

## NEWSLETTER - May 08, 2001

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### Feature Paper

#### **[A Cross-Country Analysis of Managerial Perceptions of Quality: Evidence from U.S.A., Japan, Hong-Kong, Singapore, and Taiwan](#)**

This paper was presented by Burhan F. Yavas and Fahimeh Rezayat, both from California State University-Dominguez Hills, at the Western Decision Sciences Institute Thirtieth Annual Meeting on April 3-7, 2001, in Vancouver, Canada.

This research reports results of a cross-national study of managerial perceptions of quality utilizing data from USA, Japan, Hong-Kong, Singapore and Taiwan. The study draws on Cheng (1994) by including the societal context into the analysis of organizations in cross-national research. The study investigates whether societal-level variables (such as per capita gross domestic product (GDP), managers' scores on a well-known cultural dimension (individualism versus collectivism), and the organizational level variable (size of the company) could explain the differences in organizational commitment to quality. The findings indicate that societal-level variables were significant in explaining the differences in organizational commitment to quality while support was weaker for the organizational variable (size).

The awareness of quality issues increased dramatically in the U.S. during the 1980s as many companies began to embrace quality as a management concept (Easton, 1993). Many U.S. firms now have in place quality related programs (e.g., Emerson Electric, General Motors, Ford Motor Company, Motorola, and Xerox) with terms such as "Total Quality Management," "World Class Manufacturing," "Quality is Job One" finding widespread use. Some critics, however, maintain that at least initially there was little, if any, top management commitment to quality during this period, even though most everyone felt compelled to pay lip service to it (Yoshida, 1992). Given that perspective, it is not surprising that there have been many reports of failed attempts at implementing quality practices. In addition to the lack of top management commitment, such factors as the expectation of quick results, an inability to fit quality into organizational goals and objectives, the bureaucratization of quality efforts, the failure to grasp the importance of employee participation, etc., have contributed to failures. Despite some well-publicized failures, however, one can make a case that the quality movement has gained momentum in the 1990s (Cole, 1993).

To read this entire paper on International Quality, visit our Web site at <http://www.sbaer.uca.edu/Research/2001/WDSI/pdf/files/papers/pt2/100.pdf>

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## Tip Of the Week

### "Identify Foreign Market Trends and Opportunities"

Exporting offers numerous advantages for thousands of firms, but the majority have not taken advantage of the opportunities in the worldwide marketplace. The massive restructuring of political boundaries, the collapse of communism, the opening of new consumer markets, historic trade agreements and the WTO have created unprecedented opportunities for firms to export. To be sure, ours is a global economy, influenced by the worldwide access of manufacturing technology which has created competitive manufacturers able to produce cheaper, bigger, faster, better and more. Formerly underdeveloped countries have become serious rivals to established economies due to worldwide links to communication systems and the explosion of television, print and electronic access to information. Clearly, there has never been a more opportune time for U.S. firms to capitalize on these market shifts by identifying foreign market trends and opportunities. Doing so will contribute to the firm's ability to survive and thrive and will achieve the following:

- **Increase Sales and Profits.** If the firm is performing well domestically, expansion into foreign markets almost always improves profitability. Yet the U.S. Department of Commerce recently found that only 3 of 25 business export, although they are all capable of it.
- **Gain Global Market Share.** Over 95% of the world's economic activity is outside of the United States, leaving the majority of the world's economic pie untouched by most U.S.-based businesses. Two myths are that the United States dominates the world economy and that a firm selling well domestically in the U.S. need not consider expanding into foreign markets. Research has shown that a firm that exports is far more productive and resilient to economic fluctuations than a firm that does not export.
- **Reduce Dependence on Existing Domestic Markets.** By expanding into foreign markets, the firm will increase its marketing base and reduce internal domestic competition.
- **Stabilize Market Fluctuations.** By expanding into global markets, firms are no longer held captive to economic changes, consumer demands, and seasonal fluctuations within the domestic economy.
- **Sell Excess Production Capacity.** By exporting, production capacity and length of production runs may increase, thereby decreasing average per unit costs and increasing economies of scale.
- **Enhance Competitiveness.** Exporting is proven to enhance competitive advantage. While the firm will benefit from exposure to new technologies, methods and processes, the country will benefit from an improved balance of trade.
- **Create Domestic Jobs.** Exports of goods and services are important in supporting and creating millions of jobs.
- **Help Reduce the Trade Deficit.** In 1999, exports of goods and services accounted for \$990 billion and represented 10.6% of the U.S. Gross Domestic Product.

