industry. This paper points out that the firm gains two advantages, economic advantage and organizational advantage.
Social Responsibility and Labour Force (Lebanon Case Study)
Leila Abboud and Tarek M. AbdulRazek, Beirut Arab University, Lebanon

In this paper, we will define social responsibility. We are also going to demonstrate the advantages and disadvantages of being socially responsible toward labor. Then, we will explain the characteristics of social responsibility and the government role in this issue.

Endorsing Employee Engagement through the Human Capital Approach: An Empirical Research
Hary Febriansyah, University of Innsbruck, Austria

Giving special treatment to employees in order to develop competences and engagement is still a significant problem in human resources management in the developing countries. To counter those problems, researchers and practices have been implementing the human capital and employee engagement approach. This paper elaborates the employee engagement factors.

E-learning Platform for Developing Management and Leadership Skills in Romanian Universities’ Administration
Cezar Scarlat, University ‘Politehnica’ of Bucharest, Romania
Stefania Zlate, University Valahia of Targoviste, Romania
Ioana Bara Miron, University ‘Politehnica’ of Bucharest, Romania

This paper offers an overview of a nation-wide on-line training project ICT-based: e-learning platforms. The Romanian university decision makers and higher education policy makers participate in an LLL process to develop leadership skills and managerial capacity. The main objective is the answer the question: Which e-learning platform best satisfies the project’s and customers’ needs?
Managing Social Performance: a Case of Microfinance
Muamer Halilbasic and Kenan Crknic, Sarajevo School of Economics and Business, Bosnia and Herzegovina

Crisis should be recognized as a chance to introduce changes in managing businesses. Lack of CSR is one of the major reasons that lead to global crises. It is crucial to use other industries’ experiences which managed to balance finance and social goals. Microfinance industry is a good example.

Banks Efficiency of EU Member States and the Linkage with Economic Performance
Igor Stubelj, Primož Dolenc, Matjaž Novak, and Mateja Jerman, University of Primorska, Slovenia

The goal of our study is to examine the banks’ efficiency in the EU27 member states in the years 2005 to 2008 after the fifth substantial enlargement of the EU and the possible linking with the economic performance. For the measure of efficiency we apply the data envelopment analysis (DEA), a non-parametric method.

Accounting Disclosures in the Public Sector: The Information Users’ Experiences and Intentions
Heli Hookana, University of Turku, Finland

The study contributes to our current understanding of information disclosure by public-service providers. The most novel insights offered relate to the nature of a socially constructed institutional disclosing environment and its influence on the formation of current practices and to the explanations given for the narrow and confusing messages released nowadays.
Motivations, Modes and Challenges of KIBS in the Internationalization to China
Lingyun Wang, Matti Muhos, and Pekka Kess, University of Oulu, Finland
This paper presents the motivations, modes and challenges of KIBS firms in internationalization to China. The study shows that the motivations of KIBS firms are market entry, client following and cost saving. The modes of internationalization include local presence and export. The challenges vary between the industries of the KIBS firms.

Evaluation of Operational Competitiveness in Icelandic Manufacturing Companies
Josu Takala and Markus Forsström, University of Vaasa, Finland
This paper is taking the impact of the global financial crisis into account, to evaluate how Icelandic manufacturing companies are able to manage crisis by adjusting their manufacturing strategy and transformational leadership together with the technology level to improve their global operational competitiveness performances.

Factors Influencing the Decision to Internationalize
Mitja Ruzzier, University of Primorska, Slovenia
The research and understanding of motives and barriers to firms’ internationalization has long been considered very important. If they can be identified, efforts by public policy-makers and other export assistance agencies and organizations could be better targeted to support firms in overcoming such impediments and increase their motivation.
Determinants of Science-Based Cooperation: Evidence from a Sample of Small and Micro Firms
Mireia Fernández-Ardèvol and Josep Lladós Masllorens, Open University of Catalonia, Catalonia
Determinants of science-based cooperation are studied in the case of small and micro firms. We propose an analytical framework grounded on the resource-based view of the firm. We identify a set of organisational characteristics, which we classify as internal, external and structural factors. The model is empirically tested.

