Online ISSN : 2249-4588
Print ISSN : 0975-5853
DOI : 10.17406/GJMBR

Global Journal

of Management and Business Research: A

Administration and Management



Study of Social Network

Influence of Leadership Factors

Highlights

EL Salvador's Human Resources

Social Networks and Entrepreneurship

Discovering Thoughts, Inventing Future

VOLUME 16 ISSUE 2 VERSION 1.0

© 2001-2016 by Global Journal of Management and Business Research, USA

Volume 16 Issue 6 was originally issued as A2

Global Journal of Management and Business Research: A
Administration and Management

Volume 16 Issue 6
Originally issued as A2

Global Journal of Management and Business Research: A
Administration and Management

Volume 16 Issue 2 (Ver. 1.0)

Open Association of Research Society

© Global Journal of Management and Business Research. 2016.

All rights reserved.

This is a special issue published in version 1.0 of "Global Journal of Science Frontier Research." By Global Journals Inc.

All articles are open access articles distributed under "Global Journal of Science Frontier Research"

Reading License, which permits restricted use. Entire contents are copyright by of "Global Journal of Science Frontier Research" unless otherwise noted on specific articles.

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system, without written permission.

The opinions and statements made in this book are those of the authors concerned. Ultraculture has not verified and neither confirms nor denies any of the foregoing and no warranty or fitness is implied.

Engage with the contents herein at your own risk.

The use of this journal, and the terms and conditions for our providing information, is governed by our Disclaimer, Terms and Conditions and Privacy Policy given on our website http://globaljournals.us/terms-and-condition/menu-id-1463/

By referring / using / reading / any type of association / referencing this journal, this signifies and you acknowledge that you have read them and that you accept and will be bound by the terms thereof.

All information, journals, this journal, activities undertaken, materials, services and our website, terms and conditions, privacy policy, and this journal is subject to change anytime without any prior notice.

Incorporation No.: 0423089
License No.: 42125/022010/1186
Registration No.: 430374
Import-Export Code: 1109007027
Employer Identification Number (EIN):
USA Tax ID: 98-0673427

Global Journals Inc.

*(A Delaware USA Incorporation with "Good Standing"; **Reg. Number: 0423089**)*

Sponsors: Open Association of Research Society
Open Scientific Standards

Publisher's Headquarters office

Global Journals® Headquarters
945th Concord Streets,
Framingham Massachusetts Pin: 01701,
United States of America
USA Toll Free: +001-888-839-7392
USA Toll Free Fax: +001-888-839-7392

Offset Typesetting

Global Journals Incorporated
2nd, Lansdowne, Lansdowne Rd., Croydon-Surrey,
Pin: CR9 2ER, United Kingdom

Packaging & Continental Dispatching

Global Journals
E-3130 Sudama Nagar, Near Gopur Square,
Indore, M.P., Pin:452009, India

Find a correspondence nodal officer near you

To find nodal officer of your country, please email us at *local@globaljournals.org*

eContacts

Press Inquiries: *press@globaljournals.org*
Investor Inquiries: *investors@globaljournals.org*
Technical Support: *technology@globaljournals.org*
Media & Releases: *media@globaljournals.org*

Pricing (Including by Air Parcel Charges):

For Authors:
22 USD (B/W) & 50 USD (Color)
Yearly Subscription (Personal & Institutional):
200 USD (B/W) & 250 USD (Color)

Integrated Editorial Board
(Computer Science, Engineering, Medical, Management, Natural Science, Social Science)

John A. Hamilton,"Drew" Jr.,
Ph.D., Professor, Management
Computer Science and Software Engineering
Director, Information Assurance Laboratory
Auburn University

Dr. Henry Hexmoor
IEEE senior member since 2004
Ph.D. Computer Science, University at Buffalo
Department of Computer Science
Southern Illinois University at Carbondale

Dr. Osman Balci, Professor
Department of Computer Science
Virginia Tech, Virginia University
Ph.D.and M.S.Syracuse University, Syracuse, New York
M.S. and B.S. Bogazici University, Istanbul, Turkey

Yogita Bajpai
M.Sc. (Computer Science), FICCT
U.S.A.Email:
yogita@computerresearch.org

Dr. T. David A. Forbes
Associate Professor and Range Nutritionist
Ph.D. Edinburgh University - Animal Nutrition
M.S. Aberdeen University - Animal Nutrition
B.A. University of Dublin- Zoology

Dr. Wenying Feng
Professor, Department of Computing & Information Systems
Department of Mathematics
Trent University, Peterborough,
ON Canada K9J 7B8

Dr. Thomas Wischgoll
Computer Science and Engineering,
Wright State University, Dayton, Ohio
B.S., M.S., Ph.D.
(University of Kaiserslautern)

Dr. Abdurrahman Arslanyilmaz
Computer Science & Information Systems Department
Youngstown State University
Ph.D., Texas A&M University
University of Missouri, Columbia
Gazi University, Turkey

Dr. Xiaohong He
Professor of International Business
University of Quinnipiac
BS, Jilin Institute of Technology; MA, MS, PhD,. (University of Texas-Dallas)

Burcin Becerik-Gerber
University of Southern California
Ph.D. in Civil Engineering
DDes from Harvard University
M.S. from University of California, Berkeley & Istanbul University

Dr. Bart Lambrecht
Director of Research in Accounting and Finance Professor of Finance
Lancaster University Management School
BA (Antwerp); MPhil, MA, PhD (Cambridge)

Dr. Carlos García Pont
Associate Professor of Marketing
IESE Business School, University of Navarra
Doctor of Philosophy (Management), Massachusetts Institute of Technology (MIT)
Master in Business Administration, IESE, University of Navarra
Degree in Industrial Engineering, Universitat Politècnica de Catalunya

Dr. Fotini Labropulu
Mathematics - Luther College
University of Regina Ph.D., M.Sc. in Mathematics
B.A. (Honors) in Mathematics
University of Windso

Dr. Lynn Lim
Reader in Business and Marketing
Roehampton University, London
BCom, PGDip, MBA (Distinction), PhD, FHEA

Dr. Mihaly Mezei
ASSOCIATE PROFESSOR
Department of Structural and Chemical Biology, Mount Sinai School of Medical Center
Ph.D., Etvs Lornd University
Postdoctoral Training,
New York University

Dr. Söhnke M. Bartram
Department of Accounting and Finance Lancaster University Management School Ph.D. (WHU Koblenz)
MBA/BBA (University of Saarbrücken)

Dr. Miguel Angel Ariño
Professor of Decision Sciences
IESE Business School
Barcelona, Spain (Universidad de Navarra)
CEIBS (China Europe International Business School).
Beijing, Shanghai and Shenzhen
Ph.D. in Mathematics
University of Barcelona
BA in Mathematics (Licenciatura)
University of Barcelona

Philip G. Moscoso
Technology and Operations Management
IESE Business School, University of Navarra
Ph.D in Industrial Engineering and Management, ETH Zurich
M.Sc. in Chemical Engineering, ETH Zurich

Dr. Sanjay Dixit, M.D.
Director, EP Laboratories, Philadelphia VA Medical Center
Cardiovascular Medicine - Cardiac Arrhythmia
Univ of Penn School of Medicine

Dr. Han-Xiang Deng
MD., Ph.D
Associate Professor and Research Department Division of Neuromuscular Medicine
Davee Department of Neurology and Clinical Neuroscience Northwestern University Feinberg School of Medicine

