

**2001 CONFERENCE**  
**On**  
**COMPETITION IN THE NEW ECONOMY**

*Sharpen Your Edge*

**THE AMERICAN SOCIETY  
FOR COMPETITIVENESS**



**American  
Society for  
Competitiveness**

**CONFERENCE PROGRAM**

**October 11 – 13, 2001  
Hilton & Arlington Towers  
Arlington, Virginia**

## From the Conference Organizers

Welcome to the Twelfth Annual Conference of the American Society for Competitiveness (ASC) on **Competition in the New Economy**. This event marks the culmination of a year-long effort. The purpose of this conference is to bring together business leaders, policy makers, and academicians for the purpose of confronting the issue of competitiveness in the global marketplace. Our goal is to exchange ideas and ways by which organizations and countries can meet the global economic challenge in the twenty-first century. To accomplish this goal, we must build bridges among practitioners, policy makers, and academicians.

The speakers and panelists at this conference have been carefully selected to meet this goal. During the three days of this meeting, they will share their real-world experiences and competitive approaches used in leading companies, explain their successful practices, and familiarize you with the latest ideas in international trade & finance, human resource management, information technology, and quality. We hope that this meeting will be a stimulating, interactive, and productive experience for you.

The conference organizers extend their deepest appreciation to the sponsoring organizations and to all the individuals who serve as speakers, presenters, moderators, and discussants in this conference. Special thanks to the staff at Indiana University of Pennsylvania for their tireless effort and dedication while organizing this conference.

**This year's conference is dedicated to the lifelong contribution of Phillip Crosby to the field of Quality and Competitiveness. He was a long-time friend and supporter of the Society.**

Prashanth B. Nagendra and Beth Fitzgerald

**President**

*Robert Lattimer*

**Chairman of the Board**

*Harvey Kahalas*

**Conference Chairpersons**

*Robert C. Camp and Abbas J. Ali*

**Program Chairpersons**

*Prashanth B. Nagendra and Beth Fitzgerald*

**Business-Program Coordinators**

*Masoud Kavoossi and Andy Constantzos*

**Assistants to Program Chairpersons**

*Vivek Mallapragada, Carol Drye, Susan D. Brant, Julie Moreland, & Julie Dobish*

Organized By:

**The American Society for Competitiveness**

Co-Sponsoring Academic and Professional Organizations:

Access Industries  
Phillip Crosby Associates II  
Indiana University of Pennsylvania  
The University of Memphis  
Towson University

### Conference Objectives:

- Sharing "real world" experiences and competitive approaches
- Integrating research and practice
- Building partnerships with industry
- Formulating competitive strategies for success

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**Wednesday, October 10, 2001**

**Wednesday 7:00 p.m. – 10:00 p.m.**

**Joint Meeting, ASC Board of Directors  
and Advisory Council**

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**Thursday, October 11, 2001**

**Thursday 7:30 a.m. – 5:00 p.m.**  
**On-site Conference Registration**

**Thursday 8:00 a.m. – 8:30 a.m.**  
Master Ballroom Foyer  
**Continental Breakfast**

**Thursday 8:30 a.m. – 9:10 a.m.**  
Picasso

***Welcome Remarks***

Harvey Kahalas, Chairman of the ASC  
Board of Directors and Dean, School of  
Business, Wayne State University

**Thursday 9:15 a.m. – 10:30 a.m.**  
Picasso

**Executive Symposium: Gaining  
Competitive Advantage Through  
Effective Performance**

***Chairperson:***

Joseph Horton, University of Central  
Arkansas

***Speakers:***

*Global Manufacturing and  
Competitiveness – The Example of Honda*  
Takanori Sonoda, Assistant to the  
President, Honda, Inc.

*International Competitive Intelligence:  
Using Market and Technological  
Information from the Internet to Improve  
Your Competitive Position*

Ken Weiss, President, Plans and  
Solutions, Inc.

