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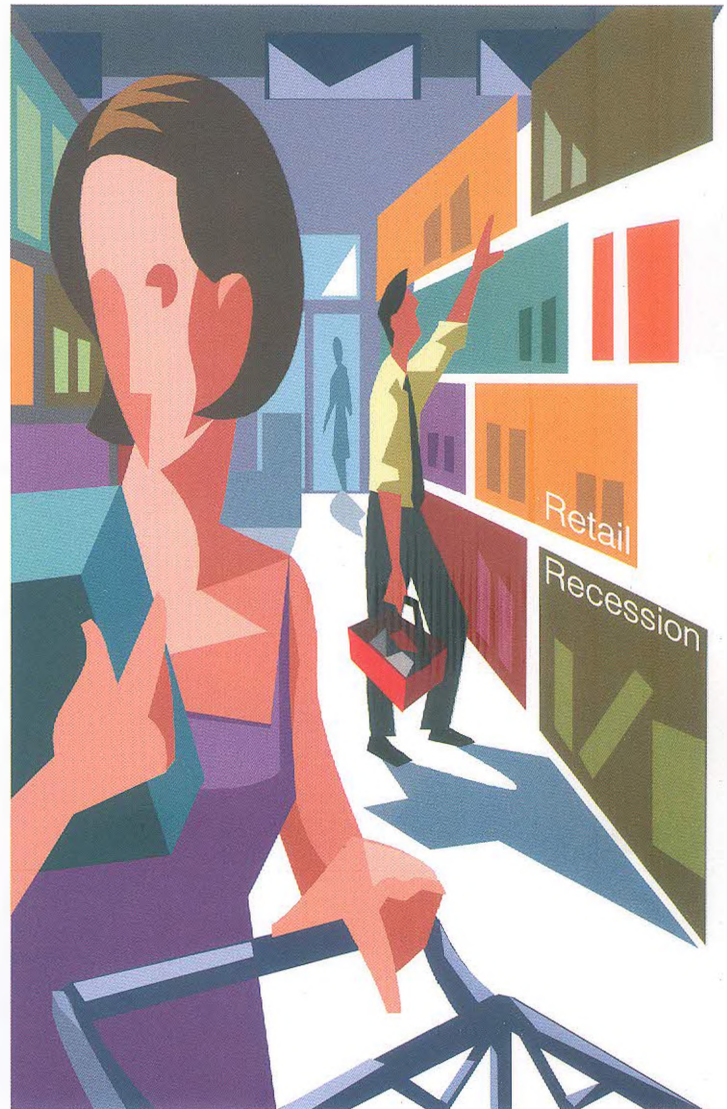
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APRIL - SEPTEMBER 2008

ARTICLES

- 10 Retailing in Recession: Implications and Strategies**
Raj Devasagayam, Ryan Watroba
- 16 U.S. Manufacturing Industry: A study of Relationship between the Total Quality Management and Organizational Performances**
Deepak Subedi, Suneel K. Maheshwari
- 25 Optimism: Individual Contribution and the Inability to Accurately Perceive Optimism in Virtual Communication**
Michael Knight, D. Scott Hunsinger
- 37 Control in Business Process Outsourcing: A Transaction Cost Perspective**
Aparna Daityari, A.K. Saini, Romit Gupta
- 46 Technology Development in India : An Evaluation**
Gurpreet Randhawa, A. S. Sidhu
- 56 A Road to Open Innovation: A Model of Technological Innovativeness of Youth**
Parimal Bhagat, Rajendar Garg
- 63 Culture's Influence on the Perceived Characteristics of Employees: Comparing the Views of U.S. And Chilean Workers**
Chong W. Kim, Leopoldo Arias-Bolzmann, Harlan M. Smithll



