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SELECTED CONTENTS

STRATEGIC FIT OF PROJECT MANAGEMENT AT A BRAZILIAN STATE-OWNED FIRM: THE CASE OF ELETRONUCLEAR

T. Diana L. van Aduard de Macedo-Soares, Edcler Felix Mayrink, and Adriane Cavaliere

COMPETENCE DEVELOPMENT IN THE CZECH REPUBLIC

Jürgen Mühlbacher, Michaela Nettekoven, and Anna Putnová

PATIENT PERCEPTIONS OF HEALTH CARE PROVISION IN SOUTH AFRICA: THE MAKHADO MUNICIPAL EXPERIENCE

Mukhola M. Stanley

ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE THROUGH THE IMPLEMENTATION OF THE SOCIETAL MARKETING CONCEPT BY A MAJOR RETAILER IN SOUTH AFRICA

M A. O. Dos Santos

THE IMPACT OF BRAND PERSONALITY DIMENSIONS ON BRAND ASSOCIATION AND BRAND ATTRACTIVENESS: THE CASE STUDY OF KIWI IN THAILAND

Suvenus Sophonsiri and Kawpong Polyorat

PORTUGUESE TOURISM DEMAND

Nuno Carlos Leitão

TABLE OF CONTENTS

<i>Nejdet Delener</i>	Editorial	<i>iii</i>
<i>Nejdet Delener and Chiang-nan Chao</i>	Note from Editors	<i>viii</i>
	Editorial Board and Reviewers	<i>ix</i>
<i>T. Diana L. van Aduard de Macedo-Soares, Edcler Felix Mayrink, Adriane Cavalieri</i>	STRATEGIC FIT OF PROJECT MANAGEMENT AT A BRAZILIAN STATE-OWNED FIRM: THE CASE OF ELETRONUCLEAR	1

Abstract: In the literature, mention is made of the significant loss of resources in the case of projects that do not contribute to the firm's main objectives, mainly because they are not aligned with its strategy. The lack of project strategic fit thus ends up having a negative impact on its performance and competitiveness. This article shares the results of a study on project management – PM - at the Brazilian state-owned firm, Eletronuclear, created in 1997 to build and operate nuclear power plants in the country. The study's objective was to assess the strategic fit of PM at this firm and identify factors that contributed to, or hindered, the achievement of the desired fit. The research adopted the case study method, collecting data from various sources using different means – documental investigation, structured questionnaires and interviews – in order to ensure their consistency. The results indicated a predominance of weaknesses in PM at the company, namely in terms of inconsistencies with its strategy, evidencing PM's lack of strategic fit. They highlighted resources – specifically inappropriate allocation and quality – and the difficulty of changing to a culture of PM with a strategic vision, as the main problems. At the same time, they revealed recent initiatives, pertinent to the adoption of strategic-level project mediation processes and project portfolio planning, that if translated into concrete actions, could indeed contribute to a better strategic fit of PM at Eletronuclear. The study thus provided insights for other firms seeking to improve their project management.

<i>Jürgen Mühlbacher, Michaela Nettekoven, Anna Putnová</i>	COMPETENCE DEVELOPMENT IN THE CZECH REPUBLIC	15
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Abstract: Competence management is seen as one of the most important sources for comparative strategic advantages. Especially in transformation economies like the Czech Republic, human resources have to be regarded as a key factor for current and future success of the economy. Therefore this article focuses on the external and internal drivers of change, influencing competence management and development in this country. The analysis shows that management competences are still in a building phase. Roughly 20 years after the great reforms, competence management shows first trends to increase market- and employee-orientation.

TABLE OF CONTENTS

	PATIENT PERCEPTIONS OF HEALTH CARE PROVISION IN SOUTH AFRICA: THE MAKHADO MUNICIPAL EXPERIENCE	28
<i>Mukhola M. Stanley</i>			
	<i>Abstract: Despite the constitutional right to Health Care in South Africa, there has been little research on the perception of patients' satisfaction regarding Health Care provision especially in areas such as the Makhado Municipal area. This study used survey data to examine the degree to which patients were satisfied with health services in Makhado Municipal area. This study investigated patient satisfaction within one municipal area and therefore the results presented here may differ from area to area. The difference in results may be influenced by a number of variables such as, amongst others, the cultural status of participants and the language of participants.</i>		
	ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE THROUGH THE IMPLEMENTATION OF THE SOCIETAL MARKETING CONCEPT BY A MAJOR RETAILER IN SOUTH AFRICA	39
<i>M A. O. Dos Santos</i>			
	<i>Abstract: This paper is essentially a case study based on information gathered from a number of sources that include the contents of the annual report of this major retailer, personal communications with individuals who were able to provide information relating to the topic and to the retailer (including the Manager: The Good Business Journey" at the retailer under consideration), international and local journal articles as well as the mass media in South Africa</i>		
	THE IMPACT OF BRAND PERSONALITY DIMENSIONS ON BRAND ASSOCIATION AND BRAND ATTRACTIVENESS: THE CASE STUDY OF KFC IN THAILAND	51
<i>Suvenus Sophonsiri Kawpong Polyorat</i>			
	<i>Abstract: Brand personality refers to human personality traits associated with a brand. The results of this study conducted in Thailand reveal that, for the fast-food brand KFC, the brand personality dimension of competence has more influence on brand association and brand attractiveness than the other four dimensions (sincerity, excitement, sophistication, and ruggedness). In addition, brand association appears to partially mediate the influence of the competence dimension of brand personality on brand attractiveness. Implications and future study directions conclude the study report.</i>		
<i>Nuno Carlos Leitão</i>	PORTUGUESE TOURISM DEMAND	63
	<i>Abstract: This study measures the impact of economic determinants on the international demand for tourist services in Portugal. A panel data set of 15 European countries over the period 1995-2003 is used. This study used appropriate panel data techniques of real per capita income, the price index of tourism service, geographical distance on demand for Portugal tourism services. In contrast to previous studies, this manuscript used a dynamic panel data to solve the problems of serial correlation and endogeneity. The estimate of the relative price elasticity of demand for Portugal's is 0.35 in the short run and 0.37 in the long run. The corresponding estimates for income elasticity on demand are 0.402 and 0.391 respectively.</i>		
	Manuscript Guidelines	73
	JGBAT Subscription Forms	76