

September 23, 2003 Issue: 293-2003

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Feature Paper

"Managing Change for E- Transformation; a Framework"

This paper was presented by Sushil K. Sharma and Fred L. Kitchens Department of Information Systems, Ball State University during the 2003 Southwest Decision Sciences Institutes annual meeting in Houston, TX. on March 4-8 2003

Over the last decade, a significant number of companies have implemented e-business solutions because of an investment in e-business technologies provides a promise of a competitive advantage through lower transaction costs and the integration of process. Many of these companies have experienced failures; a few have closed down and only a hand full have only succeeded in achieving there objectives. the majority of prior studies have illustrated that most of the failed companies where not suited to handle change. As such, one of the major challenges with the implementation of e-Business solutions is managing change. A successful e-transformation represents the greatest value-creation potential for any company. this paper presents a change management framework that suggest methods which firms can manage their transactions to e-business and prepare them for e-transformation.

To read this entire paper on "Managing Change for E- Transformation; a Framework", visit our Web site at <http://www.sbaer.uca.edu/research/2003/swdsi/Papers/084.pdf>

Tip Of the Week

"Reception of Electronic Applications"

With the advent of electronic mail, the process of accepting applications has taken some new turns. Jobs

are being posted on the Internet, and email addresses are being listed as part of the contact information in promotions. Every candidate can now access an organization instantaneously.

While this can seem to be a blessing, it can also present some significant challenges. Savvy applicants will research your organization on the World Wide Web before contacting you, to determine whether they should bother to apply. You may find when speaking to some that they will possess more knowledge about the overall organization than you do.

Because of the speed of email, most applicants will expect a much faster response to their inquiries. The ability to "buy" time in the selection process has been diminished. This coupled with the long-term low unemployment rate in most industries will force the selection process to move faster than perhaps you want it to.

For certain positions, especially in information systems and engineering, advertising through the Internet may be an effective means for recruiting. The number of applications may increase dramatically, at least for these positions. Using so-called job-search engines, such as Monster.com, allows applicants to submit hundreds, if not thousands, of inquiries with the press of a button. All of this can be overwhelming to the person(s) on your staff receiving all of this information.

Factors to Consider

Here are seven questions to ask when considering the use of resume and application screening software:

1. Does your company screen a volume of resumes and applications large enough to justify the expense and time for purchase and installation?
2. Have you thoroughly investigated all software options available and the companies producing them? The approaches vary widely.
3. Is the software you are selecting upgradeable to new operating systems as they are introduced? If not, will the supplier modify the software to make it so? (Is that guaranteed?)
4. Is the software compatible with the network and software your company is presently using for other functions? Will the supplier allow you to verify this prior to purchase?
5. Have you visited with other companies using the software to see it in action and obtain their critique on its strengths and weaknesses?
6. How will the installation of screening software impact the quality and type of submissions you receive? (Critics observe that scanning devices work best with block letters on white paper, thus eliminating the opportunity for applicant creativity. This can also hold true with cover letters.)
7. Have you developed a method for monitoring the efficiency of the system once in place to determine whether its expenses are justified?

Suggested Guidelines

Once you have decided to accept resumes and applications electronically, it is critical that you implement a system that provides efficient and accurate screening of incoming documents. Here are some suggestions:

1. Funnel all applications to a particular website. Individual supervisors who post their own email addresses may find themselves inundated with resumes or applications.
2. Develop a website, or at least a web page, specifically devoted to accepting applications and resumes. Promote your company's website where applicants can click on a link that connects them to a menu-driven process for applying. For examples of this process, explore the websites of the nation's household-name companies such as Pepsi-Cola, Boeing, and Wal-Mart.

3. Install an auto-responder on the website, which can provide applicants with an overview of the selection process, an explanation of the hiring schedule, directions to interview locations, along with information about the organization. In addition to being able to provide this information, auto responders allow you to afford consistency in what you provide and confirm that the application or resume has been received.
4. Coach receptionists and other front-line staff to give out the website address only, not individual email addresses. This not only serves to protect individual managers from being inundated with applications, it allows the organization to comply with federal affirmative action requirements.
5. Be specific in you requirements when posting positions. The easiest way to do this is to post the job description for each job available. Applicants can then print these out and respond to the individual requirements. You might even encourage them to do so. You may also indicate your level of flexibility on certain requirements, allowing them to make an informed decision as whether to really apply. Remember, it is not quantity of applications, but the quality.