**Concurrent Sessions:**

**Thursday 10:45 a.m. – 12:00 Noon**

10:45 a.m. – 12:00 Noon Picasso

**Session 1: Industrial Competitiveness  
in a Dynamic Marketplace**

***Chairperson:***

Nadia J. Abgrab, Stonehill College

*A Russian Oil and Gas Giant Goes West*  
Kari Liuhto, Lappeenranta University of  
Technology

*Project Management as a Competitive  
Prescript: 85 Years of Experience at  
Boeing*

Timothy Wilson, University of Umea  
Barbro I. Anell, University of Umea

*Successfully Competing in the  
Deregulated Trucking Industry: A  
Resource-based Perspective*

Michael L. Pettus, Millikin University

***Discussants:***

Rehan ul-Haq, University of Birmingham  
(1, 2)  
G. Scott Erickson, State University of  
New York, Oneonta (3)

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10:45 a.m. – 12:00 Noon Davinci

**Session 2: Marketing and Competitive  
Advantage**

***Chairperson:***

David L. McKee, Kent State University

*An Investigation into Consumers'  
Attitudes Towards the Emerging of  
Private Label Products in Supermarket  
Chains in Egypt*

Aisha El-Meniawy, Misr International  
University

*College Students Give Mixed Reviews of American Advertising*

Alan Fletcher, Louisiana State University  
Billy Ross, Louisiana State University

*The House Remains Divided Over Standardization: How Executives of U.S.-Headquartered Firms Advertise Consumer Services in Overseas Markets*

Ali Kanso, University of Texas at San Antonio

*Discussants:*

Roy Whitehead, University of Central Arkansas (1, 2)  
Sang T. Choe, University of Southern Indiana (3)

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10:45 a.m. – 12:00 Noon Matisse

**Session 3: Global Human Resource Strategies and Competitiveness**

*Chairperson:*

Douglas McCabe, Georgetown University

*Building and Maintaining the Domestic Employment Relationship: Best Corporate Practices in the Area of Alternative Dispute Resolution*

Douglas McCabe, Georgetown University

*The Impact of National Differences in Work Practices*

Judy C. Nixon, The University of Tennessee at Chattanooga

*The Effects of Workplace Democracy on Employee Communication Behavior: Implications for Competitive Advantage*

Derina R. Holtzhausen, University of South Florida

*E-Training: A Substitute for C-Training?*

A. Amin Mohamed, Indiana University of Pennsylvania

Maali Ashamalla, Indiana University of Pennsylvania

Mohamed E. Ghobashy, Indiana University of Pennsylvania

*Trade Liberalization and International Competitiveness in a Developing Economy: An Application of DRC Analysis to Nigeria*

Danbala Danju, Eastern Mediterranean University, Turkey

*Discussants:*

Yosra A. McKee, Kent State University (1, 2)  
Daniel F. Twomey, Fairleigh Dickinson University (3, 4, 5)

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**Thursday 12:00 Noon – 1:20 p.m.**  
Renior

**Luncheon &**

**Keynote Address:**

*Worldwide Trade Protection: Protecting Global Trademarks*

John Weber, Pepper Hamilton LLP

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**Thursday 1:30 p.m. – 2:45 p.m.**  
Picasso/Davinci

**All Society Session: Changing the Landscape of Competitiveness**

*Public Affairs and Corporate Communications*

Merni Fitzgerald, Fairfax County Office of Public Affairs

*Telecommunications Privatization and Deregulation in Sub-Saharan Africa*  
Christine J. Dara, Shussé International

*Corporate Alliances and Networking*  
Sandra Stiner Lowe, Fairfax County Office of Partnerships

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**Concurrent Sessions:  
Thursday 3:00 p.m. – 4:15 p.m.**

3:00 p.m. – 4:15 p. m. Picasso

**Session 4: Systems Design and  
Competition**

*Chairperson:*

Carl H. Tong, Radford University

*Interdepartmental Dynamics and  
Business Process Orientation: A  
Proposed Model*

Aysar P. Sussan, University of Central  
Florida

William C. Johnson, Nova Southeastern  
University

*Formulating a Network Paradigm for E-  
Business*

Peter P. Li, California State University

T. Steven Chang, Long Island  
University, C.W. Post

*Decision Support System: Design Study  
for the Analysis of Preventive  
Maintenance at Kirkwood Commutator*

Jagannath Iyengar, University of  
Wisconsin - Whitewater

*Understanding Today's Business Success  
Scorecard*

Richard W. Monroe, Kennesaw State  
University

*Discussants:*

Masoud Kavoossi, Howard University (1,  
2)

Jeff Stewart, Merger & Acquisition  
Services LLC (3, 4)

3:00 p.m. – 4:15 p. m.