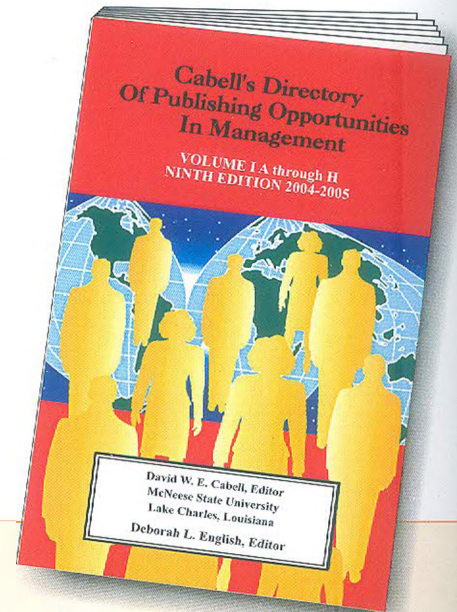
Retailing in Recession ... Pg. 10

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INDEX

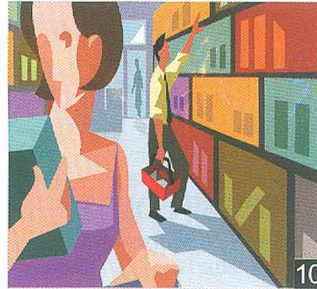
APRIL 2008

ARTICLES

10 Retailing in Recession: Implications and Strategies

□ *Dr. Raj Devasagayam, Mr. Ryan Watroba*

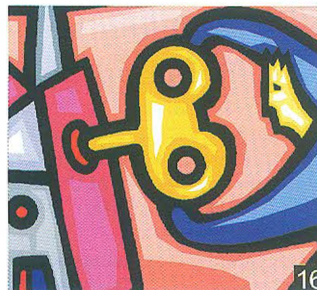
This article explores the implications on retailing during recession and suggests some insight into realigning retail strategy to the reality of an economic downturn.



16 U.S. Manufacturing Industry: A study of Relationship between the Total Quality Management and Organizational Performances

□ *Dr. Deepak Subedi, Dr. Suneel K. Maheshwari*

The article is an attempt to study the performances of those manufacturers who won quality related awards with similar manufacturers who did not win such awards.



25 Optimism: Individual Contribution and the Inability to Accurately Perceive Optimism in Virtual Communication

□ *Dr. Michael Knight, Dr. D. Scott Hunsinger*

This study reviews the social presence theory, media richness theory and four overriding themes. These themes include employee selection, impression management, the optimism factor and the lack of measurement tools. Based upon these themes, the study provides a model that identifies the relationship between contribution and perception.



37 Control in Business Process Outsourcing: A Transaction Cost Perspective

□ *Ms. Aparna Daityari, Dr. A.K. Saini, Mr. Romit Gupta*

This paper explains a transaction cost framework to advance the understanding of the impact of the nature of the outsourced activity on the structure of the control portfolio and the relationship between control and outsourcing success.



46 Technology Development in India: An Evaluation

□ *Dr. Gurpreet Randhawa, Dr. A. S. Sidhu*

The paper portrays the different phases of technological development in India since independence. The paper reveals that India has relied on the policy of import substitution for a long period.



56 A Road to Open Innovation: A Model of Technological Innovativeness of Youth

□ *Dr. Parimal Bhagat, Dr. Rajendar Garg*

This paper focuses on the adoption and use of new products with limited research on the design and creation process. Fundamentally this research project determines the propensity for technological innovativeness among youth adults. In this study, the propensity for technological innovativeness is measured as a collection of cognitive and emotional attributes that are responsible for behaviour towards new technology products.

63 Culture's Influence on the Perceived Characteristics of Employees: Comparing the Views of U. S. and Chilean Workers

□ *Dr. Chong W. Kim, Dr. Leopoldo Arias-Bolzmann, Dr. Harlan M. Smith II*

The article categorizes the employees of an organization into three categories-“Necessities” who are crucial to workplace, “Commoners” who are of normal talent and “Parasites” who have negative impact on the organizations success. The article further compares the U.S. and Chilean workers in this context and describes the difference of the perception among the workers.

From The Editor's Desk

It gives me immense pleasure to present the 9th issue of DIAS Technology Review. We hope it will be taken as a significant contribution to the existing academic and business literature.