"Smart Hiring: A Complete Guide to Finding and Hiring the Best Employees" (Wendover, Robert W.), Sourcebooks INC., 2002, page(s) 109-111.

Call For Papers

"2004 Spring North American Management Society Conference"

The 2004 Spring Marketing North American Management Society Conference will be held in Chicago, Illinois on March 17-19, 2004.

Submission deadline for papers: October 10, 2003

For more information on this conference and call for papers, contact Edward Heler at (765) 833-2712 or Kathryn Carlson Heler at (260) 982-5302.

Call For Papers

"2004 Association of Collegiate Marketing Educators Conference"

The Association of Collegiate Marketing Educators will hold its annual conference on March 2- 6, 2004 in Orlando, FL at the Hyatt Regency-Orlando.

Submission deadline for papers: Deadline is extended to October 1, 2003

For more details on the this conference, visit <http://a-cme.org/2004Conference/2004call.pdf>

Call For Papers

"2004 WDSI Annual Meeting"

The 2004 Western Decision Sciences Institute's Annual Meeting will be held on April 13-17, 2004 in Manzanillo, Mexico.

Submission deadline for papers: October 1, 2003

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

Call For Papers

"The International Journal of Innovation and Technology Management"

The International Journal of Innovation and Technology Management has just been launched by World Scientific Publishing. Its editorial team is now soliciting manuscripts pertaining to innovation and technology management in anyone of the following categories: original research papers, review papers, technical reports, case studies, book reviews, notes, commentaries.

For more details on the this conference, visit <http://www.worldscinet.com/ijitm/ijitm.shtml>.

Call For Papers

"2004 Spring Marketing Management Association Conference"

The 2004 Spring Marketing Management Association Conference will be held in Chicago, Illinois on March 17-19, 2004.

Submission deadline for papers: October 1, 2003

For more details on the this conference, visit <http://ac.stephens.edu/mma/sprconfcallforpapers04.html>

Conference

"SMA 2003 Conference"

The 2003 Society for Marketing Advances Annual conference will be held November 4-8, 2003 at the Hyatt Regency Hotel in New Orleans, LA.

For further information on this conference, visit <http://mkt.cba.cmich.edu/sma/confernc/confernc.htm>

Conference

"26th ISBA National Small Firms Research and Policy Conference"

The 26th ISBA National Small Firms Research and Policy Conference is being hosted by UnisDirect and the School of Management, University of Surrey on the 12th -14th November 2003 at the Savill Court Hotel, Egham, Surrey the theme for this year is 'Small and Medium sized Enterprises in the Knowledge-based Economy.'

For further information on this conference, visit <http://www.som.surrey.ac.uk/SoM/SoMNews/ISBAconference.asp>

Announcement

"New MMA Entrepreneurship Track"

Marketing Management Association is in the process of building-up their Entrepreneurship Track. The track is part of the 2004 Spring MMA Conference which will be held on March 17-19, 2004 in Chicago, Illinois, U.S.A. If you are interested in more information about this conference, visit <http://ac.stephens.edu/mma/sprconfcallforpapers04.html>. **The deadline for submission is October 1, 2003.** If you would like to submit a paper for the new Entrepreneurship Track or would like more information, contact Bill Lesch at bill.lesch@mail.business.und.edu or by phone at (701) 777-2562.

If you have any comments about the SBANC newsletter or if you know of any upcoming small business event to promote, please contact Lester Clements II at lestclem@hotmail.com

The SBANC Newsletter is provided as a service to the members of our affiliates: **Academy of Collegiate Marketing Educators (ACME), Association for Small Business & Entrepreneurship (ASBE), Decision Sciences Institute (DSI), Federation of Business Disciplines (FBD), International Council for Small Business Congress (ICSB), Institute for Supply Management, The International Small Business Congress (ISBC), Marketing Management Association (MMA), Small Business Administration (SBA), Service Corps of Retired Executives, Small Business Institute (SBI), Society for Marketing Advances (SMA), United States Association for Small Business & Entrepreneurship (USASBE), U.S. Department of Veterans Affairs and Western Decision Sciences Institute (WDSI).** If you are interested in membership or would like further information on one of our affiliates, please see our web site at <http://www.sbaer.uca.edu>

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