Trust Management: Literature Review
Joanna Olga Paliszkiewicz, Warsaw University of Life Sciences, Poland
This paper will analyze the theoretical approach, the conceptualization and the measurement issues covered in studies on management organizational trust. Although trust has emerged as an important factor in organizational relationships, there are still major conceptual and methodological challenges to be met in studying this complex concept.

Entrepreneurial Networks: Resource Network Structure and Firm Growth
Tina Bratkovič, Boštjan Antončič, and Mitja Ruzzier, University of Primorska, Slovenia
Social networks can provide entrepreneurs with information, support and access to scarce resources. The main focus of this study is on the relationships between characteristics of the entrepreneur’s resource network and small firm growth. The study provides significant contributions to entrepreneurship network theory and important implications for theory and practice.
Role of Social-Psychological Method in Staff Management in Modern Life
Rasim Abutalibov and M. A. Rufat Mammadov, University of Qafqaz, Azerbaijan

Human Resources Management interests persons, organizations and societies. The productive and happy work of the members of the society can depend on successful Human Resources Management. In this article, the role of social and psychological methods in human resources management is mainly targeted.

Introducing the Family-Friendly Workplace: An Analysis of its Effects on Organisations
Tadeja Knafič, Medis, Slovenia
Anja Svetina Nabergoj and Marko Pahor, University of Ljubljana, Slovenia

The paper explores how the introduction of family friendly workplace practices influences employees and the organization. By studying Slovenian companies that received the ‘Family-Friendly Company’ certificate we analyse the correlation between family-friendly measures and a set of quantitative and qualitative indicators including turnover, sick leave, productivity, retention rate, employee satisfaction, employee motivation, etc.

Human Resource Management, Performance and Organisational Sustainability: A New Paradigm
Robin Kramar and Melia Famiola Hariadi, Macquarie University, Australia

This paper focuses on a particular area of management, human resource management. The paper explores these three concepts and the relationship between them. The analysis reveals that most of the existing research is framed within a mechanistic and static world view. Such a view limits an understanding of the dynamic relationship.
Gender Roles in Management: How Business Alumni Leverage Skills to Promote Social Responsibility
Sabeen Sheikh, Graduate Management Admission Council, USA
The 2009 Alumni Perspectives Survey conducted biannually by GMAC reveals important differences in the communication skills of graduate business alumni by gender. These data can be used to understand how men and women can collaborate more effectively to achieve the goals of social responsibility in the management arena.

Perception of Ethical Behaviour among Business Studies Students
Suzana Sedmak and Bojan Nastav, University of Primorska, Slovenia
The research on business students’ attitudes toward some ethical aspects is presented. Although the research dealt with students’ (future business persons’) perceptions of managerial ethics in general, the part of the research that focused on some of the ethically questionable students’ practices (e.g. cheating) is presented in the paper.

The University Social Role and Responsibility: The Case of Spiru Haret University
Elena Doval and Oriana Doval, Spiru Haret University, Romania
In the knowledge based society the university becomes more responsible within communities. This paper is based on a survey that is assessing the satisfaction of employers regarding the university social role. The conclusions help to draw future strategic options to enhance the quality of the educational process and university social responsibility.
Social Responsibility and Subjective Well-Being as Ways of, and towards, Requisite Holistic/Systemic Behaviour
Simona Šarotar Žižek and Matjaž Mulej, University of Maribor, Slovenia
Anita Hrast, IRDO, Slovenia
Sonja Treven and Zdenka Ženko, University of Maribor, Slovenia
Neo-liberal economics favored narrow/short-term views of economic interests and refused social responsibility (SR). Over the recent decade SR has finally been found a new economic paradigm, crucial for humankind’s survival: SR prevents dissatisfaction and the resulting cost from strikes, lost markets, riots, eco-remediation, health renewal, etc. Human well-being (beyond welfare) is usually over-seen in this context. We suggest related innovations.

