ACADEMY OF INTERNATIONAL BUSINESS
MIDDLE EAST AND NORTH AFRICA
CHAPTER

1st Conference Proceedings

“MANARA: Reigniting Growth”

Dubai, U.A.E
December 10-12, 2010
ISSN: 2220-4547

DAY 1
- AIB MENA Chapter Meeting
- Panel Workshops
- Opening Ceremony and Gala Dinner

DAY 2
- Panel: Building National Competitiveness
- Panel: International Business
- Desert Safari

DAY 3
- Panel: Encouraging Research in the UAE
- Panel: Women in Management
- Education Tours
1st CONFERENCE PROCEEDING & PROGRAM
“Manara - Reigate Growth”
Dubai, UAE
December 10-12, 2010

EDITORS:
Dr Payyazhi Jayashree, Program Chair, AIB-MENA
Dr Melodena S. Balakrishnan, Chair & Founder, AIB-MENA

ASSOCIATE EDITOR:
Mr Immanuel Azaad Moonesar, News Letter Editor and Membership Secretary, AIB-MENA

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AIB-MENA Website: http://www.uowdubai.ac.ae/aib/

ISSN 2220-4547

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Academic Sponsors for AIB-MENA Conference:

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Conference Facilities

Our Venue Host and Sponsors is Business Village, Block B, 2nd Floor, Dubai Economic Department, Mohammed Bin Rashid Establishment for SME. Tel: +971 4 3613000 (Landmark: Clock Tower & Flora Hotel)
Room Orientation: Block B, 2\textsuperscript{nd} Floor

Room 1-2: UAE Exchange Room

Room 11-12: Abraaj Room

Room 13: UOWD Gala Dinner Room [10 December 6.30-9.30]

Room 3: JAFZA Room

Room 4: AIB Room

Room 5: Business Village Room

Room 6: Emerald Room

Room 5/6: Zayed University Networking Rooms

Room 8/7: UOWD Networking Rooms
Dear AIB-MENA Delegates,

Welcome to the beautiful Emirate of Dubai for our first conference “Manara- Reignite Growth”. This is a specialized conference and the papers accepted were based on MENA. Please take the time to look through our agenda. We have built time in for exploration of the city (Dubai has the world’s largest mall, the tallest building, a fascinating gold souk, the world’s largest port) among other things. We hope that in your time here you will get a crash course into the MENA (for those who have never lived here), time to collaborate (we have arranged networking rooms courtesy University of Wollongong in Dubai and Zayed University) and opportunities to enjoy the beautiful sites of Dubai and UAE.

Introduction to MENA: We have arranged several panels to discuss relevant hot topics and help you get insights into this region. The University of Wollongong in Dubai Gala Dinner also gives you an opportunity to learn about MENA and meet other academics. There is a tour to JAFZA (limited seats). We have built-in some free time on Friday afternoon and Sunday afternoon for you to explore the city. The metro opens on Friday only after the prayers. Sunday evening is free to allow you to explore Global Village at your convenience.

Collaboration: AIB-MENA wants to foster collaboration among academics, industry and government. We have arranged networking rooms and also are sponsoring a free Desert Safari for full paying registered delegates on Saturday at 3.30. The Desert Safari Awards Dinner is brought to you by Zayed University and AIB-MENA. If you wish to bring your friends or family, please register and pay for them immediately as there are limited seats. This can be done at the registration desk on Friday (latest). We hope that during this event, fellow researchers on MENA can use the opportunity to provide mentorship, generate new ideas for future research collaboration and share best practices.

Striving to Excellence: An opportunity emerging markets have is to create new paradigms of success. This means they have the opportunity to start from scratch and build new theories. We hope that this conference helps you learn from existing benchmarks of excellence and build new benchmarks. To help, we have organized two workshops – one is the ‘AIB-JIBS Writing Workshop’ and the other is the ‘Emerald Writing and Publishing Workshop’. Further we are introducing our first publication “Actions and Insights: Business Cases from the UAE”. We hope to publish more books on each country in this region which will base ideally on the host conference venue. Best papers (academics and students) and reviewers are being recognized. We also will invite the best papers to submit for a special edition of the International Journal of Emerging Markets.

Acknowledgements: Finally, I would like to thank the members and the Board of Academy of International Business, USA who supported the idea of a MENA chapter. A big thank you to
our Academic sponsors: University of Wollongong in Dubai (UOWD), who has been supporting the organization from the start and Zayed University who went all out to help the conference become a success. To help develop writing and publishing skills, thank you to the Editorial Team of the Journal of International Business and Emerald Group Publishing. For our conference, “Manara-Reignite Growth”, we thank Business Village, Dubai Economic Development, who sponsored our venue and extended their hospitality. We thank our industry sponsors who supported this conference: much appreciation and gratitude to UAE Exchange, Abraaj Capital and JAFZA for all your help and support. Most of all a big thank you to the AIB-MENA team – Immanuel Moonesar (who did a little of everything); Ian Michael (Conference Chair – who shared a lot of heart attacks with me!); Jayashree Payazhi (Program Chair - who managed to survive the deluge of papers and the intricacies of the entire submission and review process); Tim Rogmans (Treasurer - who kept us on the straight and narrow). We could not have managed without the support of Prof. Rob Whelan, President of the University of Wollongong in Dubai who helped set-us up and mentored us through. Thank you to all our wonderful interns – Disha, Farhina, Usha, Insiya, Amreen, Omar and Fountain who made it all come together with literally nothing at all. Thank you Rumana, Asma and Bryan who put many hard hours behind the scenes to create a website that is the first thing that pops up when you type AIB-MENA – I’m feeling lucky! Thank you Reviewers and Track Chairs: we have over 37 of them. Thank you delegates – we have more than 60 and big heartfelt thanks to all our wonderful panel members and speakers who gave up their free time to be with us.

I look forward to you all having a great time and putting MENA research on the forefront of business studies!

Regards,

Melodena
Melodena Balakrishnan
Chair and Founder
Academy of International Business – Middle East North Africa
It is my privilege and pleasure to invite you on behalf of the Organizing Committee to the Academy of International Business – Middle East North Africa Chapter, to be held from December 10th to 12th, 2010. Although this is our inaugural conference, it generated wide interest among Academics and Practitioners alike, and we received several papers in each of the tracks. The tracks included ‘Financing Modes in MENA’, ‘International Business’, ‘Global Marketing Management and the Value Chain’, ‘People, Knowledge and Organizations’, ‘Education in the MENA region’ in addition to a special track for ‘Student Papers’, to encourage student participation in research. The focus of the Conference was on the MENA Region, specifically Algeria, Bahrain, Djibouti, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates, and Yemen. However, research highlighting findings with implications for the region were also invited. Of the total papers received, fifty-eight were accepted as full papers and twenty-two as discussion papers. All papers were selected through a double-blind review process.

I would like to take this opportunity to gratefully acknowledge the support of all the members of the Organizing Committee, particularly Melodena Balakrishnan and Immanuel Moonesar, for their continuous and invaluable support, without which, much of this would not have been possible. I would also like to extend my sincere thanks to our IT support team, Rumana Rahim and Asma Damankesh for providing all the necessary support related to the Conference Submission System. A sincere note of thanks is also extended to all the Track Chairs and reviewers who did a great job in providing timely feedback. Finally, the conference is made possible only because of your contributions and I would like to extend my most sincere appreciation to you.

I look forward to seeing you all at the Conference. Please do not hesitate to contact me in case of any queries.

Thank you

Dr Payyazhi Jayashree
Program Chair, AIB-MENA
10 December, 2010
Dubai
United Arab Emirates

On behalf of AIB-MENA I welcome you to Dubai for the first AIB-MENA conference. I wish you the best for a successful conference, and a wonderful stay in this modern and beautiful city – which is home to icons like the Burj Al-Arab and the Burj Khalifa.

I wish to thank our industry sponsors – Abraaj Capital, UAE Exchange, Jafza (Jebel Ali Free Zone), Emerald Publishing and JLM Consultants. I like to thank our two academic sponsors – University of Wollongong in Dubai (UOWD) and Zayed University.

Once again thank you to each participant and have a memorable stay in Dubai.

Warm wishes,

Ian Michael
Conference Chair

Our other AIB-MENA Committee Members

Immanuel Azaad Moonesar
Newsletter Editor & Membership Secretary

Tim Rogmans
Treasurer
## Program at a Glance

### 10 December 2010, Friday

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>Morning 8.00-12.30pm</td>
<td>Registration</td>
</tr>
<tr>
<td>Afternoon 12.30-1.30pm</td>
<td>Lunch</td>
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<tr>
<td>Evening 6.30-9.30pm</td>
<td>Opening Ceremony &amp; Gala Dinner</td>
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<tr>
<td></td>
<td>Key Note Speakers</td>
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<td></td>
<td>*Student Paper Workshop (9.00-10.30)</td>
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<td></td>
<td>*Journal of International Business Writing Workshop (9.00-12.00)</td>
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<tr>
<td></td>
<td>Academic Sessions (8.30-10.00)</td>
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<td></td>
<td>(10.30-12.30; 1.30-3.30)</td>
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### 11 December 2010, Saturday

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<td>Morning 8.00-12.30</td>
<td>Registration</td>
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<tr>
<td></td>
<td>Academic Sessions (8.30-10.00; 10.30-12.30)</td>
</tr>
<tr>
<td>Afternoon 12.30-1.30pm</td>
<td>Lunch and Poster Sessions</td>
</tr>
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</table>
| 1.30-3.30pm | *Academic Sessions
*Writing Workshop: Emerald Publishing
| Evening 3.30-9.30pm | Desert Safari (meet at registration desk at 2.30)                      |

### 12 December 2010, Sunday

<table>
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<th>Time</th>
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<tr>
<td>Morning 8.00-1.30am</td>
<td>Academic Session</td>
</tr>
<tr>
<td>9.15-11.15am</td>
<td>9.15-11.15: Panel: Encouraging Research in the UAE: Creating a conducive environment:</td>
</tr>
<tr>
<td>11.45-1.30pm</td>
<td>11.45-1.30 Panel: Women in Management: Relook at Education, Society and HR</td>
</tr>
<tr>
<td>1.30pm</td>
<td>Farewell</td>
</tr>
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Nominated Best Paper
### Planner

**Friday 10, December 2010**

<table>
<thead>
<tr>
<th>Time</th>
<th>8.30-12.30</th>
<th>9.00-10.30</th>
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<th>10.30-12.30</th>
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<tbody>
<tr>
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<td>11-12</td>
<td>1-2</td>
<td>10</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Session</td>
<td>JIBS Workshop</td>
<td>Student Workshop</td>
<td>Session 1: Trends in Marketing</td>
<td>Session 2: Work Values and Organisational Culture</td>
<td>Session 3: Learning Innovation</td>
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<thead>
<tr>
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<th>1.30-2.30</th>
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<td>3</td>
<td>4</td>
<td>11-12</td>
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<tr>
<td>Session</td>
<td>Session 4: Financing Modes in MENA</td>
<td>Session 5: Cross Over Innovation &amp; Collaboration</td>
<td>Session 6: FDI</td>
<td>AIB-MEETING</td>
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**Saturday 11, December 2010**

<table>
<thead>
<tr>
<th>Time</th>
<th>9.30-11.30</th>
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<th>8.30-10.00</th>
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<td>4</td>
<td>10</td>
<td>9</td>
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<tr>
<td>Session</td>
<td>Panel Session: Building National Competitiveness: opportunities in the MENA Region</td>
<td>Session 7: Internationalization Patterns</td>
<td>Session 8: Challenging Education Paradigms</td>
<td>Session 9: Emerging markets</td>
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<table>
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<th>10.30-12.30</th>
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<tbody>
<tr>
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<td>1-2</td>
<td>9</td>
<td>4</td>
<td>10</td>
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**Sunday 12, December 2010**

<table>
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<th>8.30-10.00</th>
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<tbody>
<tr>
<td>Room</td>
<td>Room 11-12</td>
<td>TOUR to JAFZA</td>
<td>10</td>
<td>4</td>
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<tr>
<td>Session</td>
<td>Panel Session: Encouraging Research in the UAE: Creating a conducive environment</td>
<td>Session 13: CSR and E-Business</td>
<td>Session 14: Marketing Insights: Data from the Region</td>
<td>Session 15: Organizational Culture and Leadership Styles</td>
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<th>10-30-12.30</th>
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<tbody>
<tr>
<td>Room</td>
<td>Room 11-12</td>
<td>4</td>
<td>9</td>
<td>3</td>
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**UOWD GALA DINER 6.30-9.30 (Room 13)**

**ZAYED UNIVERSITY AWARDS (DESERT SAFARI) 3.30 onwards**

**FAREWELL 1.30-1.45 onwards (room 11-12)**
This is a workshop sponsored by the Academy of International Business to help authors interact with the Editorial Board of Journal of International Business, an A+ journal with a five-year impact factor of 5.727 (2009) and celebrated its 40th anniversary in 2008. This workshop allows the authors to get feedback on their papers and also helps them improve their paper for publication.

**JIBS Workshop Facilitators:**

*Professor Mary Yoko Brannen, Deputy Editor, JIBS*

Mary Yoko Brannen is Visiting Full Professor of Strategy and Management at INSEAD, Fontainebleau and the Spansion Chair of Multicultural Integration at the Lucas Graduate School of Business. She has a strong cross-cultural background having lived in Japan, France and Spain, and having worked as a cross-cultural consultant for over 20 years to various Fortune 100 companies. She serves on the editorial board of several international management journals including the Global Strategy Journal (GSJ), Management International Review (MIR), International Journal of Business Innovation and Research (IJIR), the International Journal of Cross-Cultural Research (IJCCR), and Organizational Research Methods (ORM). She is widely published and won many awards for her work.
**Professor Yves L. Doz, AIB Board Member**

Yves Doz is the Timken Chaired Professor of Global Technology and Innovation at INSEAD and Visiting Professor at the Helsinki School of Economics. His research in the area of strategy and the organization of multinational companies. Prof. Doz was most recently elected Fellow of the Academy of Management (2006), and was also nominated by The Economist as one of a handful of European ‘Management Gurus’. He was elected President of the Academy of International Business in 2008. Yves Doz is also investigating on how companies can achieve strategic agility, with Dr Mikko Kosonen, formerly CIO at Nokia. Their book on Fast Strategy was published by Wharton School Press in December 2007. He has also taught at the Harvard Business School, Stanford’s Graduate School of Business, Seoul National University, and Aoyama Gakuin University in Tokyo.