"The STAT-USA/Internet Companion to International Business," Czinkota, Michael, and McCue, Sarah, Economics and Statistics Administration, March 2001, page 55.

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## Call For Papers

### USASBE: An Entrepreneurial Bonanza

This conference will be held at the Sliver Legacy Resort Casino in Reno, Nevada, on January 17-20, 2002. We invite you to submit papers, case studies workshop or symposia proposals that deal directly or indirectly with Entrepreneurship Education, Individual Entrepreneurship, Women and Minority Entrepreneurship, Small Business, Family Business, Corporate Entrepreneurship, International Entrepreneurship, and Entrepreneurship in the Arts. Papers should address issues of significance to entrepreneurship and small business development. The following criteria will be used by reviewers in selecting papers for presentation at the conference and publication in the Proceedings:

- Significant contribution to the field of small business, entrepreneurship and entrepreneurship education
- Interesting to USASBE members
- Illustrates application, theories, concepts, and research in relevant literature
- Appropriate research design for questions under study
- Conclusions clearly linked to findings and arguments presented in the paper.

Submission deadline for papers: **August 1, 2001**

For more details on the this conference, visit <http://www.usasbe.org>

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## Call For Papers

### Journal of Business and Entrepreneurship

E-Commerce may represent the single greatest opportunity as well as obstacle for entrepreneurs depending on how their business model is developed and executed. In many cases, entrepreneurs have bested more established companies when the unique strengths and opportunities created by the Internet are used in a way that more traditional or old-economy models can not. This special issue of the Journal of Business and Entrepreneurship is dedicated to papers that develop theories of e-Commerce for entrepreneurs, and empirical papers that examine entrepreneurial e-Commerce successes and failures as well as how tradition companies have exploited opportunities on the Internet.

Submission Deadline: **May 30, 2001**

For further information on this conference, visit <http://www.sbaer.uca.edu/Bulletins/Confrences/jbe2001.html>

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## Call For Papers

### 2002 Business & Health Administration Association

The Business & Health Administration Association invites you to submit competitive papers and/or special session proposals for the Fifteenth Annual Conference to be held in conjunction with the Midwest Business Administration Association at the Palmer House Hilton in Chicago, Illinois, on February 27-March 1, 2002.

The BHAA is the second largest organization of twelve under the umbrella of the Midwest Business

Administration Association. The 2001 conference was extremely successful and BHAA saw a significant 300% increase in submissions and presentations. Outstanding papers were presented by individuals from world-renowned educational institutions (such as Arizona State University, The University of California-San Francisco, Baskent University of Turkey, and The University of Texas at Austin), pharmaceutical industry leaders (such as Novartis Pharmaceuticals and Pharmacia), and health care institutions (such as Cardinal Health Systems, Inc. and Mercy Fitzgerald Hospital). A similar high quality program is being planned for the 2002 BHAA conference. Next year the conference will have TEN distinct specialty tracks chaired by highly qualified and well-known individuals.

Submission Deadline: **September 15, 2001**

For further information on this conference, visit

<http://www.sbaer.uca.edu/Bulletins/Confrences/BHAA2002.html>

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## Call For Papers

### American Society for Competitiveness Conference

The twelfth annual conference on Competition in the New Economy will be held in the Washington, D.C. area on October 11-13, 2001. The Conference will bring together leaders from business, government, and academia to share and discuss ideas, to reflect on experiences and approaches, and to strengthen the spirit of cooperation and collaboration for improved competitiveness. Suggested Themes for the Call for Papers are:

- Globalization of Business
- Corporate Alliances & Networking
- Sustaining Competitive Advantage
- Human Resource Issues in a Global Context
- Corporate Responsibility and Global Compact
- Business and Civil Society
- Competing in Dynamic Global Industries
- Public Affairs and Corporate Communications
- Privatization and Market Change
- Emerging Markets
- E-Commerce
- Related Topics

Submission Deadline: **June 15, 2001**

For further information on this conference, visit

<http://www.sbaer.uca.edu/Bulletins/Confrences/ASCC2001.html>

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- If you have any comments about the SBANC newsletter or if you know of any upcoming small business event to promote, please contact Scott Russell at [sdr5236@cub.uca.edu](mailto:sdr5236@cub.uca.edu)

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- SBANC Newsletter is provided as a service to the **Association for Small Business and Entrepreneurship (ASBE)** members and the **International Council for Small Business (ICSB)** members.
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  - If interested in becoming a member of ICSB, visit <http://www.icsb.org/about/join.htm>
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