On the Origins of Sustainable Behaviour: Linking Attitudes and Values to Sustainable Behaviour
Rune Ellemose Gulev, University of Applied Sciences Kiel, Germany
This pilot study seeks to initiate a debate and motivation for further research into why some people choose to act in a more sustainable manner compared to others, by investigating a synthesis of attitudes and cultural values that can be correlated with practices that may encourage sustainable behaviour.
Ethical Norms and Corporate Governance: Slovenia as an EU Member
Danila Djokić, University of Primorska, Slovenia

The article presents the significance of the code of corporate governance as a non-binding and autonomous source of law for the development of corporate governance in the Republic of Slovenia as a European member state, and analyzes the positive consequences of its implementation in Slovenia from 2004 to 2010.

Expectation of Privacy in Cyberspace: The Case Study of the Fourth Amendment of the US Constitution
İlker Pekgözü, Turkish National Police, Turkey
M. Kemal Öktem, Hacettepe University, Turkey

Privacy in cyberspace is becoming a dispute issue for the criminal justice system. This study initially explains the legal descriptions of privacy, expectation of privacy, and cyberspace. Then, it discusses the expectation of privacy in cyberspace based on the Fourth Amendment of the United States Constitution.

Social Responsibility and Trust in Serbian Business
Dragana Radosavljević, Maja Andjelković, Milan Radosavljević, and Života Radosavljević, Serbia

Trust and social responsibility is a wide field and includes different types of organizations sorted by various criteria (profit and nonprofit), large and small, different ownership and organizational forms. The paper aims to clarify the issue of corporate social responsibility and trust in modern business, especially in Serbia, and points out ways to raise it to a higher level.

International Law as the Source of Ethic Principles of Human Resource Management
Aniko Noemi Turi and Zvone Vodovnik, University of Primorska, Slovenia

Social responsibility, professional ethics and management are categories which have an intense relation with the legal system. Some historically developed degree of social responsibility and professional ethics may be considered as an important resource of values which are the basis for building the legal system and also international regulations.
On the Dynamic Target Inventory Level Management of TOC
Chi-Ming Tsou, Lunghwa University of Science and Technology, Taiwan (ROC)
Shyue-Ping Chi, Fu-Jen Catholic University, Taiwan (ROC)
This work incorporates the technique of time series data mining CUSUM to detect
the timing of market requirement change, with which to help the decision makers
to adjust the target inventory level.

Managerial Perceptions of the Competitive Environment
and Dynamic Capabilities Generation
Vanessa Barrales-Molina, Óscar F. Bustinza Sánchez, and Leopoldo Gutiérrez
Gutiérrez, University of Granada, Spain
Grounding our work in the theory of resources and capabilities, and specifically in
the focus of dynamic capabilities, we investigate whether upper management’s
perceptions of its competitive environment really function as stimuli for the
generation of dynamic capabilities.
ReMobbing: A Review of Turkish Literature
Duygu Seckin Halac and Çağrı Bulut, Yasar University, Turkey
Mobbing as a workplace concept came into the picture only 30 years back worldwide and less than 10 years ago in Turkey. The aim of this study is to provide a general sense towards understanding Turkey-based specific characteristics of mobbing by reviewing empirical studies conducted in Turkey.

Essential Issues in Knowledge Management System Implementation: Lessons from Iranian IT-based Companies
Peyman Akhavan, Reza Hosnavi, and M. Saleh Adalati, Iran University of Science and Technology, Iran
This article aims to review and identify critical factors of the implementation of knowledge management systems (KMS) for Iranian IT based organizations and to clarify the effect of KMS on organization success.