**Professor Lilach Nachum, Consulting Editorial Board Member, JIBS**

Lilach is a Professor of International Business at Baruch College's Zicklin School of Business (CUNY). She is also an editorial board member for Journal of International Management, Board, Management International Review and Journal of Management Studies and Global Strategy Journal (of the Strategic Management Society), She has been a consultant to UNCTAD on issues related to Multinational Corporations and Foreign direct investment. She is highly published, won multiple awards from her faculty and won the best reviewer award from the Academy of Management for 4 years. She holds visiting research and teaching positions at universities in Austria, China, Hong-Kong, Israel, Italy, Poland, Singapore, Sweden, Switzerland, Taiwan, and the UK.

**Participants:**

Balan Sundarakani; Lamia Obay; Rida Elias; Sebastian Alexander; Lobna Bouslimi; Naila Aajja; Manjit Sandhu; G. M. Khan; Bruce Budd; Tim Rogmans; Thomas Joseph; Linzi Kemp; Melodena S. Balakrishnan; Laura Matherly & El Saidi
In this interactive workshop, we will explore the benefits for students of working together on international collaborative research projects. We will also look at the potential pitfalls and the techniques that can be used to ensure a successful international project.

Dr Monica Gallant, originally qualified as a Chartered Accountant in Canada before embarking on a career in education. After teaching for 8 years at a college in Canada, Monica decided to pursue an international experience in Dubai. She has spent the past 14 years at Dubai Women’s College, first as a Business professor and then as Chair of the Business Department. While in Dubai, Monica developed a great interest in local culture and completed a Doctorate in Education based on a study of the issues facing UAE national women in the work place. This research has been published as a book entitled “Emirati Women in Dubai: Navigating Cultural Change”. In order to overcome cultural stereotypes, Monica founded an annual conference at the college on the topic of Women’s Empowerment in the Arab World. This conference which unites 100 female students from over 23 countries in an intensive, participative format has shown how strong cultural misconceptions can be exploded by stimulating interactions over only 6 days. Monica also has a great interest in research. She has published several articles in reputed journals and is currently on the editorial board of the Education, Business and Society: Contemporary Middle Eastern Issues.

Session Participants (all registered students are welcome):

- Sazelin Arif
- Mariam Omran
- Juan – David Rodrigues-Rios
- Malory Bedoya-Rodriguez
- Immanuel Azaad Moonesar
- Clifford Lewis
- Hassan Younis
- Insiya Lokhandwala
- Sasha Kannan
- Gladwin Menezes
- Younis Hassan
- Aisha Ayoub Albanna
- Alia Abdulla
Session Chair: Dr Nnamdie Madichie, University of Sharjah, UAE.

Session Discussants: Dr Yoosuf Cader (yoosuf.cader@zayed.ac.ae); Sanam Akhavannasab (sanam_akhavannasab@yahoo.com); Professor Richard Linowes (linowes@american.edu)

Topic: Knowledge-based Marketing Practices in the GCC countries
Author: Yoosuf Cader, Associate Professor (Marketing), College of Business Sciences, Zayed University

Abstract: The purpose of this research was conducted to gain an insight into the extent of knowledge-based marketing practiced in the Gulf Cooperation Council (GCC) countries. The mix of foreign-based and regionally-based companies and the range of industries within a market with evolving business practices allow for a unique opportunity to measure the development and use of knowledge-based marketing practices. Utilizing the components of an integrated knowledge-based marketing system—input material, systems, personnel, and decision making—a quantitative survey was developed to identify the knowledge level of the concept, which components are in place, the level of integration, and if information is being used to make marketing function decisions that support organizational goal. Five in-depth interviews were conducted with organizations in the United Arab Emirates from insurance, retail, medical, manufacturing, and property development industries, ranging from small local companies to multi-nationals. The feedback during these sessions exposed that marketing as an independent function is rare and that components of knowledge-based marketing systems existed but integration is lacking and systems vary from paper and pencil to dedicated databases. From the interviews a quantitative survey was developed and was administered by two means: (a) One-on-one, in person or over the phone and (2) Online. A sample of 330 qualified responses was sought from those involved with marketing responsibilities within their organization. The response rate was 29%. The results of this research study in the practice of knowledge-based marketing in the GCC countries will be discussed. The greatest operational challenge faced in the collection of data may mirror one of the greatest hindrances for the acceptance of knowledge-based marketing practices in the GCC countries—information is considered too sensitive to share. Many potential respondents have stated that either company policy or personal discomfort in sharing insight prevents them from participation.

Topic: Factors influencing the perceptual gap between customer and service provider in customer service quality evaluation
Author: Sanam Akhavannasab, HEC Montreal, Canada

Abstract: The research aims to explore antecedents of the perceptual gap between customer and service provider in customer service quality evaluation; according to the literature, lack of inter-role congruency and dissimilarity in the attribution process between customer and service provider are important factors that influence this perceptual gap. This conceptual paper explores that service provider adaptability, perceived cultural distance; customer service familiarity, customer mood and atmospheric cues (e.g. Atmospheric
organization) are antecedents of the perceptual gap between customer and service provider in service quality evaluation.

Topic: BOSSit: Tales of a Jordanian Information Technology Start-up
Author: Richard Linowes (American University, Washington, DC, United States); Ali Oveissi (George Washington University, United States).
Abstract: A Jordanian start-up company seeks to offer customer relationship management services to companies in the region using both English and Arabic. They endeavour to launch the business using Western entrepreneurial and marketing practices -- using high-tech communications and computer tools and bringing in talent with Western backgrounds and experience -- but ultimately rely on age-old Jordanian marketing techniques to grow the business.

Session 2 Theme: Work Values and Organisational Culture
Friday, 10th December, 2010: 10.30am-12.30pm, Room No. 3

Chair: Dr Payyazhi Jayashree
Discussants: Prof. Tevfik Dalgic (tdalgic@utdallas.edu); Prof. Nick Forster; Dr. Noraani Mustafa (noraani@umk.edu.my); Dr Adrienne A. Reynolds

Topic: Managerial Values in the Greater Middle East: Similarities and Differences Across Seven Countries
Authors: Liesl Riddle (George Washington University, United States); David Ralston (University of Oklahoma, United States); Carolyn Egri (Simon Fraser University, Canada); Arif Butt (Lahore University, Pakistan); Tevfik Dalgic (University of Texas at Dallas, United States)
Abstract: This study of managerial values in the Middle East begins by questioning traditional assumptions of homogeneity in the region. Then, using a unique, seven-country sample of 989 Middle East managers, we move to the primary focus of our paper, the assessment of the differences in collectivism, individualism, and universalism values found in the region. In developing these hypotheses, we include potential predictors of heterogeneity across the region, with our emphasis upon the historic socio-cultural influences and various contemporary economic and political factors that may influence business ideological. In sum, our findings show that significant between-country differences for all three of these values dimensions exist. We conclude with a discussion of these differences, why they may have occurred, and suggestion for new avenues of research that our findings indicate are relevant.

Topic: An Exploratory Study of the Under-Representation of Emirati Women in the United Arab Emirates’ Information Technology Sector
Author: Nick Forster, Zayed University UAE;
Abstract: Historically, women have been under-represented in computer science and information technology (CSIT) occupations in all countries. Although the government of the United Arab Emirates (UAE) has encouraged Emirati women to work in almost all
professional occupations in recent years, they are still under-represented in CSIT, particularly in the private sector. In addition, very few are in senior-level positions in this field and, as far as we were able to ascertain, there are currently no Emirati women technology-entrepreneurs. This exploratory study, based on 20 in depth structured interviews with Emirati women examines the reasons for this under-representation; and the challenges that they have faced in the UAE CSIT sector. The results indicate that there are cultural and familial factors that inhibit Emirati women from choosing careers in CSIT, and gendered attitudinal barriers are still prevalent within the local CSIT profession. However, our research also shows that the demanding nature of CSIT work, particularly in the private sector, discourages many young Emirati women from choosing this as a career. The article concludes by describing the limitations of this study, how further research on this topic will be conducted, and recommends some policy strategies that may encourage more Emirati women to work the UAE CSIT sector in the future.

**Topic:** Mediation Effects of Work-Family Factors on the Relationship between Dispositional Characteristics and Intention to Stay among Single Mothers in Malaysia

**Authors:** Noraani Mustapha, (Universiti Malaysia Kelantan, Malaysia); Aminah Ahmad (Universiti Putra Malaysia, Malaysia); Jegak Uli (Universiti Putra Malaysia, Malaysia); Khairuddin Idris (Universiti Putra Malaysia, Malaysia)

**Abstract:** Employee turnover has been a major concern among researchers in human resource development (HRD) area since it has negative impact on organization. Approach: This study was conducted to test the mediating effects of work-family facilitation and family satisfaction on the relationship between dispositional characteristics as the independent variable and intention to stay as the dependent variable. By using self-administered research questionnaire, data was collected from 240 single mother employees age 45 and below and having at least one child. Samples were selected through simple random sampling method whereby six out of 24 single mother associations were selected to obtain research samples. Descriptive statistical analysis was conducted to describe the respondents. Pearson Product Moment Correlation was used to determine the relationships among variables and Structural Equation Modeling using AMOS version 16.0 was utilized for model testing and to verify the presence of mediation effects. Then the Sobel’s z-test was used to test whether the mediators carry the effect of the independent variables on the dependent variable. Findings: The findings indicated that there were positive significant relationships among variables. The results also established the presence of mediation effects between the independent and dependent variables. Conclusion: Organizations may utilize work-family facilitation and family satisfaction as mechanisms to promote longer retention among employees.

**Topic:** An empirical comparison of traditional expatriates and self-initiating expatriates: Implications for future research

**Author:** Adrienne A. Reynolds (Khalifa University of Science, Technology and Research Abu Dhabi, United Arab Emirates)

**Abstract:** Research conducted on expatriates sent on international assignments by their employing organizations is a robust field of academic study and much knowledge has been generated about this population. However, while useful to the study of expatriate
management, this body of literature, through the exclusion of other types of expatriates, lacks full generalizability of its findings. This paper is based on an empirical study which investigated the socio-cultural adjustment experiences of a little-researched subpopulation of expatriates: those that self-initiate their own foreign work experiences. The study employed a quantitative web survey to generate data about the socio-cultural adjustment experiences of academic expatriates teaching at colleges and universities in the United Arab Emirates. Findings from this study are compared with data obtained from similar studies of traditional expatriates to understand similarities and highlight differences between these two subpopulations of expatriates. These areas cover not only differentiators such as initiation of assignment and motivation, individual characteristics, employing organizations and career paths, but also data about the socio-cultural adjustment experiences of both types of expatriates as viewed through a seminal model of expatriate socio-cultural adjustment. Through a presentation of these similarities and differences this paper discusses the implications for future research on this vanguard topic within the body of expatriate management literature.

Session 3 Theme: Learning Innovation
Friday, 10th December, 2010: 10.30-12.30, Room No. 4

Chair: Dr Fiorenza Belussi

Discussants: Dr Rashed Al-Saed (ralsaed@skylineuniversity.com) and Mariam Omran Constance.VanHorne@zu.ac.ae)

Topic: Selling Unfamiliar Knowledge: A case study with reference to Building Architectural Firms
Authors: Rashed Al-Saed and Abdulrahman Al-Juboon
Abstract: While it may be challenging to promote a professional firms traditional architectural services to clients, both existing and anticipated, it is quite another to promote the services of an architectural firm that designs, manages, builds and maintains buildings. This paper presents a case study of a firm that adjusted its service provision and adjusted the way in which it marketed its services over a four year observational period. The paper addresses issues of client resistance and stereotyping against a background of increased competition and shifting professional boundaries, In particular the case study highlights: the challenges of communicating a firms culture; The opportunity and limitations of a limited marketing budget and the challenges of communicating change.

Topic: From idea to innovation: a case study of an R&D process from the UAE
Author: Mariam Omran (Zayed University, United Arab Emirates); Constance Van Horne (Zayed University, United Arab Emirates)
Abstract: Purpose – The purpose of this paper is to enhance our understanding about the current state of R&D in the MENA region and what can be done to enhance it through an exploratory case study. Design/methodology/approach – Literature review of modern R&D
processes and a case study approach of an innovation process. Findings – Support is needed to increase the efficiency and effectiveness of radical technological innovations processes in the MENA region. Practical Implication – Useful information for: entrepreneurs planning to innovate in a similar environment, policy makers, researchers and students. Originality/Value – This study provides an insight at a unique innovation process in the UAE. It forms and outlines an exceptional and first of its kind research process.

Session 4 Theme: Financing Modes in MENA
Friday, 10th December, 2010: 1.30-2.30pm, Room No. 9

Chair: Dr Lobna Bouslimi

Session Discussants: Dr Namrata Gupta (namrata.gupta@zu.ac.ae); Dr Lamia Obay (lamia.obay@adu.ac.ae); Dr Bruce Q Budd (bbudd@alfaisal.edu)

Topic: Differences in Accounting Treatment of Ijarah - A case Study of UAE Islamic Banks
Author: Namrata Gupta (Zayed University-ICE, United Arab Emirates)

Abstract: Worldwide, the Islamic finance industry is developing rapidly. Islamic banking and finance has become increasingly popular across the world, as both local and international banks begin to offer Islamic Banking/Financial products that comply with the main tenets of the Islamic faith. Ijarah has become popular with risk-averse investors and has proven to be in high demand among the other Islamic financial instruments and perhaps is on the way to be the most popular instrument. Regulation and interpretation of Shari’ah law are the two main issues in the Islamic banking. As Islamic financial instruments becoming more globalised, the issue whether they should be reported using conventional international accounting standards (IAS/IFRS) or using Shari’ah- complaint accounting standards becomes the key issue that needs quick resolution. The challenge is essentially to adopt the sound and effective accounting and reporting standards that supports the business environment & facilitates the harmonization in the accounting treatment of Ijarah by all Islamic banks across the globe. This research aims to discuss the accounting treatment of one of the most popular instruments of financing in Islamic banks, which is Islamic leasing or Ijarah. This research undertakes an empirical investigation of the accounting practices of Ijarah followed by UAE’s Islamic banks. The main objective of this paper is to compare the accounting practices followed by UAE Islamic banks and accounting practices recommended by Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) for the accounting treatment of Ijarah. This study also aims to examine the justification and explanation behind this practice and clarify the accounting treatment of Ijarah as defined in the regulatory framework and standards.