Dr. Pina C. Sanelli
Associate Professor of Public Health
Weill Cornell Medical College
Associate Attending Radiologist
NewYork-Presbyterian Hospital
MRI, MRA, CT, and CTA
Neuroradiology and Diagnostic Radiology
M.D., State University of New York at Buffalo, School of Medicine and Biomedical Sciences

Dr. Roberto Sanchez
Associate Professor
Department of Structural and Chemical Biology
Mount Sinai School of Medicine
Ph.D., The Rockefeller University

Dr. Wen-Yih Sun
Professor of Earth and Atmospheric Sciences Purdue University Director National Center for Typhoon and Flooding Research, Taiwan
University Chair Professor
Department of Atmospheric Sciences, National Central University, Chung-Li, Taiwan University Chair Professor
Institute of Environmental Engineering, National Chiao Tung University, Hsin-chu, Taiwan.Ph.D., MS The University of Chicago, Geophysical Sciences
BS National Taiwan University, Atmospheric Sciences
Associate Professor of Radiology

Dr. Michael R. Rudnick
M.D., FACP
Associate Professor of Medicine
Chief, Renal Electrolyte and Hypertension Division (PMC)
Penn Medicine, University of Pennsylvania
Presbyterian Medical Center, Philadelphia
Nephrology and Internal Medicine
Certified by the American Board of Internal Medicine

Dr. Bassey Benjamin Esu
B.Sc. Marketing; MBA Marketing; Ph.D Marketing
Lecturer, Department of Marketing, University of Calabar
Tourism Consultant, Cross River State Tourism Development Department
Co-ordinator, Sustainable Tourism Initiative, Calabar, Nigeria

Dr. Aziz M. Barbar, Ph.D.
IEEE Senior Member
Chairperson, Department of Computer Science
AUST - American University of Science & Technology
Alfred Naccash Avenue – Ashrafieh

President Editor (HON.)

Dr. George Perry, (Neuroscientist)
Dean and Professor, College of Sciences
Denham Harman Research Award (American Aging Association)
ISI Highly Cited Researcher, Iberoamerican Molecular Biology Organization
AAAS Fellow, Correspondent Member of Spanish Royal Academy of Sciences
University of Texas at San Antonio
Postdoctoral Fellow (Department of Cell Biology)
Baylor College of Medicine
Houston, Texas, United States

Chief Author (HON.)

Dr. R.K. Dixit
M.Sc., Ph.D., FICCT
Chief Author, India
Email: authorind@computerresearch.org

Dean & Editor-in-Chief (HON.)

Vivek Dubey(HON.)
MS (Industrial Engineering),
MS (Mechanical Engineering)
University of Wisconsin, FICCT
Editor-in-Chief, USA
editorusa@computerresearch.org

Sangita Dixit
M.Sc., FICCT
Dean & Chancellor (Asia Pacific)
deanind@computerresearch.org

Suyash Dixit
(B.E., Computer Science Engineering), FICCTT
President, Web Administration and
Development , CEO at IOSRD
COO at GAOR & OSS

Er. Suyog Dixit
(M. Tech), BE (HONS. in CSE), FICCT
SAP Certified Consultant
CEO at IOSRD, GAOR & OSS
Technical Dean, Global Journals Inc. (US)
Website: www.suyogdixit.com
Email: suyog@suyogdixit.com

Pritesh Rajvaidya
(MS) Computer Science Department
California State University
BE (Computer Science), FICCT
Technical Dean, USA
Email: pritesh@computerresearch.org

Luis Galárraga
J!Research Project Leader
Saarbrücken, Germany

Contents of the Issue

i. Copyright Notice
ii. Editorial Board Members
iii. Chief Author and Dean
iv. Contents of the Issue

1. The Underdevelopement of El Salvador's Human Resources. *1-3*
2. Influence of Leadership Factors and Lean and Modern Management Styles on Quality-Of-Care Performance of Hospitals in the USA. *5-14*
3. Social Networks and Entrepreneurship Orientation among Students in Nigerian Universities: A Study of Social Network Size and Risk Disposition. *15-23*

v. Fellows
vi. Auxiliary Memberships
vii. Process of Submission of Research Paper
viii. Preferred Author Guidelines
ix. Index

Global Journal of Management and Business Research: a Administration and Management
Volume 16 Issue 2 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Underdevelopement of El Salvador's Human Resources

By John Theodore

Abstract- The purpose of this article is to expose the reasons for the underdevelopment of the human resources in El Salvador. The problem of underdevelopment started with the employment of the manpower in coffee plantations, a situation that did not necessitate the development of the workforce. Adverse economic conditions, poverty, bad working conditions, unemployment, underemployment, and no access to basic education added to the underdevelopment of the human element. Currently, the government is providing incentives for the education of manpower, especially in the area of small and medium-sized business organizations that make up the majority of private enterprises in the country.

Keywords: training, education, small businesses, medium businesses, large businesses, coffee plantations, coffee economy, maquiladoras, unemployment, underemployment, manpower, human resources, central american common market, domestic market, global market.

GJMBR - A Classification : JELCode : O15



Strictly as per the compliance and regulations of:

© 2016. John Theodore. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

The Underdevelopement of El Salvador's Human Resources

John Theodore

Abstract- The purpose of this article is to expose the reasons for the underdevelopment of the human resources in El Salvador. The problem of underdevelopment started with the employment of the manpower in coffee plantations, a situation that did not necessitate the development of the workforce. Adverse economic conditions, poverty, bad working conditions, unemployment, underemployment, and no access to basic education added to the underdevelopment of the human element. Currently, the government is providing incentives for the education of manpower, especially in the area of small and medium-sized business organizations that make up the majority of private enterprises in the country.

Keywords: training, education, small businesses, medium businesses, large businesses, coffee plantations, coffee economy, maquiladoras, unemployment, underemployment, manpower, human resources, central american common market, domestic market, global market.

I. Introduction

According to the Ministry of Economics of the Republic of El Salvador, one characteristic of the human resources employed in the private sector of the economy—and in all sectors in general-- has been the underdevelopment of the human element (Plan Estratégico De Conamype: 2015-2019, 2015).

The same concern was also expressed by officials of institutions of higher learning in the country who are responsible for training and developing the labor force employed in the small and medium-sized business sector and in the rest of the employment sectors (Pocasangre, G. Professor of Small Business. Universidad Centroamericana, San Salvador, El Salvador. Personal Interview on July 2, 2015).The underdevelopment of the human resources dates back to the formation of the nation. No serious attention was paid to the above-cited problem until the turn of this century.

El Salvador is the smallest Spanish-speaking nation in the American Hemisphere, it is located on the Pacific Ocean coast of Central America and it is the only nation in the region that does not have access to the Atlantic Ocean. El Salvador won its independence from Spain in 1821 and was a part of the United Provinces of Central America, which was eventually dismembered and gave birth to the five Central American republics of Guatemala, Honduras, El Salvador, Nicaragua, and Cost Rica.

II. The Original cause of the Underdevelopment of the Human Resources

During the Spanish colonial period (1500-1821), in the geographic area of what is now El Salvador, coffee cultivation was the foundation and infrastructure of the economy. Practically all employed persons worked in coffee plantations; the same situation continued after the country's independence to the end of the 20th century. The coffee plantation owners had no need or desire to improve the quality of the manpower working under subsistence conditions (Lopez, & Rodolfo, 2010). Therefore, the underdevelopment of the labor force was solidified and became a chronic characteristic of the nation's human resources. During the same period of time, in the United Kingdom and the United States, agriculture's primary importance was replaced by industrialization which created private industrial business organizations whose owners, managers, and employees had easy access to abundant public education. Institutions of higher learning had curricula in economics and business that were easily available to the masses in both nations (Theodore, 2011).