Davinci

**Session 5: Quality Considerations and  
Competitiveness**

*Chairperson:*

Prashanth B. Nagendra, Indiana  
University of Pennsylvania

*Global IT/IS Outsourcing: Expectations,  
Considerations, and Implications*

Qiyang Chen, Montclair State  
University

Qiang Tu, Montclair State University

Binshan Lin, Louisiana State University

*Quality Award Programs: Case Studies  
in Organizational Use and Perceived  
Benefits*

Nancy Artz, University of Southern  
Maine

H. Fred Walker, University of Southern  
Maine

*Engendering Improvements in Strategic  
Management Processes in Firms  
Undergoing Privatization – The  
Divergency Schema*

John Burton, University of Birmingham

Rehan ul-Haq, University of  
Birmingham

*Discussants:*

Roy Whitehead, University of Central  
Arkansas (1, 2)

Beth Fitzgerald, Kennesaw State  
University (3)

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3:00 p.m. – 4:15 p. m.

Matisse

**Session 6: Public Relations and  
Competitive Advantage**

*Chairperson:*

Ali Kanso, University of Texas at San  
Antonio

*Public Relations Adding to Businesses' Bottom Line: A New Calculus*

Gayle Pohl, University of Northern Iowa

*The Changing Role of IM*

Mark Sheehan, Deakin University

*Reversal of Fortunes, Ishbel Ross Interviews Emmeline Pankhurst: The Cadence of Civilian and Military Career Choices in a Changing Economy*

Beverly Merrick, New Mexico State University

*Discussants:*

Richard T. Mpoyi, Middle Tennessee State University (1, 2)

Richard Nelson, Louisiana State University (3)

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**Concurrent Sessions:**

**Thursday 4:30 p.m. – 5:45 p.m.**

4:30 p.m. – 5:45 p.m. Picasso

**Session 7: Trade and Development**

*Chairperson:*

Aysar P. Sussan, University of Central Florida

*The Potential Benefit of the Free Trade Agreement of the Americas (FTAA) on the United States Economy: A Study of Oregon as a Model*

Allen Tackett, America Online  
Nadia Jane Abgrab, Stonehill College

*More Creative Approaches in Sustainable Economic Policies in Sub-Saharan Africa*

Maurice Shalishali, Columbus State University

*North Korea in Transition: Time to Invest or Cautiously Observe?*

Sang T. Choe, University of Southern Indiana  
Kelly D. Huff, Aztec Milling, L.P.

*Discussants:*

Suhail Abboushi, Duquesne University (1, 2)

R. Dale Wilson, Michigan State University (3)

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4:30 p.m. – 5:45 p.m.

Davinci

**Session 8: Industry Competitiveness**

*Chairperson:*

F. H. Boghossian, Morgan State University

*Sustaining Competitive Advantage:*

*Exotic Leather Industry*

Bonnie Belleau, Louisiana State University  
Teresa Summers, Louisiana State University  
Yingjiao Xu, Ohio University

*Boeing vs. Airbus: Competing for the Future*

Carl H. Tong, Radford University  
Lee-Ing Tong, National Chiao-Tung University, Taiwan

*The Dynamics of Real Options Thinking on Competition Through Innovation: the Case of the Pharmaceutical Industry*

Tom de Schryver, University of Antwerp-Belgium  
Greet Asselbergh, University of Antwerp-Belgium

*Dell Directs Attention Back to its Roots*

G. Alan Davis, Robert Morris College  
Kathleen Taylor, Robert Morris College

*Discussants:*

Joyce Grahn, University of Minnesota (1, 2)  
Dinker Raval, Morgan State University (3, 4)

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4:30 p.m. – 5:45 p.m. Matisse

**Session 9: Ethical Concerns and Competitive Behavior**

*Chairperson:*

A.N.M. Waheeduzzaman, Texas A & M University – Corpus Christi

*State Governments Elude Ethics and Concern for Public Image as they Compete for the Casino Gambling Dollar*

Marjorie G. Adams, Morgan State University  
Frank Turner, Morgan State University

*Ethics and Social Issues in Business: An Updated Communication Perspective on Competitiveness*

Richard Nelson, Louisiana State University

*Get Your Fish Out of My Water*

Roy Whitehead, University of Central Arkansas  
Ken Griffin, University of Central Arkansas  
Philip Balsmeier, Nicholls State University

*Discussants:*

Ali Kansa, University of Texas at San Antonio (1, 2)  
David L. McKee, Kent State University (3)