Topic: The Determinants of Capital Structure Choice: Case of GCC Listed Companies
Author: Lamia Obay (Abu Dhabi University, United Arab Emirates)

Abstract: In this study, I aim to evaluate the determinants of capital structure for non-financial firms listed on GCC stock markets. I examine a list of factors that form the basic
assumptions of the main theories of capital structure. I test for the portability if capital structure theories to the GCC countries but still recognize the need to account for the GCC firms’ short lived experience with stock markets. Regression analysis and two-stage-least square are used to assess the impact of firm-specific and country-specific factors on firm capital structure decision. Book value measures of leverage are being used as dependent variables. The list of independent and control variables is an adaptation of Frank and Goyal (2009) ‘core factors’. The sample consists of 150 non-financial companies listed on Bahrain (16), Qatar (24), UAE (25), and Saudi Arabia (85) stock markets for the period 2000-2009. Results show that size and profitability are the significant factors affecting capital structure decision, irrespective of the leverage measure used. A country effect is also observed. Firms in UAE are the most leveraged, while firms in Bahrain are the least leveraged. Growth opportunity and risk have no significant effect on leverage. Findings support a ‘modified’ pecking order theory due to limited access to the bond market. Originality/value – After 5 decades of the M&M prepositions, only a handful of studies have looked at capital structure within the Middle East and GCC countries. GCC Financial systems are bank dominated. Stock markets have been operating for less than a decade, and have undergone extreme volatility leading to a loss of up to 60% of their market capitalization between 2006 and 2009. Accordingly, IPOs dried out and firms went back to the traditional way of raising funds, that is bank financing. The results of the current one will contribute to a deeper understanding of factors that affect capital structure decisions within GCC corporations.

**Topic:** Investigating MENA Banks’ efficiency performances using website traffic  
**Author:** Bruce Q. Budd (Al Maathar Road, Alfaisal University, Saudi Arabia)  
**Abstract:** Purpose: To highlight the importance of best practices of top Arab banks in the MENA region. Design/methodology/approach: Using multivariate statistical techniques, and Data Envelopment Analysis, cross-sectional data for the year 2008 are investigated. Principal Components Factor Analysis is also used as a means of a data reduction technique, to explore how much additional information can be extracted from the final DEA scores. Findings: Arab banks identify clear disparities in comparative efficiency performances. The top technically efficient scoring banks were not necessarily the larger banks. Banks that were profitable were not necessarily efficient suggesting evidence of market monopoly. No significant relationship was detected between large banks that are efficient at generating website traffic are also efficient at generating revenues. Smaller banks revealed more empirical evidence of comparative efficiency performance towards generating website traffic output. Research limitations/implications: Data collection has been fraught with opacity and lack of consistency in data reporting, despite the international status and size of these banks. Practical implications: This study highlights the importance of encouraging increased technical efficiency throughout the banking industry in the Arab world. The use of recently constructed and available web metrics opens new avenues for future research. Originality/value: For the first time an attempt is made to use internet website traffic as a proxy for internet banking to provide a signal for top Arab banks’ comparative performances.
Session 5 Theme: Cross Over Innovation & Collaboration
Friday, 10th December, 2010: 1.30-2.30pm, Room No. 3

Chair: Dr. Naila Aaijaz
Discussants: Dr. Fiorenza Belussi (fiorenza.belussi@unipd.it); Dr. Thomas Joseph (Thomas.joseph@uaeexchange.ae); Mohiuddin Muhammad (Muhammad.mohiuddin.1@ulaval.ca);

Topic: “Learning at the boundaries” in industrial districts between localised and distance learning
Author: Fiorenza Belussi (Padua University, Italy); Silvia Sedita (Padua University, Italy)
Abstract: The article deepens the theoretical understanding of the learning processes for innovation occurring in industrial districts (IDs) through formal and informal channels of knowledge transfer. We introduce the concept of learning at the boundaries, which is based on the interaction between localised and distance learning, through a combination of external and local connections. We maintain that radical innovations find a fertile environment in research-oriented business networks, which can include also connections to local or external knowledgeable institutions, while incremental innovations are the result of spontaneous social interactions through CoPs or they may be the unplanned by-product of various inter-firm relationships.

Topic: ‘Capability to Explore’ and ‘Opportunity to Exploit’: Determinants of success in Alliances for Innovation
Author: Thomas Joseph (Executive Manager and Head, Operations Strategy, Global Operations, UAE Exchange)
Abstract: Innovation is increasingly becoming a key activity for firms to cope with the rapid changes in technology, preferences of customers, increased competition, shortening product life cycles and growing product complexity. Some firms have found that an open model of innovation involving alliances with other firms enables them to cope with the complex demands of developing new technologies, products and services. The literature on the alliance based innovation strategies is premised on the basis of strategic intent of one of the partner firms to appropriate knowledge to make new products, processes or services with the intent to absorb partner capabilities. This research focuses on the factors affecting the ability of firms to gain advantages and capabilities from its alliance partners. The Indian biotechnology industry is the context for this study, as alliances in the Indian biotechnology industry are predominantly for the purpose of innovation and learning. A model has been developed on the factors that affect the ability of firms to gain advantages and capabilities from its alliance partners. This model is tested statistically using a questionnaire survey with alliance top management representatives as key informants. The results were subjected to verification through case interviews with selected CEOs/Heads of alliances.
Topic: Outsourcing decision making process of small and medium size manufacturing enterprises in a developing country: A Case study of manufacturing firms in Bangladesh

Author: Mamunur Rashid (Southern Taiwan University of Technology, Taiwan); Tanvin Hassan (University of Liberal Arts Bangladesh (ULAB); Bangladesh); Egide Karuranga (Laval University, Canada); Mohiuddin Muhammad (Laval University, Canada)

Abstract: The purpose of this study was to identify and understand the process and factors which influence the outsourcing decision in context of manufacturing firm in a developing country like Bangladesh. Extensive literature review reveal that manufacturing firms are conducting their business in an era of fierce competition and need to do outsourcing of part of their activities in order to be competitive in the market place by producing low-cost-high-quality products meeting customer specification without affecting the delivery schedule. Thus, outsourcing could be an excellent strategy of manufacturing firms to be more competitive. This paper tries to identify and understand the possible factors influencing the manufacturing firm in outsourcing decision whether these factors could really influence the management to opt for outsourcing and improve the competitiveness of their firms. The theoretical framework was developed to hypothesize four components namely reduce operating cost, improve company focus, access to world class capability and unavailability of internal resources in relation to influence outsourcing decision in the manufacturing firm. The proposed study utilized the exploratory approach, whereby the survey method was used. The data was collected through questionnaires in various manufacturing firm in Bangladesh. The findings were analysed using a statistical software package (SPSS), and the main tools that were used were Cronbach’s Alpha, descriptive and linear regression analysis. The findings revealed that the factors or components identified for the study had significant effect on outsourcing decision except reduce operating cost. This study provided evidence that these factors would influence outsourcing decision in the manufacturing firm in Bangladesh. The recommendations are also offered more in-depth guidelines for maximizing the benefits of outsourcing.

Session 6 Theme: FDIs
Friday 10th December, 2010: 1.30-2.30, Room No. 4

Chair: Prof. Nicolas Papadopoulos
Discussants: Prof. Lilach Nachum (lilach_nachum@baruch.cuny.edu); Dr Tim Rogmans (tim.rogmans@zu.ac.ae); Rida Elias (relias@ivey.uwo.ca);

Topic: But how does Distance Affect FDI? And why does it Matter?
Author: Lilach Nachum (City University New York, Baruch College, United States)
Abstract: Although being located in geographic proximity to some of the world’s major economies, notably those in Asia and Europe, most Middle Eastern and North African countries receive small amounts of FDI. Adjusted to size, the FDI stock of the countries in these regions is less than half that of South-East Asian countries that are similar in terms of many of the determinants of countries attraction for FDI, and are more remote
from other countries. These patterns are inconsistent with theoretical predictions that suggest that distance is a major impediment for the attraction of countries for FDI. This paper seeks to reconcile the theoretical ambiguity and conflicting empirical findings regarding the impact of geographic distance on the attraction of countries for FDI. I relax common assumptions that underlain the theorization of these relationships regarding the direct and causal effect of distance on FDI, and identify factors that mediate and moderate them. Longitudinal analyses of FDI flows to 163 countries during four decades show that distance affects FDI only non-linearly and mostly indirectly, via its impact on a number of country characteristics. Political, informational, cultural and human connectivity to other countries turns the impact of distance insignificant. These findings shift the attention from geographic distance as a determinant of FDI to endogenous country characteristics that are subject to government policies, and require adequate strategic responses by MNEs.

**Topic:** The determinants of Foreign Direct Investment in the Middle East North Africa region  
**Authors:** Tim Rogmans (Zayed University; United Arab Emirates)  
**Abstract:** Given the role that Foreign Direct Investment (FDI) can play in a country’s development, the factors that attract FDI are of great interest to both academics and policymakers. This study examines the determinants of FDI into the MENA region, using panel data for 16 countries spanning the 1988-2008 period. The articles concludes that countries that are rich in oil and gas reserves suffer from a ‘resource curse’ in terms of attracting FDI; when controlling for other factors such as GDP and openness to trade, natural resource endowments are negatively associated with inward FDI flows. This finding is significant since at first sight it could be expected that countries with large energy endowments are more able to attract resource seeking FDI flows. Among the more traditional explanatory factors of FDI flows, GDP, GDP per capita and openness to trade are found to be significant whereas political risk appears not to be a significant determinant. When splitting the sample into two equal time periods, it is found that the results of the model have become more robust over time.

**Topic:** The Characteristics and Performance of Japanese FDI in the Persian Gulf  
**Author:** Rida Elias (University of Western Ontario, Canada)  
**Abstract:** This paper aims to present the differences in the characteristics of foreign direct investments, with specific emphasis on the differences in Japanese Foreign Direct Investments (JFDI) in the Persian Gulf as compared with JFDI in other places in the world. The comparison among the JFDIs is based on several dimensions such as growth in and purpose of investments, preferred industry, subsidiaries and parent firm attributes, and financial performance. The data used are collected at the level of the subsidiary. This paper shows that the common beliefs related to the requirements of ownership by the governments in the Persian Gulf and the political and economic instability in the area may not be the only impediment of FDI inflows to these countries. The results of this study need to be interpreted within their context. The focus is on Japanese FDI only. The number of subsidiaries in the Persian Gulf area is lower in relative terms to the number of subsidiaries in other parts of the world. Policy makers in the Persian Gulf area may need to focus on
other criteria besides economic and political stability and ownership requirements. Governments in this area may need to work collectively to improve the attractiveness of the area for foreign investors. This paper examines at the subsidiary level the characteristics of FDI inflows to the Persian Gulf area. Counter to common beliefs, this paper shows that native investors’ ownership in the JFDIs in the Persian Gulf is not higher than in other parts of the world. It also shows that JFDIs in the Persian Gulf are not riskier than investments elsewhere.

### Agenda

- AIB-MENA Objectives
- AIB-MENA Members
- Recap of Activities
- Way Forward
Gala Dinner Speaker

**Thomas Kuruvilla**

Thomas Kuruvilla is the Managing Director for Arthur D. Little, Strategy & Organization Practice. He is responsible for Arthur D. Little’s operations in the Middle East and South Asia. Thomas is also the Head of the Strategy and Organization practice. Thomas has been with Arthur D. Little for over ten years and was responsible for Arthur D. Little’s Singapore office. Thomas has extensive consulting and operational/management experience in the Middle East, Europe and South East Asia in the areas of economic development, strategy development & implementation, merger and acquisitions, and performance management – both in public and private sectors. Mr Kuruvilla has a Bachelors degree in Electrical and Electronics Engineering from Kerala University and MBA from the Melbourne Business School, Australia/Asian Institute of Management, Philippines. Before joining Arthur D. Little he worked with Larsen and Toubro, the largest engineering company in India. Thomas conducts lectures for the Executive MBA programmes by various institutes. Thomas is also a speaker in conferences in the areas of Strategic Planning, Turnaround Management and Corporate Venturing.

**Professor Yves L. Doz, AIB Board Member**

Yves Doz is the Timken Chaired Professor of Global Technology and Innovation at INSEAD and Visiting Professor at the Helsinki School of Economics. His research on the strategy and organization of multinational companies. Professor Doz was most recently elected Fellow of the Academy of Management (2006), and was also nominated by The Economist as one of a handful of European ‘Management Gurus’. He was elected President of the Academy of International Business in 2008. Yves Doz is also investigating on how companies can achieve strategic agility, with Dr Mikko Kosonen, formerly CIO at Nokia. Their book on Fast Strategy was published by Wharton School Press in December 2007. He has also taught at the Harvard Business School, Stanford’s Graduate School of Business, Seoul National University, and Aoyama Gakuin University in Tokyo.
Industry Panel Theme: Building National Competitiveness: opportunities in the MENA Region
Saturday, 11<sup>th</sup> December, 2010: 9.30-11.30am, Room No. 11-12

The objective of this panel is to bring to light certain potential areas for refocus to ignite growth in this region and also highlight potential areas where research has been lacking. These discussions will help develop more focused business curricula for educational institutions in this region and create more business focused students.