The present global economic crisis led by high oil prices resulted into escalated food prices and global inflation. Substantial credit crisis and liquidity crunch dragged large commercial and investment banks of different nations around the world to near bankruptcy. This in turn led to worldwide economic downturn, affecting all industrial sectors across the globe.

The retail industry in particular is in no position to lose time pondering about the reality of a looming recession; bottom lines are clearly indicating a change in consumer optimism and buying behavior. The very first paper in this issue discusses implications on retailing during recession and presents some insight into realigning retail strategy to the reality of the economic downturn. In this era of economic and financial crisis modern organizations are struggling to survive and grow in a fast changing business scenario loaded with uncertainty and turbulence. Where profit motive appears to be the dominant drive in this aggressively competitive environment, quality of products should be the major concern of corporates to survive. In this context, an interesting research theme has been taken up in the next paper which compares the performances of manufacturers who won quality related awards with those who did not. Apart from quality concern being necessary for sustainable competitive advantage, effective channeling of intellectual capital is also the need of the hour. This topic is focused through an enticing study on individual contribution and inability to accurately perceive optimism in virtual communication in the third article of the present issue. The study investigates the impact of individual characteristics on the productivity of the organization and provides a dynamic insight into the personality dimension of optimism and the ability to perceive optimism in a group setting.

The current business scenario reminds me of a famous quote by William Knudsen (Jr. Chairman, Ford Motor Company) which says- "In business, the competition will bite you, if you keep running. If you stand still, they will swallow you." In this hardnosed competition, every organization is strategizing differently to win the survival race. BPO sector is emerging as a fastest growing industry on the track. The corporates are strategizing to cut their costs by outsourcing the costly and specialized functions. The next paper, an investigative paper dealing with BPO sector, highlights the impact of the nature of the outsourced activity on the structure of the control portfolio and the relationship between control and outsourcing success. Finally, technology is the key driving force for competitiveness and growth. This area has been explored through next two articles included in this issue, which emphasis on propensity for technological innovativeness as a collection of cognitive and emotional attributes. The last article compares the views of U.S. and Chilean workers regarding the culture influence on the perceived characteristics of employees.

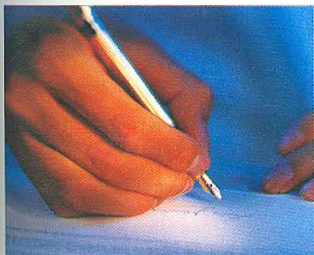
We hope the articles published in this issue will make an interesting and informative reading for our esteemed readers.

Feedback from our esteemed readers is invaluable for us. Since it helps us and our contributors in continuous updating and upgrading the contents of our journal. May we therefore request you to spare some of your precious time and let us have your feed back in the form given in the journal for this purpose.

Have a blessed new year.



(Dr. Vibha Dua)
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Dr. Raj Devasagayam holds an MBA from Bombay University in India and a Ph.D. in Marketing from Florida Atlantic University, and is presently Associate Professor of Marketing at Siena College. An active researcher, he has authored a number of book chapters and published in the Journal of Financial Services Marketing, Journal of Brand Management, The International Journal of Business Disciplines, and the Multi Cultural Review on topics ranging from web-based marketing and building brand communities to marketing strategies and pedagogy. Dr. Raj sits on the Board of Marketing Management Association, serves as the Co-editor of Marketing Insights, is the Atlantic Region Representative for the Mu Kappa Tau, and the Faculty Advisor to the American Marketing Association chapter at Siena.

Bringing his scholarship into the classroom is important to Dr. Devasagayam, as is involving students in his scholarship. He recently collaborated with a student on "Marketing to Ethnic Diaspora: A Preliminary Investigation," which was named Best Overall Paper on Conference Theme at the 2005 Marketing Management Association National Conference. Dr. Raj is a member of the American Marketing Association, the Marketing Management Association, the Marketing Science Institute and the Popular Culture Association.

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