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**Thursday 6:00 p.m. – 6:50 p.m.**  
Lobby Lounge

**President's Reception**

*Sponsored by:*

**Center for Organizational Performance and College of Business and Economics, Towson University**

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**Thursday 7:00 p.m. – 9:30 p.m.**  
Picasso/Davinci

**ASC Award Dinner**

*Award Recipient:*

**Comcast Corporation: For Outstanding Performance in a Highly Competitive Telecommunications Industry**

**Keynote Address:**

**Doug Sansom, V.P. and G.M. Comcast Corporation Baltimore Metro Counties**

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**Friday, October 12, 2001**

**Friday 7:40 a.m. – 8:40 a.m.**  
Masters Ballroom Foyer  
**Continental Breakfast**

**Friday 8:00 a.m. – 8:40 a.m.**  
Picasso  
**ASC Business Meeting**

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**Concurrent Sessions:**

**Friday 8:50 a.m. – 10:10 a.m.**

8:50 a.m. – 10:10 a.m. Picasso

**Session 10: Government and Competitive Business Environment**

*Chairperson:*

Suhail Abboushi, Duquesne University



*Application of Operations Management in Government*

Syrus K. Kooros, Nicholls State University  
Aysar P. Sussan, University of Central Florida

*Online Resources and Applications for Competitiveness Research*

Thomas Bertsch, James Madison University  
Gerald L. Gill, James Madison University  
Katherine Clarke, James Madison University

*The Role of Government in Enhancing a Nation's Factor Endowments to Entice and Retain Foreign Direct Investment: A Look at the High Tech Industry*

Rose Twomey, Fairleigh Dickinson University

*Discussants:*

Philip Balsmeier, Nicholls State University (1)  
R. Dale Wilson, Michigan State University (2, 3)

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8:50 a.m. – 10:10 a.m.                  Davinci

**Session 11: Financial Services and Competitiveness**

*Chairperson:*

Ibrahim Affaneh, Indiana University of Pennsylvania

*Accounting Issues of Chinese Listed Companies*

Anthony Mung Yin Chan, Ryerson University

*Accounting Services, External Linkages and Prospects for Competitiveness in Selected Middle Eastern Nations*

David L. McKee, Kent State University  
Yosra A. McKee, Kent State University  
Don E. Garner, California State University

*Issues Management in Australian Financial Corporations – Delivering a Competitive Edge*

Mark Sheehan, Deakin University

*Discussants:*

Bala Subramanian, Morgan State University (1, 2)  
Abdel M. Agami, Old Dominion University (3)

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8:50 a.m. – 10:10 a.m.                  Matisse

**Session 12: Strategic Planning and Competitive Advantage**

*Chairperson:*

Ananda Mukherji, Texas A&M International University

*Strategic Competitive Models for E-Business Development: Moving Bricks and Mortar to Clicks and Mortar*

Robert D. Winsor, Loyola Marymount University  
Birgit Leisen, University of Wisconsin-Oskosh  
Sheb L. True, Kennesaw State University  
Ernest A. Capozzoli, Troy State University

*Vertical Integration: Strategic Characteristics and Competitive Implications*

Richard T. Mpoyi, Middle Tennessee State University

*Turning Point: Corruption, Intimidation, and Opportunity in the Russian News Media*

Brad Owens, Baylor University

*Discussants:*

Beth Fitzgerald, Kennesaw State University (1)

Monle Lee, Indiana University South Bend (2, 3)

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**Concurrent Sessions:**

**Friday 10:30 a.m. – 12:00 Noon**

10:30 a.m. – 12:00 Noon Picasso

**Session 13: E-Business and Market Competitiveness**

*Chairperson:*

Masoud Kavoussi, Howard University

*E-Commerce and Two Popular Business -Level Typologies: A Comparative Analysis*

Sashi Sekhar, Florida State University

*Collaborator Certification: Protecting Knowledge in E-Business Networks*

G. Scott Erickson, State University of New York, Oneonta

Helen N. Rothberg, Marist College

Chris A. Carr, California Polytechnic Institute- San Luis Obispo

*E-Learning: A Technology Revolution or Dancing with the Devil*

Ata Nahouraii, Indiana University of Pennsylvania

*Discussants:*

Timothy Wilson, University of Umea (1, 2)

Ruth Arleen Leshar Taylor, Southwest Texas State University (3)