III. Subsequent Forces that Affected the Underdevelopment of the Labor Force

a) *The Economy*

The decade of the 1960s was characterized by El Salvador's desire to enter into the Central American Common Market with the other Central American states. Lamentably, economic activities in the country declined until the end of the 20th century due to social and political instability. Economic instability was very visible in the 1980s due to the civil war that destroyed many areas of the socio-economic fabric of the nation. The Central American Common Market was eventually disintegrated, a situation that caused more economic problems.

From the last decade of the 20th century to the end of the 2010s, a series of privatizations took place transferring state-controlled enterprises to privately-held

Author: President, JDT Management Consultants.
e-mail: jdtheodore@tampabay.rr.com

© 2016 Global Journals Inc. (US)

ones. This change did not help the economy due to the lack of supportive legislative enactments and the weak implementation of competitiveness in the overall domestic market (Molina, (2007). A Competitiveness Supervisory Agency (La Superintendencia de la Competencia) was created in order to increase the performance of mechanisms conducive to better competitiveness. The benefits from this agency were minimal due to the lack of effective, efficient, and timely implementation of the needed projects.

The structure and performance of the domestic market has been continuously weak. The Central American Common Market resulted in the creation of monopolies and oligopolies in the country which worked against free and open competition, made the entrance of competitive enterprises difficult, and drove existing competitive firms out of business (Lopez, 2008).

The continuous loss of competitiveness in the national economy has impeded the development of manpower in all economic areas. In general terms, the slow growth of the economy has retarded all the factors of production (Panate, 2012).Weak and declining economic activities, lack of government support, and a non-competitive domestic market has played a negative role in the development of the human resources in El Salvador.

b) The Labor Market And Working Conditions

During the colonial period, workers were not permitted to work freely; they were part of the property of the owners where they worked. After independence, workers were able to sell their services to employers in all areas of economic activities (Molinas y Morales, 1981). In the second part of the 1800s a survey of the classification of all types of manpower took place. The majority of the employed persons were engaged in agriculture (Arias-Penate, 2014 a).With the increase in exportation of agricultural products, the need for agricultural workers increased, too. Therefore, more people found jobs in the agricultural sector and the labor force continued being underdeveloped.

The labor force was also negatively affected by natural disasters; for example, between 1998-2012 several natural disasters resulted in the destruction of property and the death of more than 1,381 people (Arias-Penate, 2014 b). In addition, continuous external wars and internal armed conflicts that the country experienced during its history have adversely affected the development of its human resources (Lindo-Fuentes, 1990).

In the second part of the previous century the growth of cities started which resulted in the appearance of small and medium-sized enterprises whose revenues were lower than the minimum salary paid to employed persons (Lindo-Fuentes, 1990). In the 1990s, the appearance of maquiladoras demanded workers whose number increased to 210,000 during the first decade of the present century (Schneider, 2013).This type of employment required semi-skilled employees, but no sufficient improvements through training and education took place. Although some improvements have taken place in the provision of basic education to the masses, there are still problems in the quality and availability of elementary education and the preparation of students to enter into secondary education (Martinez-Penate, 2004).The agricultural employment of the human resources, natural and man-made disasters, and the low quality of basic education also played a negative role in the development of the human factor.

c) Poverty

Poverty among the ranks of the population of El Salvador has permeated the country since colonial times. During the first decade of this century more than 500,000 families live in poverty and another 20% in extreme poverty (Schneider, 2013). After a century of export-led growth, industrial development has not occurred and most Salvadorans are still living in poverty (Paige, 1998). In addition, unemployment and underemployment have been serious problems. In the first decade of this century, unemployment was around 7% but underemployment was 30% of the total labor force (Martinez-Penate, 2004). Chronic poverty, unemployment, and underemployment also contributed negatively the development of human resources in the country.

IV. Efforts for the Development of Human Resources

The Ministry of Economics has created a number of agencies that are responsible for the training of the human resources in all private enterprises with strong emphasis upon the small and medium-sized ones. In addition, it has contracted institutions of higher learning that provide basic and advanced training and education for the owners, managers, and employees of enterprises. The training provided pivots around technology, information and communication, human resources, management, marketing, finance, production, strategy, and development (Melara, C. Professor of Small Business. Universidad Centroamericana, San Salvador, El Salvador. Personal Interview on July 2, 2015).

Education in the areas of economics and business has been a recent event in El Salvador and all Latin America because the Roman Catholic Church had an antipathy toward mundane wealth and an aversion toward business people, an idea that was inherited from Aristotle. However, after the end of World War II the Vatican changed its position and started to support the teaching of economics and business administration curricula in secondary and higher education (Theodore, 1999). The government of El Salvador is providing incentives for the continuation of education and the

© 2016 Global Journals Inc. (US)

training of the owners, managers, and employees of business organizations. The progress, however, is slow but it is moving positively.

The present writer would like to see the addition of curricula in sociology, politics, history, and cultural geography into the educational and training curricula of the owners, managers and employees of businesses because the nation is now involved in global and hemispheric industrial, commercial, and overall economic activities. Such curricula will amplify and broaden the overall training and educational offerings for the benefit of El Salvador's human resources (Theodore, 2012).

V. Conclusions and Recommendations

The agricultural infrastructure of El Salvador's manpower, weak and declining economic activities, lack of government support, a non-competitive domestic market, natural and man-made disasters, the low quality of basic education to the masses, chronic poverty, unemployment and underemployment have negatively affected the development of human resources in the country. The government of El Salvador, through its agencies and institutions of higher learning, is now providing both training and education for the development of the human resources of the nation.

References Références Referencias

1. Arias-Penate, S. (2014 a).Vulnerabilidad Económica, Social, Medio Ambiente y Deuda Social en El Salvador. San Salvador. Talleres Gráficos UCA.
2. Arias-Penate, S. (2014 b). Agricultura familiar e industrial ización sustentable. San Salvador. Talleres Gráficos UCA.
3. Lindo-Fuentes, H. (1990). La economia de El Salvador En El Siglo XIX. San Salvador. Biblioteca de Historia Salvadoreña.
4. Lopez, Hugo. (2008). Los Estancos, Las Practicas Monopólicas Y Las Rentas Del Estado en El Salvador. San Salvador. Biblioteca de Historia Salvadoreña
5. Lopez, M. & Rodolfo, J. (2010). Introducción al Sistema Económico. San Salvador. Universidad Pedagógica de El Salvador.
6. Martinez-Penate, O. (2004). El Salvador: Sociologia General. San Salvador. Editorial Nuevo Enfoque).
7. Molina, F. (2007). Condiciones generalesen la competenciaen paises centroamericanos: Caso de El Salvador. Ciudad de Mexico. CEPAL.
8. Molinas y Morales, R. (1981).Los precusores de la indepedencia. San Salvador. Editorial Delgado.
9. Paige, J.M. (1998). Coffee and Power. Cambridge, MA. Harvard University Press.
10. Panate, S. A. (2012). La trampa de la deuda: Del Sistema capitalista y la economía salvadoreña. San Salvador. Talleres Gráficos, UCA.
11. Plan Estrategico De Conamype: 2015-2019, 2015.
12. Schneider, A. (2013) Construcciónde l Estado y regimens fiscalesen Centroamerica. Ciudad de Guatemala. F & G Editores.
13. Theodore, J (1999). The impact of religious, social, and economic forces upon the development of management education in Latin America. *Journal of Third World Studies, 16(2), 133-139.*
14. Theodore, J. (2011). *Culture and the development of management: An international example.* Richmond, CA. Lyseis Public Policy Publishing, an Imprint of Concrescent LLC.
15. Theodore, J. (2012). Learning organizations, the American employee and manager, and the developmental role of the social sciences. *Global Journal of Management and Business, 12*(4), n.p.