Participants

Mr Sami Issa

Mr Sami Issa, is the Executive Director, leading the Abu Dhabi Ecosystem Development unit of The Advanced Technology Investment Company (ATIC) which is a specialist investment company created by the Government of Abu Dhabi to focus on investments in the advanced technology sector. Sami is a veteran of the semiconductor industry. Prior to joining ATIC, he was a director at Intel Corporation and elected top 1% of Intel's technical community, As an entrepreneur, Sami founded a series of small businesses in the Middle East focused on consumer electronics and he has over 50 US patents. He is also a graduate of the Harvard Business School, General Manager Program, and is co-founder and vice president of the Harvard Business School Club of the UAE. **Mr Issa will focus on the need to develop competencies in the Science and Technology looking at human capital and technology and will focus on some key initiatives that are already in place in the UAE.**
Adil Al Zarooni, Senior Vice President Global Sales, Economic World Zones

I come from a very diverse background. Starting as a telecommunication engineer and an Ethical Hacker and a core technology master in Etisalat, to a senior manager and key member of the establishing team of Mobily; the most successful telecommunication company in Saudi Arabia and the region. Needing to diversify and expand my horizon, I moved to Titan Holding, an international renowned organization in the fields of anti-terrorism products development and healthcare research as the Director Business Development responsible of products definition, products packaging, market analysis, sales, channels management, and accounts management. Confidently, I landed in Economic Zones World to lead the MENA region business development. My scope was to develop economic zones in the region. Lately, I got entrusted to lead Jafza Global Sales as the Senior Vice President responsible of developing and managing an elite team to drive proactive selling of Jafza products. I am known to be a good communicator and presenter. Logic and decision is what I strive to have a reputation of. Harmony and teamwork are keys to me. My career objective is to become an entrepreneur and an educator in the region. I hope to be one of the most respected minds in the field of economic development. I wish to add to this sector and be instrumental in igniting a global economic reform. Aside from career driven experiences, I have accumulated expertise in real estate, financial markets, and private equity sectors. This is resulted from being involved in my family wealth. I have a first class honor degree in Telecommunications Engineering from Etisalat College of Engineering, UAE and a Masters in Business Administration from the American University of Sharjah, UAE. 

The role FTZs and EWZs play in building national competitiveness

MODERATOR: Professor Rob Whelan, President, University of Wollongong in Dubai

Professor Rob Whelan is the President of the University of Wollongong in Dubai. Under his leadership UOWD has become the first private University in the UAE to get a DBA and a PHD in Business to be initially accredited under the Commission for Academic Accreditation. He was previously the Dean of Science at the University of Wollongong in Australia (2002-2008), and Head of the School of Biological Sciences (1993-2002), where he was a member of the academic staff from 1982. During his career at the University of Wollongong, Professor Whelan established the University as one of the leading centers for research, internationally, for fire ecology and for the ecology and genetics of threatened plant and animal species. He has published over 100 scientific papers, and has attracted over A$2.8 million in competitive research funding.
Chair: Tim Rogmans
Discussants: Professor Syed Tariq Anwar (sanwar@mail.wtamu.edu); Dr Darwish Al Moharby (almoharby@hotmail.com); Dr Sebastian Alexander (sebastian.alexander@uni-leipzig.de)

Topic: Internationalization Patterns, Growth Opportunities, and Expansion Strategies: A Case of the Telecom Industry in the MENA Region
Author: Syed Tariq Anwar (West Texas A&M University, United States)
Abstract: The main purpose of this paper is to investigate and analyse the changing telecom industry of the Middle East and North Africa (MENA) region within the perspectives of internationalization patterns, growth opportunities, and expansion strategies. Based on a survey from the World Bank’s “2009 Information and Communications for Development” and other company-specific and secondary data, the paper uses a case-based research approach to analyse five telecom companies from the MENA region. Findings of the study reveal that telecom operators of the MENA region have aggressively expanded in the region and emerging markets of Asia and Africa by seeking acquisitions, joint ventures and other collaborative strategies. Academic researchers, industry analysts and practitioners should pay attention to those fast-growing telecom companies from the region that excels in internationalization, corporate growth and expansion. Within the areas of internationalization, growth opportunities and expansion, this work provides a useful material and company-specific strategies of five telecom operators.

Topic: An UAE-based Pharmaceuticals Company Goes International - The Julphar Story
Authors: Darwish Al Moharby (Sultan Qaboos University; Oman); Golam Mostafa Khan (Sultan Qaboos University, Oman)
Abstract: Founded in 1980 in the United Arab Emirates (UAE), Gulf Pharmaceutical Industries (known as Julphar) has emerged as a major regional producer and distributor of medicines. Established under the guidance of HH Sheikh Saqr Bin Mohammed Al Qasimi, the Ruler of Ras Al Khaima the company operates from its Ras Al Khaima-based Head Office. With nine production facilities located in UAE, Julphar’s products are being marketed in over 45 countries in 5 continents today. The company has sales offices in the UAE, Bahrain, Iraq, Jordan, Kuwait, Oman, Qatar, Saudi Arabia, Lebanon, Egypt, Libya, Sudan, Tunisia, Kenya, Senegal, South Africa, Yemen, Malaysia, Pakistan, Philippine, Thailand, Eritrea, Ethiopia, Germany, Romania, United States (Zawya, 2009). In addition to its plants in UAE, the company has one plant in South America and one in Europe (Info-Prod Research, 2007). In 2009 Julphar had generated a net profit of US$33 million from total revenue of US$209 million. This paper has been developed as an international strategy/ international marketing case suitable for use at both graduate and senior undergraduate levels. It presents detailed information on market structure and industry overview, the company’s approach to management and operations and plants, performance review and comparative performance of regional competitors. Information is also provided so that students can
analyze and comment on the company’s market segments, product-mix, and future outlook based on the changing industry environment.

**Topic:** Internationalization of the pharmaceutical industry from Bangladesh and Syria  
**Authors:** Utz Dornberger (University of Leipzig / International SEPT Program, Germany); Noor Un Nabi Md. (University of Leipzig / International SEPT Program, Germany); Sebastian Alexander (University of Leipzig / International SEPT Program, Germany)  
**Abstract:** As much the boundaries are being removed, newer nations are joining to the highway of international business and international business traffics are increasingly taking the character of the two-way traffic. Many countries are coming in the market with such products for which they are particularly known outside. As per example, pharmaceutical products are traditionally associated with western developed countries and recently with China and India. Bangladesh and Syria are two countries, which are not particularly known for technological development and competent institutions. A modern generic pharmaceutical industry has developed in these countries, which serves almost every generic drug needs of their home populations and most interestingly Bangladesh and Syria have been exporting their pharmaceutical products in more than 50 countries including the countries from Europe, Africa and South America. This paper focuses on the analysis of the development of these industries to the way of their internationalization. Both the industry in Bangladesh and Syria capitalized on the protective national regulations in their start-up phase. The notable point is that the industries didn’t focus on mere rent-seeking; rather the firms exploited the protective environment to build up their technological capabilities, marketing capabilities and organizational routines. In the next phase, entrepreneurial orientation, global mindset, market-based learning and networking capabilities of the firms helped the industry to reconfigure their operational capabilities to the needs of the diversified international markets. The analysis presented in this paper sets up stages for more rigorous methodology based investigation such developments of the industries from the developing countries where in many cases contexts are similar.

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**Session 8 Theme:** Challenging Education Paradigms  
**Saturday, 11th December, 2010: 8.30-10am, Room No. 10**

**Chair:** Dr Laura L. Matherly

**Discussants:** Daniel Kratochvil (dk32@columbia.edu); Naila Aaijaz (naila@umk.edu.my); Juan-David Rodriguez-Rios (jrodri26@eafit.edu.co)

**Topic:** A Focused Diagnostic Approach to Curricula Review  
**Author:** Daniel Kratochvil (University of Wollongong in Dubai, UAE)  
**Topic:** This work introduces a conceptual model for aligning academic programs to the broader employment marketplace for graduates. This focused diagnostic approach draws on data and analyses already collected by a university’s institutional research office for application to the decision making process of program administrators when revising program objectives and content. Intended for application to academic programs with strong ties to occupations, the approach considers the stability of the job market for graduates, the
pace of developments in the discipline, and the degree to which the educational elements are region-specific. In the context of these characteristics, the focused diagnostic approach guides program administrators towards relevant sources of data from enrolment, survey, and external sources as they plan changes to program curricula. The use of these data in both content and timing of applications differs from existing standard uses such as key performance indicators and in applications to external accreditation processes. In comparison to the former, this approach is diagnostic rather than indicative – guiding the administrator towards a solution rather than merely showing trends and areas of concern. Likewise, this approach has an advantage over external accreditation reviews in directing program changes because it is an internally driven model based on a limited number of program-specific elements that can be synchronized to the decision-making process of an academic department. It is hoped that adaptation of the focused diagnostic approach by business departments will improve the alignment process of curricula to the requirements of the broader business environment.

**Topic:** Education sector stakeholders’ attitude towards corporate social responsibility.

**Authors:** Naila Aaijaz (University Malaysia Kelantan, Malaysia) and Mohamed Dahlan Ibrahim (University Malaysia Kelantan, Malaysia)

**Abstract:** Worldwide the importance of Corporate Social Responsibility is gaining momentum. This paper aims to examine the education sector’s attitude towards Corporate Social Responsibility (CSR). Using the data from university teaching staff and students survey, we tried to explore whether the educators and students in Malaysia consider education as an important CSR issue to be adopted by an organisation. CSR was defined by adopting the Carroll’s pyramid of CSR (1979; 1991) which is based on the 4 dimensions - economic, legal, ethical and philanthropic responsibilities. Subsequently ‘Education’ was added to the dimensions given by Carroll and tested for its significance as a CSR. A structured questionnaire was developed and distributed to 230 respondents. A total of 213 responses were received. But some were incomplete so only 193 were used for analysis of this study. The results showed significant positive relationship between all the variables used in measuring CSR and attitude of education sector. The research was conducted with educators and students, and while these represent a key target market, any further research can target a more diverse public base. Results from 193 person sample indicated familiarity with general concepts of CSR and its impact. This study provides empirical evidence from Malaysian education sector stakeholders and their attitude towards education to be adopted as a CSR. This paper forms the basis for a new research direction that considers education sectors stakeholders attitude towards CSR system that operates within an integrated framework of business processes.

**Topic:** Overcoming misperceptions through cultural education- Promoting the understanding between Colombia and MENA

**Authors:** Juan-David Rodriguez-Rios (Universidad EAFIT; Colombia); Juliana Paucar-Restrepo (Universidad EAFIT, Colombia); Malory Bedoya-Rodriguez (Universidad EAFIT; Colombia)

**Abstract:** To find a way for promoting cross-cultural understanding between Colombia and MENA countries in order to foster their bilateral relations in terms of academic collaboration and, eventually, in terms of commerce and investment. To begin, the paper exposes the issue of existing misperceptions among cultures in today’s
world. In order to show that intercultural understanding can be achieved, two cross-cultural framework of analysis are used: Hofstede’s Cultural Dimensions and GLOBE Project. The findings of both studies are analyzed in a qualitative manner in order to identify possible similarities that might help approach two geographically distant cultures. After analyzing the findings of the two mentioned cross-cultural studies, some cultural similarities were found between the societies of Colombia and the so called Arab countries. After examining the case of the Asia-Pacific Studies Center at Universidad EAFIT in Medellin, Colombia, it is proposed to replicate such experience with a possible MENA studies center. This paper addresses the so far unstudied issue of the relations between Colombia and MENA, as well as it proposes a means for fostering their rapprochement.

Session 9 Theme: Emerging markets
Saturday, 11th December, 2010: 8.30-10am, Room No. 9

Chair: Dr Ian Michael

Discussants: Fahim Youssofzai (ahim.youssofzai@rmc.ca); Nnamdi Madichie (nomadichie@yahoo.co.uk); Thomas Clausen (thomas.clausen@zayed.ac.ae)

Topic: An Institutional Examination of Globalization Process: The “Bridging” Role
Author: Fahim Youssofzai (Royal Military College of Canada, Canada)
Abstract: We study the process of globalization in the Middle East and Southern/Central Asia regions through an institutional perspective. We propose a framework that illustrates how important actors (including the “Global Actors”, the “Mediators” and the “Local Actors”) interact together to make globalization happen in these regions. We study particularly the critical role of the “Mediator” (Dubai in this case) in order to create value system wise.

Topic: Irena-Masdar City (UAE) exemplars of innovation into emerging markets
Author: Nnamdi Madichie (University of Sharjah; United Arab Emirates)
Abstract: This paper highlights a growing phenomenon that has brought about a major shift in the international business landscape with emerging markets at the centre. With the recent spate of ambitious projects to build entirely new, sustainability-focused cities on nearly every continent - from the US$1.3 billion Anglo-Saxon partnerships between McDonough & Partners (Charlottesville, Virginia) and the Arup Group Ltd (London, UK) to create massive green projects in Chongming Island (off the eastern shore of China) to the state-sponsored development plans that promise some version of carbon neutrality-offsetting greenhouse gas emissions, often by producing clean, renewable energy in the emerging markets of Costa Rica, Libya (Vella, 2008) and the United Arab Emirates (UAE). At every turn there seems to be a clear indication of the ‘internationalization of innovation into emerging markets.’ In the light of these developments this paper highlights a recent phenomenon, Masdar City the interim home of the International Renewable Energy Agency (IRENA), in the windswept deserts of Abu Dhabi (the UAE capital) where construction is
under way on a ‘green oasis,’ which planners say represents one of the most ambitious urban building projects ever.