Effect Size Measurement of the Meta-Analytic Influence of Organizational Climate on Employee Job Satisfaction
Nitin Arora, Timothy A. Falade, Mohammed T. Nuseir, Jordan University of Science and Technology, Jordan
Talal Nuseir, Middle East University, Jordan
The aim of this study is to examine meta-analytically the relationship between Organizational Climate and Job Satisfaction among employees in the Service Sector (149 studies and 156096 sample size). The findings have shown that favourable and unfavourable Climate factors in Organization can increase and decrease employee Job satisfaction respectively.
Managing Changes: Ethical Considerations of Implementing Project Results
Silva Roncelli Vaupot and Danica Železnik, University College for Health Sciences, Slovenia

A case study on introducing changes/project outcomes into kindergarten practice was conducted. The introduction of newly developed didactic games was monitored and evaluated over a period of five years. This paper focuses on management changes which are based on the results of a project work. Some ethical considerations were pointed out.

Decision Support System Implementing Customer Delight in Performance Indicators: Finnish Housing Market Case Study
Rayko Toshev and Teppo Forss, University of Vaasa, Finland

Our case study on the Finnish housing market targets the application of the Customer Delight model by Sense and Respond methodology and Analytical hierarchical process analysis. A knowledge-driven Decision Support System provides specialized problem-solving expertise stored as facts, rules, procedures, or in similar structures.

Managing Higher Education Institutions: Looking for the Optimal Management Model
Nada Trunk Širca, Aleksandra Ocvirk, and Katarina Košmrlij, University of Primorska, Slovenia

The paper presents a summary of the main findings of the research and the results obtained within the project entitled Efficient Management Models for Higher Education. The research is based on two types of research activities: basic/fundamental and applicative ones.

Developing Key Competences for Quality Treatment of Elderly People Concerning Self-care Behavioural Style
Danica Železnik and Silva Roncelli Vaupot, University College for Health Sciences, Slovenia

Some key characteristics of elderly people regarding self care were indicated and some ethical considerations were pointed out. New competences for professionals working with elderly people were defined and offered also for implementation into nursing study programmes.
E-commerce, Digital Native Young Customers and Web Risks
Augusto Sebastio, University of Bari, Italy

In the past, the world wide web was considered as a very short experience. Today it is a strong part of our life, it is in a digital world. This public space could be dangerous especially for new i-generations, i.e. Digital Natives faster customers actively engaged with parents and institutions in fighting a new educational war.

Prioritization Structural Capital Indicators in Iranian E-Business
Mohammad Reza Gholamian, Peyman Akhavan, Faezeh Mohammadipour, and Morteza Namvar, Iran University of Science and Technology, Iran

Despite the high importance of intellectual capital in e-business success, little applicable research has been conducted in recent years. This research contributes to the literature and practices by using a two-step survey in order to discover the most influential indicators in the success of e-business.

ICT Impact on Competition, Innovation and Environment
Andrea Ollo-Lopez and M. Elena Aramendia-Muneta, Universidad Pública de Navarra, Spain

This paper examines the impact of ICT on competitiveness, innovation and environment in the glass, ceramics and cement concrete industry. The results show that the use of ICT seems to favor innovation and competitiveness. As for the effect on the environment, the use of some ICT helps to reduce emissions in some cases, whereas in others it increases them.
**New Views of Corporate Social Responsibility**  
Dragana Radosavljević, Maja Andjelković, Milan Radosavljević, and Života Radosavljević, Serbia  
This paper starts from the position that management has the primary responsibility to the stakeholders, i.e. the owners, and that social responsibility is secondary and is a continuation of the previous liability. In this context, it suggests that placing too much emphasis on social responsibility may be counterproductive and that this philosophy can be operationalized in the best way through a holistic market and the technology of organization and management.

**Students’ Perceptions of their Business Competences and Entrepreneurial Intention in Higher Education**  
Marja-Liisa Kakkonen, Mikkeli University of Applied Sciences, Finland  
The study examined perceptions of students’ business competences and entrepreneurial intentions. The data were compared by academic years, by gender and internationality. In general, the findings indicated that the students were quite confident in rating their business competences, while the perceptions of their entrepreneurial intention remained at the lower level.