© 2016 Global Journals Inc. (US)

This page is intentionally left blank

© 2016 Global Journals Inc. (US)

Global Journal of Management and Business Research: a Administration and Management
Volume 16 Issue 2 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Influence of Leadership Factors and Lean and Modern Management Styles on Quality-Of-Care Performance of Hospitals in the USA

By Kjeld Aij, Rene Aernoudts & Gepke Joosten

VU University Medical Center, Netherlands

Abstract- Hospital efficiency relates to organizational factors and leadership style. This study investigated several factors, as one interdependent construct, with the potential to influence hospital performance in terms of quality-of-care. National database and survey information on modern management, lean management, organizational traits and leadership was compared.

A positive correlation was found between hospital performance and hospital type. Two negative correlations were found: one relating to the root cause of problems in the context of modern management style, and one relating to managerial responsibility in the context of lean (process) management style. No correlations were found with organizational factors or leadership.

This study clarifies the relevance of several factors to hospital performance and highlights areas for further research on management systems, covering acute vs critical care and transformational vs transactional leadership, in order to identify drivers of performance in US hospitals.

Keywords: organizational traits, lean management, leadership, management styles, quality-of-care measures.

GJMBR - A Classification : JEL Code: M10



Strictly as per the compliance and regulations of:

© 2016. Kjeld Aij, Rene Aernoudts & Gepke Joosten. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Influence of Leadership Factors and Lean and Modern Management Styles on Quality-Of-Care Performance of Hospitals in the USA

Kjeld Aij [α], Rene Aernoudts [σ] & Gepke Joosten [ρ]

Abstract- Hospital efficiency relates to organizational factors and leadership style. This study investigated several factors, as one interdependent construct, with the potential to influence hospital performance in terms of quality-of-care. National database and survey information on modern management, lean management, organizational traits and leadership was compared.

A positive correlation was found between hospital performance and hospital type. Two negative correlations were found: one relating to the root cause of problems in the context of modern management style, and one relating to managerial responsibility in the context of lean (process) management style. No correlations were found with organizational factors or leadership.

This study clarifies the relevance of several factors to hospital performance and highlights areas for further research on management systems, covering acute vs critical care and transformational vs transactional leadership, in order to identify drivers of performance in US hospitals.

Keywords: organizational traits, lean management, leadership, management styles, quality-of-care measures.

I. Introduction

According to the Institute of Medicine (IOM; Bootman 2000), between 44 000 and 98 000 patients die every year in the US as a result of preventable medical errors and another million or so are injured (Bootman 2000; Kohn *et al.* 2001). These findings led to an initiative by the US Federal Government to improve patient safety and create a more cost-effective healthcare system (Porter and Teisberg 2006; Shortell and Singer 2008; Singer *et al.* 2003). The US Center for Medicare and Medicaid Services (CMS) also attempted to reduce medical errors and improve patient safety, while holding hospitals accountable (Leape and Berwick 2005; McGlynn *et al.* 2003). Their quality measures relate to certain medical conditions that are particularly prone to preventable medical errors, which are available for 98% of US hospitals (nearly 4700) and are a widely used benchmark for the quality of care provided by a hospital to its patients and thus used to quantify performance (Department of Health and Human Services (HHS), 2011). They also encourage competition between hospitals (Arrow *et al.* 2009; Porter 2009; Porter and Teisberg 2006).

Author α: VU University Medical Center. e-mail: k.aij@vumc.nl

US healthcare researchers often use case studies to the characteristics and performance of hospitals (e.g. Anthony *et al.* 2003; Bevan 2006; Broadbent 1992; Keen and Packwood 1995; Kenney 2010; Kitson *et al.* 1998; Leatherman *et al.* 2003; Sculpher *et al.* 2004; Shojania *et al.* 2001), but we used the CMS measures to assess quality-of-care performance in our study (CMS database; HHS 2011).

a) Theoretical context

To satisfy the need to provide high-quality and safe patient care and reduce costs, hospitals must establish efficient organizational traits and suitable leadership styles within the context of either modern or lean management systems.

There has been limited success of the major initiatives so far (Leape and Berwick 2005; Singer and Shortell 2008). As Porter (2009) noted: "The US healthcare system remains largely the same as it was a decade ago with no convincing approach to changing the unsustainable trajectory of the system, much less to offsetting the rising costs of an aging population and new medical advances."

Implementing successful systems and processes is still a challenge for hospitals. They are aware of the need to, but struggle with the choices available (Boyer *et al.* 2012; Proudlove *et al.* 2008), not least because of a lack of studies in the area. Hence the rationale behind the present study which aims to identify specific drivers of performance in terms of quality of care (HHS, 2011) and investigate the interrelationships between management systems, organizational traits and leadership.

Studies have been conducted into lean management practices in healthcare, particularly organizational learning, standardized processes, tools and continuous improvement (Boyer and Pronovost 2010; Boyer *et al.* 2012; de Souza 2009; Proudlove *et al.* 2008). A holistic approach is rare, however, which is greatly needed for improving patient safety and performance (Leape and Berwick 2005; Singer and Shortell 2008; Womack 2002). Leadership is acknowledged as a key driver of quality outcomes (Flynn *et al.* 1994; Kohn *et al.* 2001; Marley *et al.* 2004; Singer and Shortell 2008), and is used the assessments of the Malcolm Baldrige National Quality Award

© 2016 Global Journals Inc. (US)

Healthcare Criteria (MBNQA) (Marley *et al.* 2004). However, there is no clear link between leadership and patient safety.

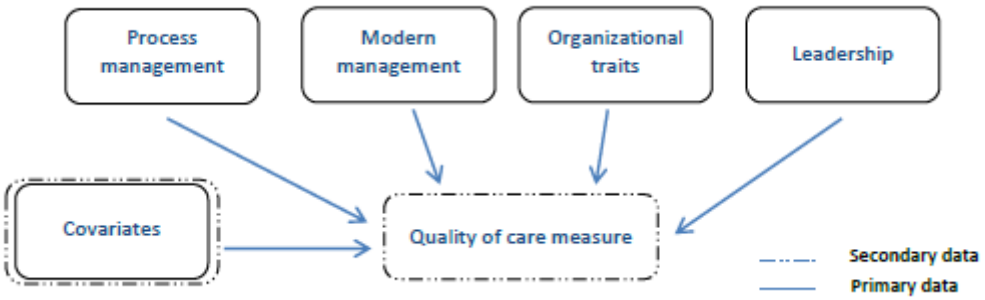
Some researchers employ theoretical frameworks to study quality of care (Cleary *et al.* 1988; Kane 2006; Kane *et al.* 1997; Marley *et al.* 2004; Sower *et al.* 2001), and some employ subjective measures that are difficult to interpret (Arrow *et al.* 2009; Meyer and Collier 2001). Others focus specifically on the CSM core measures for serious health conditions, which are publicly available (Porter and Teisberg 2007; Tucker *et al.* 2007) via the CMS database (HHS 2011), however these do not consider interpersonal aspects of patient–provider interactions; which rely on the patient satisfaction score survey (HCAPS; Boyer *et al.* 2012; CMS 2012). The association between patient satisfaction and safety is still unclear, possibly because research is biased by subjective patient reports (Piper 2010).