10:30 a.m. – 12:00 Noon

Davinci

**Session 14: Outsourcing and Competitive Advantage**

*Chairperson:*

Thomas Bertsch, James Madison University

*Preventive Maintenance System to Implement Total Quality Management: A Systems Development Process*

Jagannath Iyengar, University of Wisconsin - Whitewater

*Transnational Marketing Strategies: Performance and Limitations*

Nikolai Wasilewski, Pepperdine University

*Core Competency as a Competitive Advantage in Service Operations*

*Management: A Comparative Study*

Sayed M. El Sayed-Elkhouly, Kuwait University

*Discussants:*

Philip Balsmeier, Nicholls State University (1)

Joyce Grahn, University of Minnesota (2, 3)

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10:30 a.m. – 12:00 Noon

Matisse

**Session 15: Emerging Issues in Today's Markets**

*Chairperson:*

Warren Norquist, Polaroid, Inc. (Retired)

*Spirituality in Organizations*

A. Amin Mohamed, Indiana University of Pennsylvania

Amin M. Hassan, El Azhar University, Egypt

Joette Wisnieski, Indiana University of Pennsylvania

*An Aging Society: Trends and Challenges*  
E. Victor Maafo, North Carolina State University

*Approaches for Creating Employee Commitment in Organizations:*  
Abdalla Hagen, Grambling State University  
Anthony Nelson, Grambling State University

*Ishbel Ross, An Expatriate in Reverse, and Her Newspaper Colleagues Cover the Travels and Travails of the Lost Generation*  
Beverly Merrick, New Mexico State University

*Discussants:*  
Aysar P. Sussan, University of Central Florida (1, 2)  
Richard Nelson, Louisiana State University (3, 4)

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**Friday 12:00 a.m. – 1:20 p.m.**  
Gallery 3

**Lunch & Tribute to Phillip Crosby for Intellectual Contributions to TQM and Corporate Performance**  
*Presided by:*  
Robert Lattimer, ASC President

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**Concurrent Sessions:**  
**Friday 1:30 p.m. – 3:00 p.m.**

1:30 p.m. – 3:00 p.m. Picasso

**Session 16: The Role of Emerging Markets in the Global Economy**

*Chairperson:*  
Beth Fitzgerald, Kennesaw State University

*The Trade Deficit with China: A Case Study in Corporate America's Successful Global Marketing*  
Allen Marber, University of Wisconsin – Milwaukee

*Are China's Employee-rich Firms Able to Compete with the World's Free-market Giants?*  
Constance Bates, Florida International University

*Croatian Emerging Market in the Transition Environment*  
Ivo Druzic, University of Zagreb, Croatia

*Discussants:*  
Dinker Raval, Morgan State University (1, 2)  
Manton Gibbs, Indiana University of Pennsylvania (3)

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1:30 p.m. – 3:00 p.m. Davinci

**Session 17: Countries in Transition and Competitiveness Issues**

*Chairperson:*  
Yosra A. McKee, Kent State University

*The Impact of the Caribbean Basin Initiative (CBI) on the Caribbean*  
Livi Gordon, Nova Southeastern University

*The Economic and Political Transition of the Mexican State in the Threshold of 21<sup>st</sup> Century: From the Entrepreneurial State to the State of Entrepreneurs*  
Jose G. Vargas-Hernandez, Universidad de Guadalajara

*The Asian Countries' Financial Crisis and Transformation of their Economy*  
Abdel M. Agami, Old Dominion University

*Discussants:*  
E. Victor Maafo, North Carolina State University (1)  
Timothy Wilson, University of Umea (2, 3)

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1:30 p.m. – 3:00 p.m. Matisse

**Session 18: Emerging Issues in Competitiveness Studies**

*Chairperson:*  
Harvey Kahalas, Wayne State University

*The Impact on the Business Services Sector of the United Arab Emirates Resulting from Membership of WTO and Accession to the GATS*  
John Burton, University of Birmingham  
Rehan ul-Haq, University of Birmingham

*Ethics and Inequality: Country Classification and a few Hypotheses*  
A.N.M. Waheeduzzaman, Texas A & M University – Corpus Christi

*Hot IPOs and Lockup Expiration – An Anomaly?*  
Bijesh Tolia, Chicago State University  
Yewmun Yip, San Francisco State University

*Discussants:*  
A. Amin Mohamed, Indiana University of Pennsylvania (1, 2)  
Marjorie G. Adams, Morgan State University (3)