**Topic:** The Fairness and Effectiveness of Performance Evaluations: A Survey of Accounting Practitioners

**Authors:** Thomas Clausen (Zayed University, United Arab Emirates); Keith Jones (University of North Alabama, United States); Jay Rich (Illinois State University, United States)

**Abstract:** Performance appraisal is pervasive, whether in public accounting, industry, or government, and offers an important control mechanism. However, despite some innovative attempts at improvements over the years, research suggests that there is a long way to go in many cases before these appraisals are met with widespread acceptance by those receiving them. A cross-section of accounting practitioners responding to a survey indicated that many did not feel that the evaluations they receive reflect their contributions to the organization. However, those responding as a preparer were far more complimentary of the evaluations they prepare than of those they receive. Other results suggest that these practitioners believe that evaluations of their current work are likely to be influenced by pre-existing impressions held by their supervisor, including impressions gained from talking with others.

**Session 10 Theme: Accounting practices**

**Saturday, 11th December, 2010: 10.30-12:30pm, Room No. 9**

**Chair:** Dr Namrata Gupta

**Discussants:** Dr Leonie Jooste (Leonijoose@uowdubai.ac.ae); Dr Lobna Bouslimi (lobna.bouslimi@hec.ca); Dr Muhammad Mohiuddin (muhammad.mohiuddin.1@ulaval.ca)

**Topic:** Investigating the ethics perceptions of short-term earnings-management at UOWD

**Authors:** Leonie Jooste (University of Wollongong in Dubai, United Arab Emirates)

**Abstract:** The problem with managing short-term earnings is it becomes an ethical practice, regardless of who is or may be affected by the practice or the information that flows from it. If an accounting practice is not explicitly prohibited or there is a slight deviation from accounting regulations, then short-term earnings management is vulnerable to misinterpretation, manipulation, or deliberate deception. Students adopt the attitudes of their professional reference group before they commence their professional careers. Therefore, the ethics of earnings management affects the accounting educator. In the wake of the publicity received by Enron and WorldCom on financial failures and fraud, and the subsequent legislation, there is little evidence in the literature that the profession is educating accountants about earnings management. This study surveyed students and business managers at the University of Wollongong in Dubai to measure their perceptions about the morality of specific earnings management actions. The evidence shows that there is no significant difference between the perceptions of business managers and students regarding the morality of earnings management. Furthermore, the survey indicated that
there is no significant difference between genders regarding the ethicality of twenty earning management practices.

**Topic:** Analysts’ forecasts and the long–run performance of newly privatized firms  
**Authors:** Lobna Bouslimi (Abu Dhabi University; United Arab Emirates); Narjess Boubakri (American University of Sharjah; United Arab Emirates)  
**Abstract:** We examine data on analyst following for a sample of privatized firms over the period 1980 and 2002 to explore whether the behavior of analysts is related to the aftermarket performance of these firms. Our results suggest that privatized firms exhibit significant positive market-adjusted abnormal returns (measured by cumulative and buy and hold abnormal returns) over one, two and three years after divestiture. In addition, we find that market-adjusted abnormal returns are negatively related to analysts forecast errors. This result suggests that contrary to traditional private firms analysts tend to be pessimistic in their forecasts of privatized firms’ earnings prospects in the beginning of the privatization process. They grow however more confident in the prospects of these firms over time, consistent with the positive performance we find after privatization.

**Topic:** Core Competency, Outsourcing and Performance: An Empirical Analysis of Quebec Manufacturing Firms  
**Authors:** Muhammad Mohiuddin (Laval University, Quebec, Canada); Zhan Su (Laval University, Quebec, Canada)  
**Abstract:** Outsourcing is considered as one of the most important business strategy for more than last two decades. However, there are still lots of differences among the practitioners, policy makers, researchers as well as public in general about the outsourcing concepts, strategy and the processes. Core competence, outsourcing and firm level performance are considered very important issues in this field, however, little research are done to high light these issues and clarify the gaps for better understanding by the stakeholders. This paper tries to shed light on this gap. Armed with the survey method and data analysis by the SPSS software, the paper tries to high light the relationships among the core competence, outsourcing and firm level performance for Quebec manufacturing outsourcing firms. The relationship between outsourcing and firm level performance is developed from the financial, competitive, innovative and stakeholder’s point of view. The results shows that there are still ambiguity on the relationship continuum of outsourcing and firm level performance and recommends further study with larger samples and more elaborated questionnaires.

**Session 11 Theme: Drivers for Investment in MENA**  
**Saturday, 11th December, 2010: 10.30-12.30 pm, Room No. 4**

**Chair:** Tim Rogmans  
**Discussants:** Professor Nicolas Papadopoulos (npapadop@carleton.ca); Professor Tevfik Dalgic (tdalgic@utdallas.edu); Dr Balan Sundarakani (balansundarakani@uowdubai.ac.ae); Dr Karlygash Dairabayeva (karly@gwu.edu)
**Topic:** Free Zones as Locations for Investment: An Empirical Survey of Zone Tenants  
**Authors:** Shavin Malhotra (Ryerson University, Canada); Nicolas Papadopoulos (Carleton University, Canada); Melodena Stephens Balakrishnan (University of Wollongong in Dubai, United Arab Emirates)  
**Abstract:** Free Zones, or the geographic enclaves and other designated areas that offer a relaxed regulatory environment in order to promote trade and investment, are an important and growing phenomenon in international business. However, while they have been studied extensively in economics, they have attracted virtually no interest in business research. This study investigated the factors that most strongly predict satisfaction with zone investments using a survey of tenant firms at zones in two developing countries. We find that three factors significantly impact tenant firm’s satisfaction with the zone investment climate: location advantages such as banking and transport facilities and proximity to industry clusters; internalization benefits; and lower perceived market risk in the zone compared to the host country’s mainland.

**Topic:** A hybrid framework for understanding and avoiding international business blunders in the global culture  
**Authors:** Tevfik Dalgic (University of Texas at Dallas, United States); Ercan Gegez (Marmara University, Turkey); Muge Arslan (Marmara University, Turkey); Oylum Korkut Altuna (Marmara University, Turkey)  
**Abstract:** There seems to be a lack in the literature to understand, evaluate and avoid international business blunders. This paper will attempt to revise Dalgic-Heijblom (1996) Framework and suggest the best cultural approach for this purpose. It concludes that no single cultural methodology will be able to explain the causes of international business blunders fully, but a combination of Hofstede, Hall and Gannon approaches. They call this approach a Hybrid Framework.

**Topic:** A Study on APAC Automotive Supply Chain: How MENA benefits?  
**Authors:** Balan Sundarakani (UOWD, United Arab Emirates); Robert de Souza (NUS Singapore, Singapore)  
**Abstract:** The objective of this research work is to investigate the status and trends of Asia Pacific (APAC) automotive supply chain and to assess its regional major trade lanes. By carrying out an in-depth qualitative analysis, the paper seeks to measure the growth opportunities for automotive organizations of Middle East North African (MENA) region. In this empirical research a survey instrument in the form of questionnaire has been designed and sent out to a large number of automotive industries, auto component manufacturers, automotive logistics service providers and other auto-component suppliers operating in the APAC region to identify the industry’s best possible supply chain practices, challenges, opportunities, critical influencing factors across the supply chain and to develop the future trends. The study helps for automotive industries of all kind to draw any strategic decision while extending their automotive road map across the APAC region. The study recommends some key research implications where potential medium and small scale auto-component manufacturers could leverage their manufacturing base. It also gives insights for Auto Logistics Service Providers (ALSP) to strengthen their supply chain in the MENA region in order to provide sustainable services. This research ignites a research initiative in this direction highlighting some useful managerial implications. The conclusions derived from
this research are bound by the sample these are drawn from, and additional large-scale analyses extending the depth and width coverage are suggested as further research. The authors assert that the research provides significant strategic information for automotive supply chain policy makers operating in MENA region. This paper is also aimed to reach out to a large number of automotive companies to foresee the trends and sustainability and thereby opening the door for MENA market.

**Topic: The “Dubai Model”: a new paradigm for growth and investment strategies for oil-based economies**

**Authors:** Scheherazade Rehman (The George Washington University, United States); Karlygash Dairabayeva (The George Washington University, United States).

**Abstract:** The goal of this paper is to address the framework of the so-called “Dubai Model” and to gauge its adaptability to the Eurasian oil-rich economies. In doing so, it outlines the non-traditional growth and investment strategies and the key components necessary for the oil-rich economies to develop sustainable comparative advantage. Furthermore, it analyses the oil-rich economies of Eurasia through the prism of the Dubai Model, to see if these Eurasian economies are employing traditional growth strategies or if they are adopting the newer non-traditional model of economic growth, such as the Dubai Model. We find the Dubai Model to be working in Qatar and UAE. Azerbaijan and Kazakhstan are seeing the merits and attempting to adopt the elements of the “Dubai Model” of sustainable economic growth, i.e., growth through private investment in the R&D-driven sectors, and instant credibility via name-branding. However, the above are interdependent with global liquidity and inward FDI flows. Given the uncertainties facing financial sectors in 2009, the Dubai Model’s strategy will require more time and liquidity to unfold than previously anticipated.

**Session 12 Theme: Tourism flows and Challenges**

**Saturday, 11th December, 2010: 10.30-12.30pm, Room No. 10**

**Chair:** Dr Nnamdi Madichie

**Discussants:** Clifford Lewis (clewis@uow.edu.au); Noela Michael; Professor Richard Linowes (linowes@american.edu)

**Topic: Planning for the tourism outcome: an industries approach**

**Authors:** Greg Kerr (University of Wollongong, Australia); Clifford Lewis (University of Wollongong, Australia)

**Abstract:** The objectives of this paper are to first argue why tourism should not be treated as an industry but as an outcome of a number of industries which provide differing types and levels of motivation to individuals which may result in the activity or outcome of tourism. Secondly, using Dubai as an example, this paper challenges existing thinking with regard to tourism, and seeks to encourage governments and destination marketers to assess their approach towards tourism, and encourage a broader recognition of the industries that are capable of contributing to the tourism outcome. Tourism can be a
measure of performance for industries and can be a valuable link for industries sharing the value system. It is suggested that this approach to tourism will assist in bringing about beneficial changes in strategic direction and structural reform and importantly tourism yield.

**Topic:** Cultural Transferability of Tourist Motivation: Testing Crompton’s Socio-Psychological and Cultural Categories in the Context of Leisure Tourists from Dubai and Abu Dhabi to Australia.

**Authors:** Sue Beeton and Noela Michael

**Abstract:** Tourism motivation in developing countries and Islamic culture has received scant attention from researchers (Bogari, Crowther & Marr (2004). The purpose of this research is to investigate the motivating factors and the overall holiday experiences of Emirati (local nationals from the United Arab Emirates) leisure tourists to Australia from the Emirates (states) of Dubai and Abu Dhabi in the United Arab Emirates (UAE). The United Arab Emirates (UAE) has become an important trading partner for Australia; close to 1,500 Australian companies are doing business with the UAE. The UAE is now placed well inside the top twenty leading destinations for Australian exports. The UAE is a part of the GCC (Gulf Cooperation Council) nations which include the United Arab Emirates, Oman, Bahrain, Qatar, Kuwait and the Kingdom of Saudi Arabia. Inbound tourism to Australia from these nations has been growing steadily since 1996. In 1996, Australia received 5800 tourists from the GCC countries; twelve years later in 2008 the Gulf nations provided 62,971 tourists. This shows an increase of over 1000 per cent over these twelve years. Of these tourists 65 per cent were residents of the UAE, of which 35 per cent were UAE nationals or Emiratis (Mashini 2009). This study uses Crompton’s (1979) model that includes seven ‘socio-psychological’ or ‘push’ and two ‘cultural’ or ‘pull’ factors to understand what motivates the Emirati tourist from Dubai and Abu Dhabi in the UAE to travel to Australia. The socio-psychological motivators include escape from a perceived mundane environment, exploration and evaluation of self, relaxation, prestige, regression, enhancement of kinship relationships, and facilitation of social interaction. The cultural factors include novelty and education. An interpretive research paradigm using the “grounded theory” approach is adopted for my study. Grounded theory research adopts qualitative research methods, hence this study uses focus group and in-depth interviews to collect data. This study will be important for the Australian tourism industry, especially from a planning and marketing management perspective.

**Topic:** Fair Trade Tourism

**Authors:** Kim Karels (International Training Graduate Institute); Richard Linowes (American University, Washington, DC, United States);

**Abstract:** A Jordanian team is adopting methods of fair trade to the tourism sector of Jordan. Their efforts draw upon the experience of South African fair trade initiatives which have received international recognition and that offer decent compensation to the people who provide the educational, handicraft and entertainment services to tourists who visit the country.
The focus for this panel is to discuss the state of business competitiveness in the paradigm of globalization. They will look at the opportunities and challenges of taking businesses from the MENA countries outside this region, and working in this region and also discuss the challenges and opportunities of international businesses as they move into this region.

**Participants**

**Mr Gerald Lawless, Executive Director, Jumeirah Group;**

Mr Gerald Lawless joined Jumeirah in Dubai as Managing Director in 1997. His remit was to develop a hospitality portfolio that would deliver a completely different experience. Jumeirah Beach Hotel, Wild Wadi Water Park, and Burj Al Arab quickly set the standard for the regional and international growth to follow. In January 2007, Gerald was appointed Executive Chairman of the Jumeirah Group and continues to lead its ambitious growth to become the most distinctive and innovative hospitality group in the world. This ambition is expressed by the brand as "Jumeirah – STAY DIFFERENT™". He is a member of the Executive Committee of the World Travel and Tourism Council (WTTC) and a Fellow member of the Institute of Hospitality (formerly HCIMA). In addition, Gerald is a Member of the Board of Directors of DIFX, Member of the Board of Directors of Tatweer, Member of the Dubai Holding Executive Committee and Member of the Board of ENDP. Gerald also serves as the Chairman of the Board of Governors of The Emirates Academy. **Mr. Lawless will speak about the opportunities and challenges of building and taking a UAE brand global.**

**Mr Frederic Sicre, Executive Director, Abraaj Capital**

Mr Frederic Sicre has about 20 years experience in engaging the private sector in global issues, regional-development agendas and community building. As an Executive Director at Abraaj, he engages a wide network of decision makers from around the world with the business activities and philanthropic work of the firm. He spearheads the Abraaj Strategic Stakeholder Engagement Team (ASSET), serves on the advisory boards of Dubai Cares, a US$1 billion endowment dedicated to providing education to poor children around the world, Injaz Al Arab, an organisation committed to encouraging the entrepreneurship spirit among Arab youth, he is a member of the Advisory Board of the Gerhart Center at the American University in Cairo and Chairman of the Gaza Children Trust. In the early 1990s, Mr. Sicre established the activities of the World Economic Forum (WEF) in Africa and the Middle East. He then managed the
Forum’s Centre for Regional Strategies and was promoted to WEF Managing Director in 2000. In 2002, he was responsible for moving the Annual Davos Meeting to New York City to show support for New Yorkers after 9/11. In 2003, he was responsible for the Extraordinary Annual Meeting at the Dead Sea in Jordan following the Iraq conflict. 