Some of the earlier research on performance in the USA relates to acute-care hospitals (e.g. Kane 2006; Sower *et al.* 2001) and does not consider all quality-of-care measures (e.g. Boyer *et al.* 2012). There may be observational bias in studies with limited population sizes that focus on one type of hospital (Kane 2006), which may mask the effects of management systems, organizational traits and leadership on performance outcomes.

This study focused on factors from four variables – lean management, modern management, organizational traits, and leadership – using the publicly available CMS quality-of-care measures (HHS 2011) for nearly 4700 hospitals. These factors constituted the dependent variable for measuring overall performance, and consisted of factors relating to acute myocardial infarction, heart failure, pneumonia and the surgical care improvement project (HHS 2011).

Independent variables were collected by surveying 597 hospitals related to four key criteria (Figure 1): lean management principles, modern management principles, organizational traits and leadership characteristics. An empirical census survey has been conducted to test the construct shown in Figure 1 (e.g. Boyer *et al.* 2012; Marley *et al.* 2004).

Table 1 : All subset model p values



b) Lean (process) and modern management principles

Patient safety in the US has not improved as intended according to the Institute of Medicine's 2009 report (Bootman 2000) by Jewell and McGiffert (2009). Additional observations from Wachter (2010) state that improvements in patient safety require a focus by leaders on lean management, workforce issues and training.

There are challenges in the implementation of lean management initiatives (Blendon *et al.* 2002; Boyer and Pronovost 2010; Edmondson *et al.* 2001; Singer and Shortell 2008; Tucker *et al.* 2006). For example, hospital associates who notice their work is affected by changes are likely to sabotage the initiatives (Singer and Shortell 2008), and people who are unfamiliar with the new processes are reluctant to buy-in to them (Edmondson *et al.* 2001; Tucker *et al.* 2006). Physicians are least likely to embrace lean management principles (Blendon *et al.* 2002), and hierarchical barriers that cause power distance also inhibit take-up (Boyer and Pronovost 2010; Pronovost and Vohr 2010). This slow take-up occurs even though some hospitals have improved their performance through such efforts. Examples are Virginia Mason Medical Center and Theda Care Inc. (Ben-Tovim *et al.* 2007; Institute for Healthcare Improvement 2012; Kenney 2010; Nelson-Peterson and Leppa 2007). Observations show that hospitals applying lean management out-perform, on average, those that do not.

Our study examined both lean and modern management in the hospital environment. Modern management ideas, originally from Alfred Sloan at General Motors, were adapted by General Electric and others until the 1990s (Lean Enterprise Institute 2010; Womack 2010). This style of management promotes organizations with departments, clear managerial authorities, vertical delegation, and a top-down approach; managers are developed through formal education and decisions are made far from the point of value creation. Its practices are not viewed favourably by lean management organizations (Womack 2010), the principles of which are based on the Toyota production system (Liker, 2004). The lean management philosophy

© 2016 Global Journals Inc. (US)

focuses on horizontal flow of value across a hospital and on improving processes towards a perfect patient experience.

This study treated modern and lean management as separate factors and used explanatory factor analysis and principal component extraction to combine them analytically.

c) Organizational traits

Firm, well-rounded organizational traits in hospitals correlate positively with effectiveness, efficiency and innovation (Dalton *et al.* 1980; Robinson and Luft 1985). We investigate whether organizational traits have any impact on hospital performance.

d) Transformational and transactional leadership

Our analysis was based on empirical evidence of the influence of transformational and transactional characteristics on quality outcomes. According to leadership theory, hospital performance and quality of care strongly depend on leadership (Bass and Avolio 1994; Eagly *et al.* 2003; Hutton 2000; Meyer and Collier 2001; Piper 2010). Transformational leadership focuses on the needs, morals and values of followers in quality leader–follower relationships, but critics claim that the theory lacks conceptual clarity, and can be interpreted simplistically or as an "either–or" approach (Eagly *et al.* 2003; Pawar and Eastman 1997; Wofford-Vicki *et al.* 1998). Transactional leadership is driven by "management-by-exceptions" and contingent rewards (Bass and Avolio 1994); critics claim that it does not consider the human aspect of work and fails to empower people (Bass and Avolio 1994). Both styles have drawbacks, but hospitals employing either tend to perform better than hospitals that use neither. A few studies reveal that combining transformational and transactional traits can produce even better outcomes than applying them separately (Eagly *et al.* 2003; Greene 1975; Hirst *et al.* 2004; Pawar and Eastman 1997; Wofford-Vicki *et al.* 1998).

The survey also addressed hospital indicators such as inpatient days, triage, discharge, turnover rates, Apache scores, hospital background and improvement methodologies. The secondary dataset derived from the CMS database was only applied to hospitals for which we also had survey data.

II. Materials and Methods

a) Hospital performance data

Hospital data were compiled from publicly available Government records (HHS, 2011; CMS 2010) for 4697 hospitals from the American Hospital Association, State Hospital Associations, and the Institute for Healthcare Improvement (IHI, 2010). The performance indicators relate to serious health conditions associated with preventable medical errors: acute myocardial infarction (8 items), heart failure (4 items), pneumonia (7 items) and the surgical care improvement project (SCIP; 2 items) (HHS, 2011) Total scores were calculated for all measures (i.e. the average weighted percentage of patients that received quality care; Boyer *et al.* 2012; Giordano *et al.* 2010; Marley *et al.* 2004; McGlynn *et al.* 2003). This score has been widely validated (Boyer *et al.* 2012; Giordano *et al.* 2010; Marley *et al.* 2004; McGlynn *et al.* 2003). Our study excluded hospitals reporting quality-of-care measures based on a sample size of 25 patients or less (HHS, 2011) to avoid outliers.

b) Survey data

Survey data were collected from 597 hospitals. The questionnaire consisted of Likert-scale, open-ended and categorical-scale questions on specific management and organizational issues, hospital indicators (such as inpatient days, triage, discharge, turnover rates, Apache scores), background information and improvement methodologies. All items related to process and modern management were originally developed by Womack (2009) as a paired comparison of management methods. In this study they were treated as separate factors, using explanatory factor analysis and principal component extraction to reduce the number of items to 18 (Akaike 1987; Costello and Osborne 2005; Thompson *et al.* 2004).

A draft version of the questionnaire was reviewed by researchers at Virginia Tech and the Lean Global Network (LGN) and validated for clarity, acceptability, timeliness and comprehensiveness (Alreck and Settle 1995; Rea *et al.* 1997) by 38 hospital associates from two independent hospitals in Virginia. From the 33 responses, minor changes were made to the questionnaire (Alreck and Settle 1995; Rea *et al.* 1997). The final questionnaire comprised:

- 9 questions on lean management (adapted from Womack 2009).
- 9 questions on modern management (adapted from Womack 2002; 2008)
- 6 questions on organizational traits addressing how well the hospital functions effectively, efficiently and innovatively, and why patients and associates are satisfied with its performance (adapted from Great Place to Work 2012; NIST 2011; Womack 2009)
- 12 question on leadership (adapted from the multifactor leadership questionnaire (Avolio and Bernard 2004; Bass and Avolio 1994), Baldrige Criteria for Performance Excellence (Hutton 2000), transformational leadership questionnaire (TLQ-LGV, Alban-Metcalfe and Alimo-Metcalfe 2000) and a publication by McGuire and Kennerly (2006)).