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**Concurrent Sessions:**

**Friday 3:30 p.m. – 5:00 p.m.**

3:30 p.m. – 5:00 p.m. Picasso

**Session 19: Globalization and Change**

*Chairperson:*  
Ibrahim Affaneh, Indiana University of Pennsylvania

*Globalization and Market Development*  
Samuel K. Moak, Virginia State University

*Bridging the Competitive Gap: The Key to Achieve Growth with Social Equity in a Global Economy*  
Masoud Kavooosi, Howard University

*Knowledge Capital Measurement: Visualizing the Intangibles*  
Prema Nakra, Marist College

*Discussants:*  
Dinker Raval, Morgan State University (1)  
G. Scott Erickson, State University of New York, Oneonta (2, 3)

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3:30 p.m. – 5:00 p.m. Davinci

**Session 20: Effective E-Marketing**

*Chairperson:*  
Philip Balsmeier, Nicholls State University

*Elements of Effective Web Page Design*  
Azad Ali, Butler County Community College

*Silence Do-Good Press aka <[silence-dogood@zianet.com](mailto:silence-dogood@zianet.com)>: A Business Plan for a Web-based Business Serving Teachers of Journalism*  
Beverly Merrick, New Mexico State University

*Consumer's Perceptions on Internet Shopping: U. S. vs. Taiwan*  
Monle Lee, Indiana University South Bend

*Discussants:*

Jagannath Iyengar, University of Wisconsin – Whitewater (1, 2)  
Omid Nodoushani, Southern Connecticut State University (3)

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3:30 p.m. – 5:00 p.m. Matisse

**Session 21: Changes in Competitiveness Knowledge Production**

*Chairperson:*

Samuel K. Moak, Virginia State University

*Learning and Competitiveness: The Role of Matrix Organizational Structures*

Daniel F. Twomey, Fairleigh Dickinson University

*Transition from Theory to Practice: A Collaborative Approach to Management Education*

Mohammad H. Sadoughi, Delaware State University

*Competition, the Marketing Concept, and Kotler*

Timothy Wilson, University of Umea  
Barbro Anell, University of Umea

*Discussants:*

A.N.M. Waheeduzzaman, Texas A & M University – Corpus Christi (1, 2)  
Prema Nakra, Marist College (3)

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**Friday 5:10 p.m. – 6:30 p.m.**  
Picasso/Davinci

**Featured Session 22: Global Business and World Politics**

*Chairperson:*

Andy Constantzos, S.B. Constantzos, Inc.

*How the United States used American Competitiveness to Win the Cold War*  
Warren Norquist, Polaroid, Inc. (Retired)

*The Language of National Insecurity: Prediction, Strategy and Geopolitics*  
Leonard Hochberg, Louisiana State University

*Commentator:*

Manton Gibbs, Indiana University of Pennsylvania

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**Friday 7:00 p.m. – 9:30 p.m.**  
Gallery 3

**Dinner & ASC Award**

**Award Recipient:**

**Tyumen Oil Company: 2001 Phillip B. Crosby Medallion for Global Competitiveness through Quality in Entrepreneurial Leadership**

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**Saturday, October 13, 2001**

**Saturday 7:30 a.m. – 8:40 a.m.**  
Master Ballroom Foyer  
**Continental Breakfast**

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**Saturday 8:45 a.m. – 9:30 a.m.**

**All Society Session: Phillip Crosby's Contribution to Quality Performance and Competitiveness**

*Commentators:*

Warren Norquist, Polaroid, Inc. (Retired)  
Joseph Horton, University of Central Arkansas

**Concurrent Sessions:**  
**Saturday 9:35 a.m. – 10:45 a.m.**

9:35 a.m. – 10:45 a.m. Picasso

**Session 23: Internet and the Privacy Challenge**

*Chairperson:*

Robert D. Winsor, Loyola Marymount University

*Legal Aspects of E-Commerce in the United States and the European Union*

Janos T. Fustos, Metropolitan State College

Larry M. Lopez, Metropolitan State College

*Privacy with Implications to U.S.*

*Banking*

Robert Cabral, Nova Southeastern University

*Historical Framework for Analyzing Privacy*

Kathleen Taylor, Robert Morris College  
G. Alan Davis, Robert Morris College

*Discussants:*

Ali Kanso, University of Texas at San Antonio (1, 2)

