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INTERNATIONAL ALLIANCE PORTFOLIOS AND INNOVATION: A PROPOSAL FOR AN ANALYTICAL MODEL BASED ON BIBLIOGRAPHIC AND \ BIBLIOMETRIC RESEARCH

Abstract: To sustain competitiveness, firms are adopting innovation-oriented strategies that leverage innovation through international alliance portfolios and networks – IAP/networks. Consequently, it is important to analyze the relationship between the characteristics of IAPs/networks and innovation performance to find out which ones influence positively the latter. This article presents the results of bibliographic and bibliometric research that sought to identify these characteristics as well as a conceptual model to help carry out an analysis of the IAP – innovation relationship. Four databases were adopted to review literature on IAP published between 2001 and 2014, alliance networks and innovation. Portfolio diversity was the most cited significant IAP/network characteristic, although high diversity could have a negative impact. However, this could be mitigated by appropriate IAP/network management capabilities. The model highlights diversity as well as IAP/network management capabilities as a moderator in the IAP – innovation relationship. Special attention is given to IAPs involving emerging countries.

Gokhan Gercek	NETWORKED SERVICES OUTSOURCING
Naveed Saleem	FOR SMALL BUSINESSES: A LIFECYCLE
Douglas Steel	APPROACH

Abstract: Networked services such as computer networks, network applications, and data communications systems may take up a significant share of the IT budget of a small business; therefore, outsourcing these services may provide an economical alternative to operating them on the small business premises. While a small business may benefit more from IT outsourcing in today's environment, it is also more vulnerable to a failed outsourcing endeavor due to the lack of adequate understanding of the dynamics and specifics of the outsourcing process. The existing IT literature is deficient in providing practical guidelines and methodologies to help a small business manager gain a conceptual understanding about the outsourcing process and the specific activities and tasks to be executed during the outsourcing process. Based on project management concepts and constructs, this paper presents a lifecycle approach to help a small business manager successfully outsource networked services in a systematic manner.

Joseph B. Skipper William A. Cunningham M Christopher A. Boone A Raymond R. Hill C

MANAGING HUB AND SPOKE NETWORKS: A MILITARY CASE COMPARING TIME AND COST

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Abstract: Demanding business and operational environments often require firms to question the effectiveness and efficiency of their organizational processes and structures. A key organizational structure that requires continuous monitoring and assessment is the distribution network. Thus, it is critical that managers have the ability to quickly and accurately assess alternative network designs. In this paper, the researchers propose the use of a Multiple Objective Linear Programming (MOLP) model to analyze optimal hub locations using a military based example and data. The mathematical

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representation of the network is created, implemented in Microsoft Excel, and instantiated with realistic data. MOLP techniques are used to determine the trade-offs between the two key network constructs, delivery time and cost. Thought presented here in a military context, the researchers believe the proposed model-based analytical methodology for assessing network designs has much wider application and represents a means for both military and non-military decision makers to 'whatif' multiple network design scenarios when time, cost, or both are of primary concern.

Gordon Bowen Deidre Bowen

SOCIAL MEDIA: A STRATEGIC **DECISION-MAKING TOOL**

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Abstract: Social media is seen very much as a marketing tool, and there is little in the literature that considers its use as a strategic decision-making tool. This conceptual paper is an attempt to redress the balance. Social media user-generated content from blogs or consumer feedback is one way that social media can support effective strategic decision-making. However, the business and organisational environments are influential on the effectivity of the data collected and, ultimately, its analysis. The decision-making approach—single or multistage—are significant influencers on the quality of the decisions. Multistage decision-making is supportive of controversial decision making, which leads to better utilisation of the information and, consequently, better decision making. Ultimately, robust decision-making is underpinned by the effectiveness of the decision-making process.

José G. Hernández R. María J. García G.

ENTERPRISE DIAGNOSIS AND THE ENVIRONMENTAL MANAGER OF LoMoBaP

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Gilberto J. Hernández G. Abstract: Organizations need enterprise diagnostics that benefit them as a whole. Business logistics is used throughout entire organizations. A new practice is to make diagnoses with the use of the Logistic Model Based on Positions (LoMoBaP), which is based on the functions of the logistics positions. A useful position to perform diagnoses is the Environmental Manager (EM). Thus, the objective of this work arises: generate enterprise diagnostics, based on the functions performed by the Environmental Manager of LoMoBaP. To achieve this objective, the Integrated-Adaptable Methodology for the development of Decision Support System (IAMDSS), which has generated successful results in various previous research problems, will be used. In regards to limitation and scope, there will be no field studies. The enterprise diagnosis, through the Environmental Manager, will be performed under a hypothetical situation to encompass a wider approach

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