Questionnaires were emailed to hospital managers across 48 states (Rea and Parker 2005) between July and October 2011. A total of 597 were returned, with different response rates from different states (e.g. none from Rhode Island and 38 from Texas).

© 2016 Global Journals Inc. (US)

There were 30 non-responders who were contacted by phone and tested non-response bias by one demographic question, six organizational traits questions and one continuous improvement methodology question (Alreck and Settle 1995; Connolly and Connolly 2005; Dillman 2007; Rea and Parker 2005). No significant difference was found between responders and non-responders (p = 0.1654–0.8753).

c) Covariates

Covariates were selected for within-hospital factors, including the type of hospital (cv3; acute care, acute care veterans administration, or critical access) and organizational structure (subsidiary or stand-alone) (CMS 2012). External factors included the number of years respondents had been employed by their hospital.

d) Data analysis

Confirmatory factor analysis (Dyer *et al.* 2005; Thompson *et al.* 2004) was used for each of the independent variables to account for common variance. Internal reliability and validity of dichotomous items were checked using Cronbach's alpha (Bland and Altman 1997; Gliem and Gliem 2003). All components had reliability alpha > 0.8, indicating good internal consistency. Our quality-of-care measure (dependent variable and a number between 0 and 1) was non-linear, requiring logit transformation (Ashton 1972; Jaeger 2008), and we used all-subset multiple linear regression (Belsley 1980; Myers 1990).

To select the statistical model, we applied forward elimination and a nominated alpha of 0.05. To account for errors in selection, we used an 80% sample of our dataset. The remaining 20% were used to assess the model's accuracy (mean absolute percent error; mean error) and bias (Hocking and Leslie 1967).

III. Results

a) Survey data

We received 186 questionnaires with all questions answered. We split them 80/20 (147/29) to create and validate the model and check for bias and errors. No correlations exceeded 0.47 or triggered further investigations (Thompson *et al.* 2004). After checking the individual effects of items separately, with an absence of differences in results, we ran the best subset model creation algorithm for all items (Myers 1990; Belsley *et al.* 1980).

For the four all-subset models (for all components investigated), significant items were shown and ranked according to adjusted R_2 (coefficient of determination), showing that the best-fitting model includes covariate cv3 (type of hospital), and two independent variables, q8 (modern management system factor *Managers often have to revisit/rework problems because they did not determine the root cause*) and q10 (lean management factor *Managers are responsible for cross-functional activities in addition to their own functional areas*).

Covariate cv3 is important in the quality-of-care performance of hospitals, whereby acute-care hospitals are associated with positive outcomes. Table 1 shows that independent variables q8 and q10 both relate negatively to hospital performance. Table 2 shows the R_2 to be 0.167, meaning that 16.7% of the variation in quality-of-care performance among hospitals can be explained by a model consisting of variables cv3, q10 and q8.

Table 1 : All subset model p values

Parameter	*Hospital type*	*Estimate*	*Standard error*	*t value*	*Probability > |t|*
Intercept	–	0.9913095284 B	0.03524225	28.13	< 0.001
Cv3	Acute care VA	0.0000000000 B	–	–	–
Cv3	Acute care	0.0559908743 B	0.01278468	4.38	< 0.001
Cv3	Critical access	0.0000000000 B	–	–	–
Q10	–	– 0.0164634543	0.00615886	– 2.67	0.0084
Q8	–	– 0.0160801169	0.00603145	– 2.67	0.0086

VA, veterans' administration.

Terms for which estimates are followed by the letter B are not uniquely estimable.

© 2016 Global Journals Inc. (US)

Table 2 : Coefficient of determination for all subsets model

Source	*Degrees of freedom (DF)*	*Sum of squares*	*Mean square*	*F value*	*Probability > F*	R_2	*Coefficient of variance*	*Root MSE*	*Performance score mean*
Model	3	0.15263569	0.05087856	9.59	< 0.0001	0.167481	7.939152	0.072841	0.917488
Error	143	0.75872581	0.00530577	–	–	–	–	–	–
Correcte d total	146	0.91136150	–	–	–	–	–	–	–
	Degrees of freedom (DF)	Type I SS	Mean square	F value	Probability > F				
Cv3	1	0.09632914	0.09632914	18.16	< 0.0001				
Q10	1	0.01859424	0.01859424	3.50	0.0632				
Q8	1	0.03771231	0.03771231	7.11	0.0086				
	Degrees of freedom (DF)	Type III SS	Mean square	F value	Probability > F				
Cv3	1	0.10176623	0.10176623	19.18	< 0.0001				
Q10	1	0.03791316	0.03791316	7.15	0.0084				
Q8	1	0.03771231	0.03771231	7.11	0.0086				

We theorized that lean management has an impact on hospital quality-of-care performance. However, Table 1 shows that items q10 and q8 have a significant, negative impact on hospital performance. We found no evidence that organizational traits or leadership have any impact. None of the items in our best model pertaining to leadership were found to be significant (alpha 0.05).

Our results remain robust after a series of checks on our all-subset multiple linear regression model. We controlled for other hospital-level covariates such as hospital ownership (proprietary, voluntary non-profit and government), the state in which it is located, and the type of organization (investor owned and for profit, non-government and non-profit, and state and local government), but found no significant influence on performance. Therefore, we did not include any of these covariates in our best subset model list.

Controlling for states showed that being located in Virginia, Washington and Wisconsin had a negative influence on performance. At the hospital level, we checked whether performance was influenced by belonging to a chain or a self-standing organization, and found a moderate negative effect (comparing means), but this did not influence our best model selection.

We also tested the impact of some process improvement factors on performance, whether they hospitals are "owned" by a focused, one-purpose process improvement department or handled by a department with additional tasks (e.g. a quality-management department). We found a negative effect for situations where process improvements are handled by departments with additional tasks, but this was not strong enough to change our model. We also tested the impact of resource allocation in terms of FTEs (full-time equivalents) towards process improvement initiatives and found a negative influence of low FTEs (0 and 0.01–0.75 FTEs), and a small positive effect if 0.76–4.00 FTEs are allocated.

None of the above robustness checks resulted in changes to our model that best predicts variation in hospital performance (Table 1). We also checked for robustness of our model using a proportion of the results that were withheld in order to assess bias and accuracy as mean absolute percent error and mean error (Hocking and Leslie 1967). Thus, all of our results proved the robustness of our model and the presence of significance of determination.

IV. Discussion

Our study tests how factors pertaining to lean management, modern management, leadership and organizational traits impact on quality-of-care performance outcomes in US hospitals, using CMS data from 2010 (CMS 2011) and survey information from 2011. We found that management system factors do influence hospital performance, but not to the expected extent.

Current management systems are often ineffective for managing the growing demand for care (Porter 2009; Porter and Teisberg 2007). We found one factor of modern management (Womack 2009) that

© 2016 Global Journals Inc. (US)

negatively impacts on hospital performance, providing a potential area for improvement, namely *Managers often have to revisit/rework problems because they did not determine the root cause*. Our finding supports Womack's (2009) claim that without the right mindset and tools to solve the root cause of problems, sustainable improvements are not possible (Liker 2004; Womack 2002; Womack 2008). Hospitals need to empower their employees to resolve such issues.