E. Victor Maafo, North Carolina State University (3)

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9:35 a.m. – 10:45 a.m. Davinci

**Session 24: Privatization and Trade Liberalization**

*Chairperson:*

Blaise J. Bergiel, Nicholls State University

*Frameworks for Analyzing Privatization: A New Approach – The 4 Dimensional Matrix*

John Burton, University of Birmingham  
Rehan ul-Haq, University of Birmingham

*Privatization and Globalization: A Preliminary Analysis of Managing Different Organizational Cultures in Brazil*

Patricia Tomei, Pontifical Catholic University of Rio de Janeiro  
Adriana De Hilal, Pontifical Catholic University of Rio de Janeiro

*Structural Conditions for Static and Dynamic Competition after a Deregulation*

Maria Bengtsson, University of Umea  
Agneta Marell, University of Umea

*Discussants:*

Ruth Arleen Lesher Taylor, Southwest Texas State University (1, 2)

Judy C. Nixon, The University of Tennessee at Chattanooga (3)

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9:35 a.m. – 10:45 a.m. Matisse

**Session 25: Strategic Thinking and Competitive Advantage**

*Chairperson:*

Daniel F. Twomey, Fairleigh Dickinson University

*Understanding Strategy: Why is Strategy so Difficult?*

Ananda Mukherji, Texas A&M International University

Jyotsna Mukherji, Texas A&M International University

*Virtual Organizations: Competitive Intelligence Vulnerabilities and the Corporate Security Dilemma*  
William Fitzpatrick, Villanova University  
Donald Burke, Villanova University

*Competitive Advantage and Corporate Culture: The Case of Gateway*  
Aysar P. Sussan, University of Central Florida  
Reem D. Kassira, Keiser College

*How Can a Firm Convert its Global Presence to Global Competitive Advantage?*  
Abdalla Hagen, Grambling State University  
Bel Raggad, Pace University  
Morsheda Hassan, Grambling State University

*Discussants:*  
Joseph Horton, University of Central Arkansas (1, 2)  
Suhail Abboushi, Duquesne University (3, 4)

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**Concurrent Sessions:**  
**Saturday 11:00 a.m. – 12:15 p.m.**

11:00 a.m. – 12:15 p.m. Picasso

**Session 26: Internet Firms and Business Dynamics**

*Chairperson:*  
Judy C. Nixon, The University of Tennessee at Chattanooga

*What Happened to the Dot Coms? A Management Perspective*  
Suhail Abboushi, Duquesne University

*Dot Com Derailment*  
G. Alan Davis, Robert Morris College  
Kathleen Taylor, Robert Morris College

*The Weak Pulse of Information Privacy*  
G. Alan Davis, Robert Morris College  
Kathleen Taylor, Robert Morris College

*Discussants:*  
Azad Ali, Butler County Community College (1, 2)  
A.N.M. Waheeduzzaman, Texas A & M University – Corpus Christi (3)

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11:00 a.m. – 12:15 p.m. Davinci

**Session 27: Global Brand and Market Maneuvering**

*Chairperson:*  
F. K. Boghossian, Morgan State University

*A Comparative Analysis of Integrated Corporate and Product Brand Communication*  
Phillip Kitchen, Queen's University  
Don Schultz, Northwestern University

*BeComing – The Launching of a Brand*  
Helen Caldwell, Providence College  
Jennifer Marino, Providence College

*Using an Online Commercial Database as a Source of Competitive Advantage in Developing Marketing Strategies and Tactics*  
R. Dale Wilson, Michigan State University

*Culture Based Product Classification in Global Marketing for Competitive Advantage*  
Dinker Raval, Morgan State University  
Bala Subramaniam, Morgan State University

*Discussants:*

Omid Nodoushani, Southern Connecticut State University (1, 2)  
Ali Kansa, University of Texas at San Antonio (3, 4)

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11:00 a.m. – 12:15 p.m. Matisse

**Session 28: Facing the Challenge of Trade Liberalization**

*Chairperson:*

Ibrahim Affaneh, Indiana University of Pennsylvania

*Challenges of the Latin American States At the Turn of the New Millennium*

Jose G. Vargas-Hernandez, Universidad of Guadalajara

*Accounting Problems of Chinese Enterprises Listing in Hong Kong*

Anthony Mung Yin Chan, Ryerson University

*Coupon Clippers Clicking*

Michelle R. Bednarz, Nicholls State University  
Blaise J. Bergiel, Nicholls State University