*Mr. Sicre will speak about the opportunities and challenges of building sustainable networks looking at employees, private and public sector organizations and governments both at local and international levels when building international competencies.*

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**Mr Y Sudhir Shetty, COO, UAE Exchange:**

Mr Y Sudhir Kumar Shetty, COO-Global Operations of UAE Exchange, is a leading figure in the field of finance and global remittance. Mr. Sudhir’s leadership, technical insight and operational expertise have strengthened UAE Exchange’s culture of innovation and infused inimitable quality in all aspects of its business operations. He is the representative of UAE Exchange on the FERG committee. He has been leading the UAE Exchange global operations since 1991. He has been a fellow member of the Indian Institute of Chartered Accountants since 1990 and holds membership of various executive and business councils in the UAE. He was the honorary President of the India Social and Cultural Centre, Abu Dhabi in 2009. 

*Mr Shetty will speak about the bottom of the pyramid and how opportunities exist even in countries where GDP exceeds the USD 3000 mark.*

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**MODERATOR – Professor John W Seybolt, Dean of the College of Business Sciences, Zayed University**

Professor John Seybolt recently accepted the position of Dean, the College of Business Science, Zayed University, the United Arab Emirates. Previously he was Dean and Director, also holding the Pratt Family Chair of Leadership, at the Melbourne Business School (Australia) from 2004-2009. Prior to that he was Senior Vice President and Distinguished Professor of Management at Thunderbird School of Global Management (1998-2004). From 1988 through 1998, he was Dean of the David Eccles School of Business at the University of Utah, where he was also a Professor of Management and adjunct Professor of Psychology from 1974 through 1998. His research, teaching, consulting and advising focus on issues of employee motivation, performance and retention; leadership skill assessment and development, organizational and job design, and effective team development. Since 1988 he has been active in the AACSB International, in various roles including as Chair of the International Partnership Team for Continuous Improvement. He is a member of the Awarding Body of EQUIS (European Quality Improvement System, of the European Federation of Management Development), and participates on EQUIS accreditation teams. John has been recognized for
his work in business education over the years. He is a past president of the Western Academy of Management, and was given its President's Award in 1992 for his career contributions to the field.

Writing and Publishing Management Research & EMERALD AWARD FOR BEST PAPER
Emerald Group Publishing
Room 1-2, 1.30-3.30pm

Alastair Cook is Emerald’s Vice President for the Middle East, Maghreb, & Turkey, based in their Dubai Media City office. Alastair has 20 years of international publishing experience, having set-up regional operations for publishing forms in SE Asia and the Middle East. In addition to being charged with growing Emerald’s business in the region, Alastair is active in working with researchers and faculty members to encourage increased applied research activity in the region, and to facilitate the publishing of local research initiatives. Established in 1967, Emerald Group Publishing Limited is the world’s leading publisher of management research. In total, Emerald publishes over 700 titles, comprising 200 journals, over 300 books and more than 200 book series as well as an extensive range of online products and services.

Zayed University Desert Safari Awards Night
(for all full paying delegates and paid guests)
Saturday, December 10\textsuperscript{th}, 3.30-10.00pm leave from Business Village – drop at hotel
(please confirm to registration desk place of drop off on Friday morning)

Dune Bashing, Sunset from the Dunes, Desert Camp and a little of the local culture and dinner by the campfire.
Sunday 12, December, 2010

JAFZA TOUR (for registered participants limited to 10 people)
12th December, 2010: 8.30-12.30, Meeting at 8.15 at Registration Desk

Confirmed
1. Rui, Huaichuan [Huaichuan.Rui@rhul.ac.uk]
2. Lilach Nachum [Lilach.Nachum@baruch.cuny.edu]
3. Elias, Rida [relias@ivey.uwo.ca]
4. Fiorenza Belussi [fiorenza.belussi@unipd.it]
5. Nicolas Papadopoulos [npapadop@carleton.ca]
The focus of this panel session is to firstly explore some challenges researchers face in (1) designing research topics (2) collecting research (3) presenting their findings for research. Secondly, the panel will explore methods for fostering collaboration, recommend research methodologies that work in the MENA context. Third, they will discuss some new trends for research topics that seem to be emerging from this area in terms of industry need.

Participants

Hermann Behrens, CEO, Brand Union

Mr Hermann Behrens began the Middle East operations for the Brand Union in Dubai in 2004. They have expanded in the region and now are in KSA and Pakistan. Hermann spent the first 10 years of his corporate career in classical marketing managing OTC brands in Reckitt and Coleman, Kimberly Clark and Nabisco before moving to brand Union in 2001. Among the leading brands Brand Union has developed under his leadership are Al Rajhi Bank, Tawuniya, Emaar, Soroubh and Dubai Road Transport Authority (RTA). Mr. Behrens will take a look at both qualitative and quantitative data and the industry value placed on these results. He will talk about “actionable” research looking to reduce the academic-industry divide.

Mr Himanshu Vashishtha, Managing Director, Middle East Pakistan, The Nielsen Company

Mr Himanshu Vashishtha has twelve years of market research experience in the Middle East and across the Indian Subcontinent. Before Nielsen, he was heading his own market research company based in India. Through the years he has worked with many global brand teams to develop their strategy for the Middle East region and help gain advantage in the marketplace. This include leading companies across a wide range of sectors such as beverages and food products, other fast moving consumer goods, retailers, automotive, tourism, real estate, public enterprise, durables and finance. He has also been a regular writer in marketing and business magazines in the Gulf and has spoken at many conferences in the Gulf on diverse topics, such as, youth, women, online marketing, automotive marketing, financial strategy, innovative marketing strategies, brand loyalty. He is also on Advisory Council of Asia Brand Congress. His special interest is in the area of new brand development and communication research. Mr. Vashishtha will focus on the role MR has from the industry perspective, areas of future research and tools to overcome the “survey fatigue and barrier” prevalent in some of the MENA countries.

Professor Rob Whelan, President, University of Wollongong in Dubai, UAE
Prof. Rob Whelan is the President of the University of Wollongong in Dubai. Under his leadership UOWD has become the first private University in the UAE to get a DBA and a PHD in Business to be initially accredited under the Commission for Academic Accreditation. He was previously the Dean of Science at the University of Wollongong in Australia (2002-2008), and Head of the School of Biological Sciences (1993-2002), where he was a member of the academic staff from 1982. During his career at the University of Wollongong, Professor Whelan established the University as one of the leading centers for research, internationally, for fire ecology and for the ecology and genetics of threatened plant and animal species. He has published over 100 scientific papers, and has attracted over A$2.8 million in competitive research funding. **Professor Whelan will speak about building research competency at the educational level and some of the challenges and opportunities this presents.**

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**Session 13 Theme: CSR and e-business**
**Sunday, 12th December, 2010: 8.30-10am, Room No. 10**

**Chair: Dr Mohiuddin Muhammad**

**Discussants:** Hiba Al-Ali (hiba.al-ali@mail.mcgill.ca); Dr. Rajmohan Panneerselvam (rajmohan@skylineuniversity.com); Dr Mona Mustafa (mona@cud.ac.ae)

**Topic: A Corporate Social Innovation: The CSR 'People's Case'**
**Author:** Hiba Al-Ali (McGill University, Canada);

**Abstract:** The paper heeds the call for a development-oriented ‘human-centered’ approach to CSR and a ‘people’s case’ model. Design/methodology/approach: Rooted in the CSR and development literatures, this conceptual paper attempts to inductively build theory from a case study in a developing country. Interviews, observation and documents were used for data collection. Findings: A corporate social innovation is identified and is coined as a ‘multi-stakeholder network’. It represents an innovative arrangement between the public, private, and social (non-profit) sectors and other local constituencies that aims to empower a highly marginalized community through leveraging embedded social capital to build critical human capital. Research limitations/implications: The short time horizon since inception prevents an adequate evaluation of its success in meeting the aspired outcomes. Hence, a follow-up research is proposed. Additionally, comparative studies of similar, if applicable, networks are suggested. Practical implications: In terms of practical implications, this model has the potential to create a shift in the way businesses and other constituencies approach, design and implement CSR activities. Social implications: The envisioned resulting fundamental changes in business CSR strategies and public policies could positively impact societies and the poor. Benefits could include improving knowledge, skills and empowerment levels of local constituencies envisioned to lead to a general improvement of the quality of life.
Originality/value: By advancing a ‘people’s case’ model, the paper is of value to those researchers and public policy makers interested in more sustainable and valuable development outcomes.

**Topic: B2C e-Commerce adoption possibilities in UAE: An empirical study on E-Readiness of Consumers**

**Authors:** Rajmohan Panneerselvam (Skyline University College, United Arab Emirates); Sael Roshdi Nimer Sabha (Skyline University College, United Arab Emirates)

**Abstract:** This study is focused on the possibilities of adopting Internet based buying attitude from the consumers of various products and services more intensely than the existing situation in UAE. The factors such as availability of Internet access, Intensity of Internet usage and e-Commerce awareness are used as the basis for measuring such e-readiness of the consumers considered in the study. With the sample size comprising of 266 e-transactions enabled customers residing in the cities of Dubai and Sharjah, three independent multiple regression models were used to find out that the initial willingness of the consumers to shop online has significant levels of dependency towards three dimensions of e-Commerce awareness such as basic understanding, product concern and e-transaction security. Relevant findings and the implications towards the possible B2C e-Commerce adoption in the retailing operations of the region is addressed in the study carried out with a descriptive research design and survey methodology.

**Topic: E-Working, teleworking, transferring skills, home life balance, Information Technology and work**

**Author:** Mona Mustafa

**Abstract:** Now in the twenty-first century and about 30 years since the concept of telework first began to attract publicity, we know that this is an issue demanding attention (International Labour Organisation, 2005). This research examines professionals’ use of teleworking and their boundary management strategies. It further analyses how individuals psychologically experience flexibility, and their perceived control over the location and the temporal structure of their work. One of the most cited benefits of teleworking is that it offers flexibility in terms of how, when and where work is conducted. The research aims to understand how individuals manage this flexibility and the challenges they may experience in structuring their work. The concept of teleworking has great potential in countries such as the Middle East as it opens up doors for employing international skilled employees, women with children, disabled individuals and offer solutions to the traffic problems of commuting. The research therefore discusses the benefits of this form of work to both organisations and individuals. Nevertheless, this form of work does bring with it a new set of challenges that need to be addressed. Traditionally work and home are two domains which are kept separate from each other. The home is a place reserved for recreation and family time. However, the increase in the number of individuals working from home has resulted in the work and home boundaries to become integrated and blurred. There are no clear boundaries of time and location of work and individuals become responsible for creating and managing their temporal and physical boundaries. The process of negotiating and maintaining boundaries between work and non work is the concern of a body of literature that can be termed ‘boundary theory’. Boundary theory is a relatively new strand within
work-family research that addresses the linkage between work and home by focusing on the boundaries that divide them. Managing both work and non work boundaries is a critical challenge facing workers and is certainly a growing issue in the management literature. More and more individuals today feel the pressure to fulfil the needs of both paid and home duties. This research therefore highlights the impact of Information Technology on work and life balance.

**Session 14 Theme: Marketing insights Data from MENA Region**
**Sunday, 11th December, 2010: 8.30-10am, Room No. 4**

**Chair:** Dr Nnamdie Madichie

**Discussants:** Aisha Ayoub Albanna & Amina Anwahi (C/O ian.michael@zu.ac.ae); Insiya Lokhandhwala (isl1904@hotmail.com)

**Topic:** An investigation on the attitudes toward luxury among female Emirati students

**Authors:** Aisha Ayoub Albanna, Alia Abdulla, Amina Anwahi, Reem Khoory & Ian Michael (Zayed University, Dubai, UAE)

**Abstract:** It is as clear as water that all women love shopping, not to mention addicted to it. From adolescents to grownups, women have a strong connection towards shopping with no exception to their mood or state of mind, or even to their occupation whether being students, working females and moms, housewives, or celebrities. Lately, luxury buying has taken over the shopping world everywhere, and has become an obvious trend among women and men as well. It is well noticed how luxurious products like jewelry, branded products such as cars, furniture, clothes, shoes, and bags, and much more became a daily obsession. As people claim, they have this tendency towards luxury spending for many reasons. Some people take in mind the quality of luxurious goods, while others keep in mind personality and trait connections towards these products. In addition, people see luxury as the new fashion trend that they should follow. Some also feel the desire to impress by using luxurious products in order to show off to people their wealth and ability to afford such products. "Different the reasons, same the fact". Furthermore, taking in consideration this alteration in the shopping attitudes around the world, it is reasonable to aim our attention towards the United Arab Emirates, our country, where the luxury trend is remarkably noticed. People in the UAE are more aware of luxurious brands and are more interested and keen on obtaining them. As known, the UAE's economy has emerged amazingly in the last three to four decades, which consequently increased the attention and awareness of the locals and non locals to the shopping world and shopping experience. Due to this enormous change in behaviours and attitudes towards shopping, we have decided to carry out a research based on the topic of luxury buying in the United Arab Emirates, focusing on female Emirati students. This research is actually created by Luciana De Araujo Gil for her PhD letter, and was conducted in both Brazil and Singapore, and we have come into agreement in conducting it in the UAE as well. This survey investigates the attitudes of female Emirati students ‘Bachelor and Masters’ towards luxury. It aims to clarify the behavior and action of an ordinary Emirati female student towards luxury products and lifestyles. It examines the individual’s own perspective of luxury and owning luxurious
products, what they think of it; how it makes them feel and look, and why do they buy luxury products. Moreover, the survey examines the perspectives and points of view of these female students on others who live a luxurious lifestyle. In addition, the survey collects information on how do female students shop for luxury brands. Is it because of reputation, quality, or people who own these luxury products whom these females are impressed by such as family members and celebrities? We aim in our research to find out the level of luxury spending in the UAE among Emirati female students and the reasons behind it. Additionally, we are more curious to figure out how these females afford such expensive products.