We found no positive influence of lean management on performance, but the item *Managers are responsible for cross-functional activities in addition to their own functional areas* was negatively related. This finding should be interpreted with care, because the phrasing of the question might have led respondents to assume that efficiency increases if clear functionalities are in place (rather than that managers have to deal with both functional and cross-functional activities). These findings do not concur with those of Birkmeyer 2010, Boyer *et al.* 2012, Boyer and Pronovost 2010 and Pronovost and Vohr 2010, and they suggest that US hospitals have limited knowledge about lean management (Boyer *et al.* 2012; Boyer and Pronovost 2010). This area clearly requires further investigation.

Another challenge is to identify organizational traits that drive performance. We found no evidence that such traits have any impact, although one covariate had a moderate negative impact when the improvement initiative is part of a department and not an independent unit. These results are inconsistent with research on the influence of organizational characteristics (Aiken *et al.* 1994, 2002; Burns and Wholey 1993; Kimberly and Evanisko 1981; Pronovost *et al.* 1999). Further research on the impact of organizational traits (e.g. matrix vs flat structures) or culture on hospital performance are warranted.

Covariate cv3 (hospital type) had a significant impact on performance, consistent with the findings of Joynt *et al.* (2011), whereby critical access hospitals have a lower quality of care than acute care hospitals. The differences in their management systems, organizational characteristics and leadership traits should be explored. It should be noted that critical access hospitals are always located in rural areas and have no more than 25 inpatient beds.

A leadership style may improve care quality if it creates an environment in which personnel can grow, feel appreciated and receive training (Buerhaus *et al.* 2005, 2007; Hassmiller and Cozine 2006). We found no evidence of leadership on hospital performance, despite studies that show it is a primary force in improving outcomes (Marley *et al.* 2004; Meyer and Collier 2001; Tucker *et al.* 2007). This is another area for clarification.

Unlike most studies that investigate individual aspects of hospital performance, we derived an overall construct using an all-subset multiple linear regression (Belsley *et al.* 1980; Myers 1990). This method accounts for correlations, Variance Inflation Factor (VIF) numbers and residual sums of squares, and eliminates the influence of co linearity. There are limitations, however, such as over-fitting the model, and selecting the wrong variables due to correlated proxies. These results should be interpreted with care, therefore, especially because logit transformation of performance score was used to achieve linearity of data.

There are several limitations associated with survey-based research (Dillman 2007; Rea and Parker 2005). In our case, responses were drawn from only one respondent from each hospital (Dillman 2007; Rea and Parker 2005), and certain states were misrepresented or under-represented (namely, Alaska, Hawaii and Idaho). Again caution is advised when generalizing about these findings.

A further limitation was that we measured four factors using questions derived from multiple sources (Bass and Avolio 1994; Eagly *et al.* 2003; Greene 1975; Hirst *et al.* 2004; Pawar and Eastman 1997; Wofford-Vicki *et al.* 1998). These should be validated in the hospital context. Furthermore, the questionnaire had only been used twice previously, within manufacturing environments, calling for further research within the healthcare and other industries.

This study contributes to our understanding of the influence of selected factors on hospital performance. It highlights the need for ongoing research in operations management, strategy and healthcare delivery, particularly with respect to management systems (modern vs lean), hospital type (acute vs critical care), transformational and transactional leadership, and organizational characteristics. A better understanding of the drivers of hospital performance will increase the chance of affordable, quality healthcare in the USA.

References Références Referencias

1. Aiken, L.H., Clarke, S.P., Sloane, D.M. *et al.* (2002) Hospital staffing, organization, and quality of care: Cross-national findings. *International Journal for Quality in Healthcare* 14(1):5–14.
2. Aiken, L.H., Smith, H.L. and Lake, E.T. (1994) Lower Medicare mortality among a set of hospitals known for good nursing care. *Medical Care* 32(8):771–87.
3. Akaike, H. (1987) Factor analysis and AIC. *Psychometrika* 52(3):317–32.
4. Alban-Metcalfe, Robert J. and Beverly Alimo-Metcalfe (2000) The Transformational Leadership questionnaire: A convergent and discriminant validation study. *Leadership & Organization Development Journal* 21(6):280–96. Doi: 10.1108/01437730010343077.
5. Alreck, P.L. and Settle, R.B. (1995) *The Survey Research Handbook*. Irwin: Chicago.

© 2016 Global Journals Inc. (US)

6. American Hospital Association (2011) *AHA Guide 2010*. AHA: Chicago, USA.
7. Anthony, W., Rogers E.S. and Farkas, M. (2003) Research on evidence-based practices: Future directions in an era of recovery. *Community Mental Health Journal* 39(2):101–14.
8. Arrow, K., Auerbach, A., Bertko, J., *et al.* (2009) toward a 21st-century healthcare system: Recommendations for healthcare reform. *Annals of Internal Medicine* 150(7):493–95.
9. Ashton, W.D. (1972) *The Logit Transformation: With Special Reference to Its Uses in Bioassay*. Griffin: London.
10. Avolio, B.J. and Bernard, M. (2004) *Multifactor Leadership Questionnaire: Manual and Sampler Set*. Mind Garden: Menlo Park, CA.
11. Bass, B.M. and Avolio, B.J. (1994) *Improving Organizational Effectiveness through Transformational Leadership*. Sage Publications: Thousand Oaks, CA.
12. Belsley, D.A., Kuh, E. and Welsch, R.E. (1980) *Regression Diagnostics*. Wiley Online Library. http://onlinelibrary.wiley.com/doi/10.1111/j.1467-9574.1980.tb00698.x/abstract
13. Ben-Tovim, D. I., Bassham, J. E., Bolch, D., Martin, M.A., Dougherty M. and Szwarcbord M. (2007) Lean thinking across a hospital: Redesigning care at the Flinders Medical Centre. *Australian Health Review* 31(1):10–15.
14. Bevan, G. (2006) Setting targets for healthcare performance lessons from a case study of the English NHS. *National Institute Economic Review* 197(1):67–79.
15. Birkmeyer, J.D. (2010) Strategies for improving surgical quality—Checklists and beyond. *New England Journal of Medicine* 363(20):1963–65.
16. Bland, J. M. and Altman, D.G. (1997) Cronbach's Alpha. *British Medical Journal* 314(7080): 572.
17. Blendon, R.J., DesRoches, C.M., Brodie, M. *et al.* (2002) Views of practicing physicians and the public on medical errors. *New England Journal of Medicine* 347(24):1933–40.
18. Bootman, J.L. (2000) To err is human. *Archive of Internal Medicine* 160(21):3189. Doi: 10.1001/archinte.160.21.3189.
19. Boyer, K.K., Gardner J. and Schweikhart S. (2012) Process quality improvement: An examination of general vs outcome-specific climate and practices in hospitals. *Journal of Operations Management*. 30(4):325–39.
20. Boyer, K.K. and Pronovost P. (2010) What medicine can teach operations: What operations can teach medicine. *Journal of Operations Management* 28(5):367–71.
21. Broadbent, J. (1992) Change in organisations: A case study of the use of accounting information in the NHS. *The British Accounting Review* 24(4):343–67.
22. Buerhaus, P.I., Donelan, K., Ulrich, B.T., Norman, L., DesRoches C. and Dittus, R. (2007) Impact of the nurse shortage on hospital patient care: Comparative perspectives. *Health Affairs* 26(3):853–62.
23. Buerhaus, P.I., Donelan, K., Ulrich, B.T., Norman L. and Dittus R. (2005) Is the shortage of hospital registered nurses getting better or worse? Findings from two recent national surveys of RNs. *Nursing Economics* 23(2):61–71.
24. Burns, L.R. and Wholey D.R. (1993) Adoption and abandonment of matrix management programs: Effects of organizational characteristics and inter organizational networks. *Academy of Management Journal* 36 (1):106–38.
25. Cleary, P.D. and McNeil B.J. (1988) Patient satisfaction as an indicator of quality care. *Inquiry: A Journal of Medical Care Organization, Provision and Financing* 25(1):25.
26. Connolly, P.M. and Connolly K.G. (2005) *Employee Opinion Questionnaires: 20 Ready-to-Use Surveys That Work*. Pfeiffer: San Francisco, CA.
27. Costello, A.B. and Osborne, J.W. (2005) Best practices in exploratory factor analysis: Four recommendations for getting the most from your analysis. *Practical Assessment, Research & Evaluation* 10(7):1–9.
28. Dalton, D.R., Todor, W.D., Spendolini, M.J., Fielding G.J. and Porter L.W. (1980) Organization structure and performance: A critical review. *Academy of Management Review* 5(1):49–64.
29. Department of Health and Human Services (HHS) (2011) *Hospital Compare*. Available at: http://www.hospitalcompare.hhs.gov/staticpages/help/hospital-how-to.aspx.
30. Dillman, D.A. (2007) *Mail and Internet Surveys: The Tailored Design Method*. John Wiley & Sons: New Jersey.
31. Dyer, N.G., Hanges P. J. and Hall, R. J. (2005) Applying multilevel confirmatory factor analysis techniques to the study of leadership. *The Leadership Quarterly* 16(1):149–67.
32. Eagly, A. H., Johannesen-Schmidt, M. C. and van Engen, M. L. (2003) Transformational, transactional and laissez-faire leadership styles: A meta-analysis comparing women and men. *Psychological Bulletin* 129(4):569–91.
33. Edmondson, A.C., Bohmer, R.M. and Pisano, G.P. (2001) Disrupted routines: Team learning and new technology implementation in hospitals. *Administrative Science Quarterly* 46(4):685–716.
34. Flynn, B.B., Schroeder, R.G. and Sakakibara, S. (1994) A framework for quality management research and an associated measurement