*Discussants:*

Sashi Sekhar, Florida State University (1, 3)  
Richard W. Monroe, Kennesaw State University (2)

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**Concurrent Sessions:**

**Saturday 1:30 p.m. – 2:45 p.m.**

1:30 p.m. – 2:45 p.m. Picasso

**Session 29: Industrial Espionage in a Knowledge Based Economy**

*Chairperson:*

Robert D. Winsor, Loyola Marymount University

*A Discussion of Current and Potential Issues Relating to Information Security for Internet Communications*

Jagannath Iyengar, University of Wisconsin - Whitewater

*Industrial Espionage: The Dark Side of "The Digital Age"*

Omid Nodoushani, Southern Connecticut State University  
Patricia A. Nodoushani, University of Hartford

*Small and Medium Size Businesses in Pursuit of the Global Economy: Solo? Internet? Low-cost Assistance? Trade Mission*

Ruth Arleen Leshar Taylor, Southwest Texas State University

*Avoiding the PAT System*

G. Alan Davis, Robert Morris College  
Kathleen Taylor, Robert Morris College

*Discussants:*

Jeff Stewart, Merger & Acquisition Services LLC (1, 2)  
Anthony Mung Yin Chan, Ryerson University (3, 4)



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## **Best Paper Awards**

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### **Best Empirical Paper**

*Successfully Competing in the Deregulated Trucking Industry:  
A Resource-based Perspective*  
Michael L. Pettus, Millikin University

**Thursday      10:45 a.m. – 12:00 Noon                  Picasso**

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### **Best Conceptual Paper**

*Learning and Competitiveness: The Role of Matrix Organizational Structures*  
Daniel F. Twomey, Fairleigh Dickinson University

**Friday              3:30 p.m. – 5:00 p.m.                  Matisse**

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## **Award Recipients**

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### **PHILLIP B. CROSBY AWARD**

**Presented To:**

**Tyumen Oil Company**

**For Global Competitiveness through Quality in Entrepreneurial Leadership**

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### **AMERICAN SOCIETY FOR COMPETITIVENESS AWARD**

**Presented To:**

**Comcast Corporation**

**For Outstanding Performance in a Highly Competitive Telecommunications Industry**

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## In Memory of Phillip Crosby

Phillip Crosby passed away on August 18, 2001 at Ashville, North Carolina at the age of 75 due to respiratory failure. Phillip Crosby was an eminent scholar, practitioner, author and an intellectual giant.

Crosby's first book, *Quality is Free*, has been credited with beginning the Quality revolution in the United States and Europe. *Quality is Free* was printed in 15 languages and has sold more than 1.5 million copies. He subsequently published 13 more books, including *The Absolutes of Leadership* in 1996 and *Quality and Me*, an autobiography filled with lessons from life published in 1999. Crosby traveled the world for years as a highly sought-after public speaker.

Crosby's career began on an assembly line, but advanced quickly through a series of career moves, until he was hired as quality manager at Martin-Marietta in 1957. It was there that Crosby made his mark in the field of quality, creating the *Zero Defects* concept. He served as vice-president of ITT from 1965 to 1979, where he began to expand and implement his uncompromising and highly effective philosophies around the world.

In 1979, he returned to Florida to found Phillip Crosby Associates Inc. (PCA), which grew over the next ten years to a publicly traded organization of more than 300 employees on five continents and \$100 million in revenue. Today, around the world, thousands of top executives in business and industry are graduates of Crosby's Quality College.

In 1991, Crosby retired from PCA, and founded Career IV, Inc., a company that provided lectures and seminars aimed at helping executives grow as leaders. In 1997, he purchased the assets of PCA and established Phillip Crosby Associates II. Today his Quality College operates in more than 20 countries around the world.

Phillip Crosby was a friend of the American Society for Competitiveness. In 1994, the Society established the Phillip Crosby Award for Quality. Several major corporations including Ford, Hewlett Packard, Southwest Airlines, Motorola, and Sun Microsystems have received the Award. Since 1994, Phillip Crosby maintained close association with the Society and provided moral support. In addition, he played a significant role in spreading the gospel of competitiveness through quality during the annual conferences. Needless to say, we will miss his presence in this conference. We are committed to continuing to promote his philosophies and principles.