**Media Representation of the Financial Crisis**  
Anita Trnavčević and Suzana Sedmak, University of Primorska, Slovenia  
The research into the media coverage of the financial and economic crisis in the Slovenian context is presented. The basic research interest is the role the media play in conveying information on the crisis (more precisely the role of the media in the reproduction of the current economic system and in the discussion on the primary causes for the crisis).
Chemical Accidents in the United States: An Overview of Major Findings
Hatice Sengul, Nicholas Santella, Laura J. Steinberg, Christina Chermak, and Ana Maria Cruz, Hacettepe University, Turkey
Southern Methodist University Dallas, United States
Syracuse University, United States
To this date, risk management and corporate sustainability are treated as separate entities in the literature, despite the well-known environmental and public health impacts of chemical accidents. This presentation aims to draw attention to this connection via sharing results from analyses of chemical accidents in the US, using federal databases as the major data source complemented with other sources of information.

Environmental Risk Issues for Social Responsibility in Turkey
Ayla Bilgin, M. Kemal Öktem, and Selim L. Sanin, Hacettepe University, Turkey
In this paper, we argue that information access opportunity for environmental risks in Turkey is limited. A survey has been conducted, and replies from 325 respondents are collected. According to the findings, social factors seem to have priority for the people. Environmental priorities are guided by the mass media.

Solar Power Plant and Rural Entrepreneurship in Slovenia
Štefan Bojnec, University of Primorska, Slovenia
Drago Papler, Electro Gorenjska, Slovenia
This paper investigates the development of solar power plants in rural areas in Slovenia as a supplementary or an entrepreneurial activity to generate employment and incomes. The focus is on agricultural households’ buildings and the solar power plant investment efficiency appraisal to derive implications for solar energy production and rural entrepreneurship.
F1 Primary Sector Development

Friday, 26 November 2010 · 14:00–15:00 · Conference Room 1
Session Chair: Štefan Bojnec

Dynamics in the Wood Industry in Slovenia
Jože Kocjančič and Štefan Bojnec, University of Primorska, Slovenia

The empirical results show the relatively modest impact of the dynamics of large enterprises on the dynamics of small enterprises in the wood industry. The rate of value-added per employee and the rate of capital profitability indicate a significant association with investments particularly into new technological equipment.

Sources of Competitive Advantage in the Food Industry
Joanna Szwacka-Mokrzycka, Warsaw University of Life Sciences, Poland

The aim of this work is to present the importance of innovation and image in increasing the competitiveness of food industry companies. The cost and direction of innovative activities as well as competitive conditioning of the food industry were analysed. Special attention was paid to the choice of innovative strategies options.

Determinants of Agro-Food Export Variety Growth
Štefan Bojnec, University of Primorska, Slovenia
Imre Fertő, Corvinus University of Budapest and Hungarian Academy of Sciences, Hungary

Agro-food export from Central and Eastern European countries to the European Union is analysed. The European Union enlargement has induced agro-food export increases. The impact of increased agro-food product variety on agro-food export growth is positive.
Corporate Characters: A Case Study of Foreign Retailers in Malaysia
Nuryusmawati Mohd Yusof and Shamsul Baharin Saihani, Universiti Teknologi MARA, Malaysia
The purpose of this study is to explore the relationship between corporate characters of international retailers in Malaysia with the level of differentiation among consumers. A total of 550 questionnaires were distributed. The multiple regression analysis results indicate that competence is the most essential driver in retail settings in Malaysia.

Product Development Management Concept for Current Market Characteristics
Masaru Ishioka, Fukushima University, Japan
Kazuhiko Yasuda, Tohoku University, Japan
Under the current market trend change, organizations must adapt the product development strategy to the needs of current markets. In this paper, the conceptual management model of strategic product development is defined with several practical product management methods for the current market conditions.