**Topic: The Environmental Role Media Can Play In the Gulf**

**Authors:** Insiya Lokhandwala (University of Wollongong in Dubai, United Arab Emirates); Sara Mukhtar (University of Wollongong in Dubai, United Arab Emirates); Vincy Varghese (University of Wollongong in Dubai, United Arab Emirates); Sana Sharaf (University of Wollongong in Dubai, United Arab Emirates); Milan Sindhav (University of Wollongong in Dubai, United Arab Emirates); Dr Swapna Koshy (University of Wollongong in Dubai, UAE)

**Abstract:** The purpose of this paper is to explore the role of media in driving environmental initiatives in GCC countries. This research paper identifies the best practices of print, audio visual and social media in sustainability initiatives across different parts of the world and assesses their scope of applicability in the Gulf nations. Firstly, an important mile-stone in print media initiatives was taken by The Guardian Newspaper published in the UK, engaging in sustainability reporting by not advertising for cars and planes which emit CO2 beyond the prescribed standards. Next, in the audio visual media a pertinent model will be that of B1 TV in Romania whose youth waste collection campaigns are popularized via radio. Thirdly, Social media has the benefit of low cost and rapid mass reach, a trend identified by the earth hour initiatives on Facebook where 400,000 people participated and even by commercial organizations who are using social media to launch their CSR initiatives such as General Electronics ‘tag your green picture’ on Flickr. Media houses in the Gulf have begun their journey down the green path but drastic and continuous involvement is needed to create the desired green culture in the Gulf and this could be done by adopting some of these best practices.

**Session 15 Theme: Organisational Culture and Leadership Styles**

**Sunday, 12th December, 2010: 8.30-10.00pm, Room No. 3**

**Chair:** Dr Jayashree Payyazhi

**Discussants:** Professor John S. Hill (jhill@cba.ua.edu); Dr Nayel Mousa Rababah (naelmr@yahoo.com); Dr Linzi Kemp (lkemp@aus.edu)

**Topic: The Geopolitics of Middle Eastern Culture and Management Styles**

**Authors:** Ahmed El-Mehrezy (Benha University, Egypt); John S. Hill (University of Alabama Country: United States)
**Abstract:** Geopolitics, culture and management style are not normally associated topics in the field of international business. But the geopolitics of the past influences the present and very much affects the future. In this paper, we review the history of the Middle Eastern geopolitical situation and the region's relations with the west as background to understand the rationale behind a Middle Eastern-North African trade bloc. Our conclusions suggest that the current cultural and political impasse between the Middle east and the west not only make MENA a good option to follow, but it also fits prevailing trends towards global regional integration based on compatible cultural and historical backgrounds of participants. The trend also dovetails with current movements away from western shareholder capitalism models towards management styles based on regional culture and history.

**Topic:** TMT Personality Heterogeneities and Decision Quality: The Mediating Role of Psychological Empowerment

**Authors:** Hao-Chieh Lin (National Cheng Kung University, Taiwan); Nayel Mousa Rababah

**Org:** National Cheng Kung University, Taiwan

**Abstract:** Purpose – the study examines the role of the specific TMT traits of the Five-Factor Model of personality heterogeneities (conscientiousness, extraversion, openness to experience, agreeableness, and neuroticism) in enhancing and building the capabilities of TMT psychological empowerment and the essential elements involved in high quality decisions. Further, the study examines in detail the mediating roles of TMT psychological empowerment, TMT personality factors and decision quality. Design/methodology/approach – The paper uses quantitative data analysis adopting the upper echelon approach. Using data from surveys of 204 TMTs in Jordanian private firms and the structural equation modelling (SEM) approach. Findings – Finding obtained indicate that access to Five-Factor personality heterogeneities improved the psychological empowerment of teams and significant relationships between them were found. Results supported a positive relationship between psychological empowerment and the quality of decision. TMT psychological empowerment measures did not mediate relationships between TMT personality heterogeneities and decision quality. Research limitations/implications – In this study an empirical framework was created to assess the impact of upper echelon personality heterogeneity and psychological empowerment on decision quality. Limiting factors were: The Five Factor Model of personality, data collection was limited to private industry in Jordan and measurements were limited across sectors. The further research on the upper echelons theory is shown necessary. Executive upper echelon fosters member participation in decision making with autonomy and impact as well as providing an atmosphere of member accomplishment of their performances. Originality/value – This paper brings to light an area not previously covered in upper echelon studies. The findings of this paper will have important value in the understanding of personality heterogeneity effects on psychological empowerment and its potential benefits on quality decision making.
A review of the current state of knowledge about women and leadership in the Middle East is important for three reasons. Firstly, effective leadership is recognized worldwide as a successful managerial skill in an emerging market. Secondly, this review contributes research pertaining to the Middle East, emerging as an important region in business leadership. Thirdly, recognition is made of leadership by women as they emerge into the workforce in the Middle East. Considering this triumvirate of significance; management; Middle East; women, now is a judicious time to review the research undertaken and knowledge gained in this area of leadership.

The focus of this panel session will be to discuss how to encourage and promote the contribution of women to management. This means relooking some existing barriers or challenges, suggesting changes at policy, business and educational levels. The discussion should lead to new research perspectives and also address the issue should education be adapted to address these needs.

Dr Manal Taryam, MD, Medical Director, Noor Dubai

Dr Manal Taryam graduated from the Dubai Medical College in 1997. She joined The Department of Health and Medical services for her internship and earned a scholarship from the Ministry of higher education and the Government of Dubai to continue her medical education in Germany. In 1999, Taryam joined the Ophthalmology residency program at the University of Cologne in Germany and graduated in 2005, she then continued her fellowship at the Retina Department during which she had the pleasure of working with Prof. Kirchhof. Taryam returned to the UAE in 2006 to work at the Dubai Health Authority, she is currently a member of the Vitreo-retina team at Dubai Hospital and a member of the Ethic committee. In 2007 she was elected president of the Emirates Ophthalmic Society and participated in organizing many educational and awareness campaigns as well as conferences. She is the founder of the Emirates subspecialty Clubs including the Emirates Retina Club (ERC). She is board member at the Middle East & African Council of Ophthalmology, and a member of the advisory board at Foresight, an NGO active in the field of research for Retinitis Pigmentosa. In 2007, Taryam was appointed, by the UAE minister of health, general secretary of the National Committee for prevention of blindness. In 2008, Dr Manal Taryam was appointed Medical Director of the Noor Dubai initiative, which targets prevention of blindness globally. During this short period, Dr Manal Taryam received many awards; she is twice the recipient of SHK. Rashid
award for academic achievements, in 1997 and 2006. She received the Dubai Government Excellence Program award for excellence in government performance 2006. She is a graduate of the Middle East and African Council of Ophthalmology leadership development program 2007. Dr. Manal will look at the role society plays for empowerment of women and also discuss from her perspective the societal aspect of encouraging policy changes.

Dr Jasim Al Ali, Director, Human Resources, Dubai Economic Department

Dr Jasim Al Ali has focused on the development of UAE Nationals through the implementation six strategic themes, including attracting & recruiting; reward & recognition; learning and development; performance management; employee engagement and leadership; and management development. Prior to this position, he held the role of Human Resources Consultant for Dubai Municipality, where he contributed to increasing Emiratisation from 47% of total workforce in 2007, to 62% in 2008. With over 21 years experience in Human Resources, Dr Jasim has made a significant contribution to Emiratisation and has published a number of papers in academic journals. Dr Jasim will speak on HR practices especially looking at encouraging Emiratisation with respect to women and some gaps with respect to future research areas, education requirements and policies.

Deborah Najar, General Manager, Salam Watch and Jewellery Division

Deborah Najar started her career in banking with Dresdner Kleinwort Benson. She then took on a variety of managerial positions in private equity and internet start ups, helping prepare business cases and raise finance. In 2002 Deborah decided to shift her focus to retail, and moved to Boucheron. She has since managed retail networks both in mono and multi brand environments, in Europe and the Middle East. She arrived in Dubai in 2004, and joined Salam International where she co-founded the Watch and Jewellery Division, around the De Beers Diamond Jewellers Master Franchise. Other brands under franchise include Mauboussin, Victoria Casal, and HStern. Deborah is a graduate of the London School of Economics and a trained gemmologist. She is a French national, speaks 4 languages, and is married with a baby girl.

MODERATOR – Professor Lilach Nachum, Professor of International Business at Baruch College's Zicklin School of Business

Professor Lilach Nachum has been a consultant to UNCTAD on issues related to Multinational Corporations and Foreign direct investment. She is highly published, won multiple awards from her faculty and won the best reviewer award from the Academy of Management for 4 years. She has held visiting research and teaching positions at universities in Austria, China, Hong-Kong, Israel, Italy, Poland, Singapore, Sweden, Switzerland, Taiwan, and the UK.
Session 16 Theme: Quality Development  
Sunday, 12th December, 2010: 10.30-12:30pm, Room No. 4

Chair: Dr Leonie Jooste

Discussants: Immanuel Azaad Moonesar (iamoonesar@gmail.com); Sazelin Arif (sazelin@utem.edu.my); Mariam Omran (u2720511@zu.ac.ae)

Topic: Perception on prenatal care management  
Authors: Immanuel Azaad Moonesar (University of Wollongong in Dubai, United Arab Emirates); Prakash Vel (University of Wollongong in Dubai, United Arab Emirates)  
Abstract: Objective: The purpose of this study was carried out to investigate and evaluate the factors affecting perceptions of prenatal care management services. A review in this category found very few studies mostly concentrated in the American, Canada and Europe countries. Methods: This is a quantitative study where a convenient sample of 93 pregnant women either attending a selected private or a public health care hospital was used. Results: The results revealed 80.6% of women surveyed perceived to be satisfied by the management of both health care sectors. In the public sector, 75.6% were satisfied while 85.4% in the private sector. The majority of satisfied subjects within the public and private sectors are from the secondary (14 yrs) level of education, 47% and 35% respectively. The majority dissatisfied were from the low-income group that attends the public health care facility as oppose to the private sector. Conclusion: The private sector patients were more satisfied with conditions than the public sector patients. In the same context, there are some recent studies conducted in Trinidad on the health care systems but unfortunately no emphasis and demarcation on statistics are given to the private and public sectors. Further research on the experience of prenatal care services in the private and public facilities with the ‘More Developing Economical Country’ (MEDC) needs to be conducted to get a comprehensive view of this experience.

Topic: Application of concept Halal and Tayyib in Halal food certification standards: positioning Malaysia as a role model  
Authors: Sazelin Arif (Department Fiqh and Usul, Academy of Islamic Studies, University of Malaya, Kuala Lumpur, Malaysia); Ridzwan Ahmad (Department Fiqh and Usul, Academy of Islamic Studies, University of Malaya, Kuala Lumpur, Malaysia)  
Abstract: Foods allowed in Islam generally adhere to a strict code of religious dietary law of the lawful (halal) and wholesome (tayyib). Islam outlines two important standards to ensure foods consumed by Muslims are good, quality, pleasant and healthy. Malaysia has moved a step ahead by compiling a globally recognized halal food standard MS 1500. This standard should be read with Malaysian Standard MS 1480, MS 1514 and Halal Food Manual Procedures. Malaysia is implementing these standards in food processing to ensure the complete application of syari’ah, HACCP as well as GMP. The objectives of this study are to (1) provide an understanding of halal food certification standards in Malaysia and (2) discuss on how the concept of halal and tayyib is applied in these standards. The study adapted a document analysis approach to determine the application of the halal and tayyib concept in
halal food certification standards. The documents such as MS 1500, MS 1480, MS 1514 and Halal Food Manual Procedures are the prime sources to be analyzed. To verify the actual application, semi-structured interview is also conducted in this study. The interview involved experts whose been given authorities by the Malaysian government in halal food certification process. The study reveals that Malaysian halal food certification standards is in line with the concept of halal and tayyib as this concept is applied thoroughly and well explained in halal food certification standards. This finding is important so that Malaysia makes the grade to be the role model.