Enhancing Marketing Performance through Customer Experience Management (CEM): Lesson from a Case Study in the Malaysia Cinema Industry
Norizan M. Saad, Prince Sultan College for Tourism and Business, Saudi Arabia
Kaveh Abhari, University Sains, Malaysia
Traditional marketing management approaches to a certain extent fail to take into account the role of customer experience to improve organization performance. Due to many limitations posed by the traditional marketing approach, this paper makes a case for Customer Experience Management (CEM).
**SMEs as Beneficiaries of Operational Programmes in Poland 2004–2006 (2009)**
Joanna Rakowska, Warsaw University of Life Sciences, Poland

The paper presents the results of implementing Operational Programmes offering support for small and medium-sized enterprises in Poland in 2004–2006 (2009). The analysis is based on data on projects carried out by SMEs as final beneficiaries, especially in rural areas. The findings are discussed for all sixteen NTS 2 regions.

**The Influence of Global Crisis on Innovative Activities in Westpomeranian Enterprises**
Małgorzata Brojak-Trzaskowska and Małgorzata Porada-Rochoń, Szczecin University, Poland

The main objective of this paper is to analyze the influence of global crisis on Westpomeranian SME activities, and how the managers assess this impact. The analysis focuses on the level of innovation in times of crisis, also the structure of innovation, effects of innovation activities, and barriers to implementation.

**Corporate Training Culture in the Companies Listed on the MICEX Russian Stock Exchange: A Review of Current Status, Perspectives, and What Lessons Swiss Companies Can Learn from It**
Vladimir Ermakov, DBA Student at SBS Swiss Business School, Russia

This paper analyses the 30 biggest Russian blue chips of the Russian MICEX Stock Exchange in terms of corporate training culture. It identifies training activities and searches for common problems that companies encounter. The research gives guidelines for Swiss companies establishing or streamlining their training culture in Switzerland, Russia, and CIS.
Social Responsibility in the ISO 9000 Group of Standards for Quality Management Systems
Karmen Rodman and Uroš Godnov, University of Primorska, Slovenia

The purpose of this study is to identify the strengths and weaknesses of ISO 9000 standards. We focus on the following aspects: (1) general applicability in higher education, (2) stakeholders and communication, (3) quality culture, innovation and improvement, (4) neglected quality dimensions or factors, and (5) resources expenditure.

Influence of Social Responsibility upon Competitiveness of Companies in Serbia
Gordana Radosavljević and Katarina Borisavljević, University of Kragujevac, Serbia

The object of the paper is to analyze the influence of the concept of social responsibility upon competitiveness of companies in Serbia. For this purpose, an opinion poll was conducted concerning evaluation of the importance of socially responsible behavior of companies for consumers in Serbia, based on a representative sample as the results presented in the paper will show.

Building a Corporate Social Responsibility Ontology Using Universal Knowledge
Raúl León, María Jesús Muñoz, and Ricardo Chalmeta, Universitat Jaume I de Castellón, Spain

Corporate Social Responsibility is a universal matter, and a global agreement about the knowledge it covers is necessary. This work proposes a methodology and a Web 2.0 application to build ontologies for universal usage and presents their application for the development of corporate social responsibility ontology.
Tax Wedge on Labour and its Effect on Employment Growth in the European Union
Primož Dolenc and Suzana Laporšek, University of Primorska, Slovenia
The paper assesses the characteristics of tax wedge, employment and unemployment rate in the EU, and by using linear regression analysis with panel-corrected standard errors on the sample of twenty-seven EU Member States over the 1999–2008 period analyzes whether the tax wedge affects the employment growth.

Defence Supply-in-Return Investments in Slovenia
Štefan Bojnec, University of Primorska, Slovenia
The inflow of defence supply-in-return and its effects on the Slovenian economy are investigated. We find important effects from the defence supply-in-return on the Slovenian economy, with a potential role for the development of medium-high and high-technological base products and services of defence and civilian origin.

Logistics as a Factor of Development of the Polish Economy
Bogdan Klepacki, Warsaw University of Life Sciences, Poland
The paper presents current tendencies in the development of the Polish economy with special attention paid to the role of logistics in this process. It focuses mainly on changes in the transportation, storage and warehousing infrastructure, that have taken place over the last several years.
Cross-Cultural Competence: A Missing Topic in Austrian Education at Schools
Isabella Boitllehner and Markus Jabornegg-Altenfels,
University of Applied Sciences of Upper Austria, Austria

The Cross-Cultural Competence Centre in the Department of Management of the University of Applied Sciences recently started a research project on Cross-Cultural Competence in vocational secondary schools aimed at developing a curriculum for teaching Cross-Cultural Competence. As a first step, the research team analyzed the situation, cross-cultural problems and stress-fields of Austrian students, with and without migration background in Austria.

Sustainable Development: Principal Approach towards the Combat against Poverty in the Globalization Era
Firat Bayar, Turkey

The course of globalization at present is proceeding in an asymmetrical fashion, and one of the primary indicators of that is persistent global poverty. Sustainable development (SD) serves as the principal approach in the removal of this asymmetry and progress, leading an ‘inclusive’ globalization.

Intercultural Dialogue and Human Rights: Prospects for a Euromediterranean Citizenship
Pietro de Perini, University of Padua, Italy

The paper proposes the development of a new conception of citizenship (more inclusive, active, plural) for all the peoples living in the territory of the member States of the Union for the Mediterranean, to be based on the sharing of common ontological values and on the respect for cultural diversity.
Index

Abboud, Leila, 16
Abdouli, Touhami, 8
AbdulRazek, Tarek M., 16
Abhari, Kaveh, 31
Abutalibov, Rasim, 20
Adalati, Saleh, 25
Akhavan, Peyman, 25, 27
Akkoynulu, Arzu, 8
Andjelković, Maja, 23, 28
Ángeles Fernández, Mª, 13
Antončič, Boštjan, 19
Aramendia-Muneta, M. Elena, 27
Arora, Nitin, 25
Arslan, Mahmut, 8
Barrales-Molina, Vanesa, 24
Bavec, Cene, 8, 13
Bayar, Firat, 35
Bilgin, Ayla, 29
Bohinj, Rado, 9, 11, 14
Boitlheiner, Isabella, 35
Bojnc, Štefan, 8, 29, 30, 34
Borisavljević, Katarina, 33
Bratković, Tina, 19
Briel, Holger, 8
Brojak-Trzaskowska, Małgorzata, 32
Bulut, Çağrı, 25
Bustinza Sánchez, Óscar F., 24
Cerdeira, Luisa, 13
Chalmers, Ricardo, 33
Chermak, Christina, 29
Chi, Shyue-Ping, 24
Chong, Eddy Siong-Choy, 8
Crknic, Kenan, 17
Cruz, Ana Maria, 29
Davidrajuh, Reggie, 8
Dierk, Udo, 8
Dimovski, Vlado, 14
Djokić, Danila, 23
Dolenc, Primož, 17, 34
Dolnišek, Slavko, 15
Doval, Elena, 21
Doval, Oriana, 21
El-Zoheiry, Abdelhamid, 4, 6, 11
Erdener, Ugar, 9, 11
Erk, Nejat, 8
Ermakov, Vladimir, 32
Escrig, Elena, 13
Falade, Timothy A., 25
Familo Hariadi, Melia, 20
Febriansyah, Hary, 16
Fernández-Ardévol, Mireia, 19
Ferrero, Idoya, 13
Fertő, Imre, 8, 30
Flaviano, Carlos, 8
Forss, Teppo, 26
Forsström, Markus, 18
Godnov, Uroš, 33
Gulev, Rune Ellemose, 8, 22
Gutiérrez Gutiérrez, Leopoldo, 24
Güllü, Gülen, 8
Gürgan, Sevil, 9
Halilbasic, Muamer, 17
Hookana, Heli, 17
Hosnavi, Reza, 25
Hrast, Anita, 22
Ishioka, Masaru, 31
Jabornegg-Altenfels, Markus, 35
Jerman, Mateja, 17
Jesús Muñoz, María, 13, 33
José G. Sison, Alejo, 4
Jurjec, Jana, 9