Session 17 Theme: Emerging Marketing Themes
Sunday, 12th December, 2010: 10.30am-12:30pm, Room No. 9

Chair: Noela Michael

Discussants: Gladwin Menezes & Sasha Kannan (C/O doneldamcKechnie@uowdubai.ac.ae); Hassan Younis (hyounes2@yahoo.com); Peerapat Chokesuwattanaskul (yokmaster@hotmail.com)

Topic: Social networking sites in the UAE emerging market: In pursuit of knowledge about users
Authors: Sasha Kannan (University of Wollongong in Dubai, UAE), Gladwin Menezes (University of Wollongong in Dubai, UAE), Donelda S. McKechnie (University of Wollongong in Dubai, UAE)

Abstract: Purpose: Social networking sites have become embedded in everyday life. Additionally, they have become a research focus indicated by the burgeoning literature. However, little is known about social networking site users in emerging markets. This paper focuses on this gap and begins to address the question: What is the reach of social networking sites in an east-meets-west emerging market? Design: The information presented, herein, is the exploratory phase of an empirical study guided by three objectives that consider user demographics and the constructs of purpose and privacy: (1) to what extent do demographic factors influence the use of social networking sites, (2) to what extent does purpose play a role in use of social networking sites and (3) to what extent is privacy a concern when using social networking sites? Research Implications: Two expert interviews and an extensive literature review support the eleven suggested propositions for the empirical stage to follow. Findings from the interviews acknowledge that little is known about users in the UAE emerging market, thus, creating a need for information relevant to marketers who use the medium to reach consumers and for additional academic research. Originality/Value: The UAE setting provides knowledge about the influence of demographics such as age and nationality as well as including the cultural impact on purpose and privacy. The findings ultimately contribute to understanding users within the wider population of an emerging market which has been a slow-to-close gap in the literature.
**Topic:** The “going green” initiative in UAE  
**Authors:** Hassan Younis (UOWD, United Arab Emirates), Balan Sundarakani (UOWD, United Arab Emirates)

**Abstract:** Purpose – The purpose of this paper is to provide an overview on the green initiative from global perspective and to highlight UAE’s main achievements in this regard.  
Design/methodology/approach – A literature review deals with the green supply chain and UAE’s main players in greening the business environment. Findings – The research presented in this paper reveals that UAE has launched various initiatives intended to increase the awareness on the importance of environmental sustainability and renewable energy sources. Originality/value – There is an emerging body of work on managing the supply chain operations in a sustainable and green context. UAE is endeavouring to become a regional hub for environmental initiative implementations and renewable energy studies. This work helps in addressing how UAE is participating in greening the supply chains and leveraging the understanding of going ahead with green.

**Topic:** The transition process from domestic competition policy to international competitiveness: Fundamental driver of developing economies  
**Authors:** Peerapat Chokesuwattanaskul (Joint doctoral program in Business Administration, collaborative program of Chulalongkorn University, Thammasat University, National Institute of Development Administration, Thailand)

**Abstract:** To propose the transition process from competition policy implementation in domestic market to international success of firms. Design/methodology/approach: An inexistence of the phenomenon of interest (leniency program does not exist in many developing countries) leads to the necessary of writing a conceptual/theoretical article in prior stage. Conceptual article shall be done by coverage scholar works which have been done related to the questions of interest. Interdisciplinary approach—spans from law, economics, and international business—provides fundamental framework for the analysis and multi-level of analysis is taken into account. Findings: I propose the positive relationship between leniency program implementation and level of competition. Moreover, increasing level of competition shall lead to an increase in the decision to implement strategy, ceteris paribus. Finally, I claim the necessity of the completeness of transition process, especially in developing economies where fundamental institution is not well-developed yet. Research limitations/implications: Empirical data is unavailable, since the proposing idea is guideline for future implementation. This theory, therefore, stands for the future tests. Practical implications: Leniency program (in specific) and competition policies (in general) shall be adopted seriously and contextually improved to guarantee the most suitable atmosphere of competition within domestic market. Originality/value: Since majority of leading scholars are grounded in western countries where economies are well-developed, their questions of interest may not be the most appropriate in developing economies. This article reflects to the requests from many scholars recently that developing economies and their firms should consider different stage of question. Coherently, scholars begin to point out that the core of international business field of study in location. This article stands among the first conceptual papers which combine interdisciplinary (Law, Economics and International Business) to query and try to provide possible answer to such a question.
Session 18 Theme: Drivers for Investment in MENA
Sunday, 12th December, 2010: 10.30am-12:30pm, Room No. 3

Chair: Prof. Richard Linowes

Discussants: Prof. Nick Forster (Nicholas.Forster@Zu.Ac.Ae); Dr Manjit Singh Sandhu (Manjit.Singh@Buseco.Monash.Edu.My); Dr See Kwong Goh (goh.seekwong@gmail.com); Dr Laura L. Matherly (Laura.Matherly@zu.ac.ae);

Topic: Exposing the Contradictory Claims and Myths of the “Secrets of Business Success and Company Longevity” Genre
Author: Nick Forster (Zayed University, United Arab Emirates)

Abstract: Over the last three decades, several management consultants, academics and business practitioners have laid claim to identifying “The Secrets of Business Success”. They have identified numerous endogenous factors which, they claim, explain the success of what have been described as “excellent”, “visionary”, “innovative”, “built-to-last”, “good-to-great”, “cutting-edge”, “creative”, “employer of choice”, “intelligent”, “transformational”, “learning”, “blue-ocean”, “winning” and “high-performance” companies. However, a systematic textual analysis of 24 studies in this genre has uncovered fundamental and intractable disagreements over the elements that these authors claim are the primary drivers of business performance and longevity. This analysis also revealed that these studies are characterised by eight substantive methodological and analytical flaws. Furthermore, almost all of the claims they have made about “the secrets” of business success and exemplar companies have not stood the test of time. The article explains why trying to emulate the purported business practices of successful companies from the past is - probably - a complete waste of time for any contemporary business leader or company. It also suggests some reasons why several of these studies became international best sellers during the 1980s, 1990s and 2000s - in spite of their manifest conceptual inadequacies and contradictory claims. It concludes by indicating possible avenues for further research in this domain in the future, and highlights some practical implications for business practitioners.

Topic: Organisational climate, trust and knowledge sharing: insights from selected multinational firms in Malaysia
Authors: Manjit Singh Sandhu (Business School Monash University Sunway Campus Malaysia, Malaysia); See Kwong Goh (School Of Business Studies Tar College Malaysia, Malaysia); Wai Ling Poon (Business School Monash University Sunway Campus Malaysia, Malaysia)

Abstract: The purpose of this research is to examine the influence of organisational climate and trust on knowledge sharing behaviour in selected multinational firms in an emerging market - Malaysia. Design/methodology/approach-Survey data was collected from 231 participants from 30 multinational firms. Multiple regression was used to assess the research model. Findings-The research findings indicate that organisational climate dimension such as affiliation had positive impact on both knowledge donating and knowledge collecting. However, a climate of fairness had insignificant positive effect on
both knowledge donating and knowledge collecting. Conversely, cognitive trust had significant effect only on knowledge donating while affective trust had significant effect on knowledge collecting. Practical implications- This research can help Knowledge Management practitioners to create a more conducive Knowledge Sharing climate within an organisation. To enhance Knowledge Donating and Knowledge Collecting, Knowledge Management and Knowledge Sharing practitioners should focus and give more emphasis on enhancing a climate that develops ‘togetherness’ where employees possess strong sense of bonding irrespective whether it is emotional or professional. HR practices must also promote greater social interaction among staff and nurture ways to increase employees’ level of affiliation and trust. Originality/value- While there is ample literature that looks at the broader impact of organisational culture on KS, this research has attempted to look at the more visible element of the organisation that is easier to change: Organisational Climate. In addition, this research examines the impact of Organisational Climate on specific Knowledge sharing dimensions such as Knowledge Donating and Knowledge Collecting.

**Topic:** A Causal Model of Knowledge Transfer and Performance  
**Authors:** Laura L. Matherly (Zayed University, United Arab Emirates); Mohammed A. El-Saidi (Utah Valley University, United States); Al Anood Al Menhali (Zayed University, United Arab Emirates); Asma Hassan Meftah (Zayed University, United Arab Emirates); Mariam Al Hajri  
**Org:** Zayed University (Zayed University, United Arab Emirates)  
**Abstract:** This research develops and tests a model that integrates the literature on knowledge management, organizational learning, organizational behavior and strategic management to capture the simultaneous effects of sender, receiver and organizational characteristics on knowledge transfer and ultimately, on job performance in expatriate working relationships. In the interest of expanding understanding of the key antecedents and inhibitors of knowledge transfer, sender characteristics include motivation, ability, interactions, gender and job security while receiver characteristics encompass motivation, ability, interactions, gender and language skills. Further, organizational characteristics are refined into two categories: nature of the job and inducements. In general, the model is supported. This study adds to the growing body of literature on the knowledge transfer process and illuminates successful methods to improve knowledge transfer. For those jobs that are more routine and documented, knowledge exchange between partners is not necessary to be successful. An interesting finding is that the higher one evaluates another’s ability, the higher the degree of knowledge transfer. Frequent interactions, sender and receiver motivation to exchange information, rewards and management support are associated with high levels of knowledge transfer. Generally, both formal and informal interactions are important; however, informal interactions between genders in the national population are low. Last, knowledge transfer was related to employee annual performance ratings indicating the value of understanding the predictors of knowledge transfer on organizational performance. Future research should encompass broader samples as well as how to foster knowledge exchange in light of gender/cultural diversity in the Middle East.
Session 19 Theme: The Entry Mode: Implications for MNCs
Sunday, 12th December, 2010: 10.30-12.30pm, Room No. 10

Chair: Prof. Syed Tariq Anwar
Discussants: Dr Huaichuan Rui (huaichuan.rui@rhul.ac.uk); Dr Luiz Alberto Campos Filho (camposfo@gmail.com); Dr Golam Mostafa Khan (mostafa.khan@hotmail.com); Dr Abel Meru (kinmru@yahoo.com)

Topic: Parent subsidiary relations and the competitiveness of EM MNEs: the Chinese experience
Author: Huaichuan Rui (Royal Holloway, London University, United Kingdom)
Abstract: Purpose – This paper intends to fill the gap on parent subsidiary research by examining the parent–subsidiary links of EM MNEs and the impact on their competitiveness. Design/methodology/approach – This research deploys a qualitative approach given the difficulty to access complete databases on Chinese MNEs. Data was collected from a dozen fieldtrips during 2005 and 2010 in China, Sudan, Kenya, Cameroon, the United States, the United Kingdom, Brazil, and Kazakhstan. We are not aware of similar efforts made in researching Chinese MNEs. Findings – This paper provide fertile grounds for demonstrating that Chinese MNEs are making considerable efforts to improve their parent subsidiary relations which have profound impact on their overseas success. It clearly indicates that extant theory on parent subsidiary relations could be extended to and enriched by EM MNEs. Practical implications – This paper also has managerial contribution as our findings suggest that EM MNEs should improve their parent subsidiary relations so as to enhance their competitiveness while incumbent MNEs should acknowledge the progress EM MNEs have made and adjust strategies accordingly. Originality/value – The paper’s originality and value lies in the fact that this is the first attempt to examine parent subsidiary links based on cases of EM MNEs. This is also the first attempt to examine Chinese MNEs in an organisational and managerial perspective.

Topic: The Entry Mode Decisions of Brazilian Multinationals
Author: Alex Costa (Ibmec Business School, Brazil); Luiz Alberto Campos Filho (Ibmec Business School, Brazil); Rodrigo Ladeira (UFBA, Brazil)
Abstract: The way to enter a new market is one of the most important decisions facing companies in the process of expansion, and is even more important in cross-border expansion. This study examines the impact of transaction cost theory and institutional theory on the decisions by Brazilian multinationals on how to enter new markets, employing the same methodology used by Yiu & Makino (2002) in their article in Organization Science on the main Japanese automobile makers and home electronics firms listed on the Tokyo Stock Exchange. The results suggest that the variables of the cognitive pillar have different degrees of influence on these decisions by Brazilian multinationals in relation to Japanese multinationals, and specifically that external isomorphism has a greater impact than internal isomorphism for Brazilian multinationals. we conclude that transaction cost theory and institutional theory both influence the decision, because the insertion of institutional theory variables together with transaction cost theory variables increases the explanatory power of the decision on entry mode, which is impacted by pressures from the external and internal setting.
**Topic:** Entry of foreign operators and growing competition force a domestic telephone company to venture overseas: The Case of Saudi Telecom Company

**Authors:** Golam Mostafa Khan (Sultan Qaboos University, Oman); Darwish Al Moharby (Sultan Qaboos University, Oman)

**Abstract:** Saudi Telecom Company (STC), the largest telecom company in the Gulf Cooperation Council countries, was the sole provider of services in its home market until 2005. The company’s market capitalization, operating revenue and total assets for the year 2009 were $23,520mn; $14,029mn and $29,223m respectively which were the largest compared to any other regional operators’ performance. However, following the entry of foreign operators in its domestic market first by Etisalat (Mobily) from the UAE in 2005, then by Zain (from Kuwait) in 2007 and later by Qtel (from Qatar), the Saudi Arabian telecom market started to become a fiercely competitive one. In addition to competing on prices, all these major competitors are striving to offer differentiated products and services aimed at increasing their market share. The effects of such intense competition are also becoming visible. Despite the fact STC has managed to steadily increase its operating revenue during last few years, its net income is steadily declining since 2006. Faced with such a challenging situation, STC has moved promptly to venture overseas. In an attempt to protect its market share and grow regionally and internationally, STC has already entered several countries primarily through acquisition and mergers. This paper has been developed as a comprehensive strategy case suitable for graduate and executive programs. It provides an overview of the evolving telecommunication markets, regional industry structure, competitive environment, STC’s strategies and performance as well as comparative performance of major competitors and the future challenges they face.

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**Topic:** The Relationship between Business Environment and Business Incubation

**Author:** Miemie Struwig (Nelson Mandela Metropolitan University, South Africa); Abel Meru (The Catholic University of Eastern Africa, Kenya)

**Abstract:** The purpose of this research is to investigate the relationship between the business environment and business incubation. It is expected that the protected environment in which business incubators operate should protect it from the business environment. This research will empirically assess whether it is true or not.

**Design/methodology/approach.** A mixed-method research design is followed in that a framework to assess the relationship between the business environment and business incubation is established using qualitative research. The framework is then empirically tested by using a quantitative research design. To investigate this relationship, an empirical study, using a cross-sectional research design including a random sample of two hundred incubates and twelve business-incubator managers, was conducted. Findings: The study results indicated that the business environment did not show a statistically-significant relationship with business incubation, but that internal-environmental factors impacted on business incubation. These factors included the incubator’s vision, function and management styles which impacted on training and business support, as well as the incubator’s resources which impacted on technological support. Research limitations/implications: With more youthful entrepreneurs and technologically-orientated
incubates, the business environment may become more important and increasingly impact on business incubation. Originality/value: The paper extends research on business incubators by providing the relationship between the business environment and business incubation. A framework to investigate this relationship was developed and tested. After empirically testing this framework, a model to investigate business incubation can be developed. In the changing business environment it is important to understand how incubators can be used to develop new businesses.

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