Jurković Majić, Olivera, 14
Juszczyk, Sławomir, 15
Kakkonen, Marja-Liisa, 28
Kansu, Emin, 8
Karan, Mehmet Baha, 8
Kavak, Bahtışen, 8
Kess, Pekka, 8, 18
Klepacki, Bogdan, 34
Knaflič, Tadeja, 20
Kocjančič, Jože, 30
Košmrlj, Katarina, 26
Kramer, Robin, 20
Laporšek, Suzana, 34
Lee, Sang M., 8
León, Raúl, 13, 33
Lesjak, Dušan, 8
Lladós Maslorens, Josep, 19
Majić, Helena, 14
Mammadov, M. A. Rufat, 20
Mifsud, Joseph, 9, 11
Mintas Hodak, Ljerka, 14
Miron, Ioana Barda, 16
Mohammadi-Pour, Faezeh, 27
Mostapha, Nehale Fariid, 9
Muhos, Matti, 18
Mulej, Matjaž, 8, 22
Namvar, Morteza, 27
Nastav, Bojan, 8, 21
Nevala, Heli, 15
Nord, Daryl, 8
Novak, Matjaž, 17
Nuseir, Mohammed T., 25
Nuseir, Talal, 25
Ocvoirk, Aleksandra, 26
Ollo-Lopez, Andrea, 27
Ozk, Coskun, 8
Öktem, M. Kemal, 9, 23, 29
Ömürşüşlen, Ugur, 8
Önderoğlu, Selda, 8
Özbek, Murat, 8
Pahor, Marko, 20
Paliszkiewicz, Joanna Olga, 19
Papler, Drago, 29
Pastuszak, Zbigniew, 8
Patrocinio, Tomás, 13
Pekgözü, Ilker, 23
Penger, Sandra, 14
Perera, A. Amanthi R., 4, 7, 12
Perini, Pietro de, 35
Peterlin, Judita, 14
Phusavat, Kongkiti, 8
Pitkäkoski, Pia, 15
Porada-Rochoñ, Małgorzata, 32
Pregarac, Marijana, 9
Radosavljević, Dragana, 23, 28
Radosavljević, Gordana, 33
Radosavljević, Milan, 23, 28
Radosavljević, Života, 23, 28
Rakowska, Joanna, 32
Reza Gholamian, Mohammad, 27
Rivera, Juana Maria, 13
Rodman, Carmen, 33
Ronccelli Vaupot, Silva, 26
Ruzzier, Mitja, 8, 18, 19
Saad, Norizan M., 31
Sadun Bordoni, Gianluca, 8
Saihani, Shamsul, 8
Saihani, Shamsul Baharin, 31
Sanin, Selim L., 8, 11, 29
Santella, Nicholas, 29
Scarlat, Cezar, 8, 16
Sebastio, Augusto, 27
Seckin Halac, Duygu, 25
Sedmak, Suzana, 8, 21, 28
Sengul, Hatice, 29
Sheihk, Sabeen, 21
Shieh, Yao Y., 8
Sison, Alejo José G., 5, 11
Stangos, Petros, 8
Steinberg, Laura J., 29
Stubelj, Igor, 17
Svetina Nabergoj, Anja, 20
Szwacka-Mokrzycka, Joanna, 30
Šarožar Žižek, Simona, 22
Štrukelj, Miha, 14
Toivola, Jari, 15
Toshe, Rayko, 26
Toumi, Ali, 9
Trappey, Charles V., 9
Treven, Sonja, 22
Trnavčević, Anita, 9, 11, 28
Trunk Širca, Nada, 9, 26
Tsou, Chi-Ming, 24
Turi, Aniko Noemi, 23
Uhan, Miha, 14
Vaupot, Silva Roncelli, 26
Vodovnik, Zvone, 23
Wang, Lingyun, 18
Whatley, Art, 9
Yamazaki, Kiyohiro, 15
Yang, Ming-Hsien, 9
Yasuda, Kazuhiko, 31
Yusof, Nuryuswawati Mohd, 31
Zlate, Stefania, 16
Železnik, Danica, 26
Ženko, Zdenka, 22
Žižmond, Egon, 9
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