© 2016 Global Journals Inc. (US)

instrument. *Journal of Operations Management* 11(4):339–66.
35. Fowler, F. J. (1995) *Improving Survey Questions: Design and Evaluation*. Sage Publications: Thousand Oaks.
36. Giordano, L.A., Elliott, M.N., Goldstein, E., Lehrman, W.G. and Spencer, P.A. (2010) Development, implementation and public reporting of the HCAHPS survey. *Medical Care Research and Review* 67(1):27–37.
37. Gliem, J.A. and Gliem R.R. (2003) Calculating, Interpreting and Reporting Cronbach's Alpha Reliability Coefficient for Likert-type Scales. In: *Midwest Research to Practice Conference in Adult, Continuing and Community Education*. *Vol. 88*. Ohio State University: Columbus, Ohio.
38. Great Place to Work® (2012) Great Place to Work Institute United States. Available at: http://www.greatplacetowork.com/.
39. Greene, C.N. (1975) The reciprocal nature of influence between leader and subordinate. *Journal of Applied Psychology* 60(2):187–93.
40. Hassmiller, S.B. and Cozine, M. (2006) Addressing the nurse shortage to improve the quality of patient care. *Health Affairs* 25(1):268–74.
41. Hirst, G., Mann, L.. Bain, P., Pirola-Merlo, A. and Richver, A. (2004) Learning to lead: The development and testing of a model of leadership learning. *The Leadership Quarterly* 15(3):311–27.
42. Hocking, R.R. and Leslie, R.N. (1967) Selection of the best subset in regression analysis. *Technometrics* 9(4):531–40.
43. Hutton, D.W. (2000) *From Baldrige to the Bottom Line: A Road Map for Organizational Change and Improvement*. American Society for Quality: Milwaukee, WI.
44. Institute for Healthcare Improvement (IHI) (2010) *IHI Internal Hospital Statistics Database 2011.* Institute for Healthcare Improvement: Cambridge, MA.
45. Institute for Healthcare Improvement (IHI) (2012) *White Paper. Lean Principles, Throughput Time, Lean Thinking, Kanban, Muda, Value Stream, A Priori, Kaizen, Takt Time, Lean Management Trystorm*. Available at: http://www.ids-healthcare.com/Common/Paper/Paper_51/Going%20Lean%20in%20Health%20Care1.htm.
46. Jaeger, T.F (2008) Categorical data analysis: Away from ANOVAs (transformation or not) and towards logit mixed models. *Journal of Memory and Language* 59(4):434–46.
47. Jewell, K. and McGiffert, L. (2009) To *Err Is Human—to Delay Is Deadly*. Consumers Union: Austin, TX.
48. Joynt, K.E., Harris, Y., Orav, E.J., and Jha, A.K. (2011) Quality of care and patient outcomes in critical access rural hospitals. *Journal of the American Medical Association* 306(1):45.
49. Kane, R.L. (2006) *Understanding Health Care Outcomes Research*. Jones & Bartlett Learning. Sudbury, MA.
50. Kane, R.L., Maciejewski, M. and Finch, M. (1997) The relationship of patient satisfaction with care and clinical outcomes. *Medical Care* 35(7):714.
51. Keen, J. and Packwood, T. (1995) Qualitative Research: Case Study Evaluation. *British Medical Journal* 311(7002):444–46.
52. Kenney, C. (2011) *Transforming Healthcare: Virginia Mason Medical Venter's Pursuit of the Perfect Patient Experience*. Productivity Press, New York, NY.
53. Kimberly, J.R. and Evanisko, M.J. (1981) Organizational innovation: The influence of individual, organizational and contextual factors on hospital adoption of technological and administrative Innovations. *Academy of Management Journal* 24(4):689–713.
54. Kitson, A., Harvey, G. and McCormack, B. (1998) Enabling the implementation of evidence based practice: A conceptual framework. *Quality in Healthcare* 7(3):149–58.
55. Kohn, L.T., Corrigan, J.M. and Donaldson, M.S. (2001) *Crossing the Quality Chasm: A New Health System for the 21st Century*. Committee on Quality of Healthcare in America, Institute of Medicine: Washington DC.
56. Leape, L.L. and Berwick D.M. (2005) Five years after to err is human. What have we learned? *Journal of the American Medical Association* 293(19):2384–90. Doi:10.1001/jama.293.19.2384.
57. Leatherman, S., Berwick, D., Iles, D., *et al.* (2003) The business case for quality: Case studies and an analysis. *Health Affairs* 22(2):17–30.
58. Lean Enterprise Institute (LEI) (2010) *What is lean?* Available at: http://www.lean.org/WhatsLean/.
59. Liker, Jeffrey K (2004) *The Toyota Way*. McGraw-Hill Professional, New York.
60. Likert, R (1932) *A Technique for the Measurement of Attitudes*. Archives of Psychology, 22 (140):5–55.
61. Marley, K.A., Collier, D.A. and Meyer Goldstein, S. (2004) The role of clinical and process Quality in achieving patient satisfaction in hospitals. *Decision Sciences* 35(3):349–69. Doi:10.1111/j.0011-7315.2004.02570.x.
62. McGlynn, E.A., Asch, S.M., Adams, J., Keesey, J. Hicks, J., De Cristofaro A. and Kerr, E.A. (2003) The quality of healthcare delivered to adults in the United States. *New England Journal of Medicine* 348(26):2635–45.
63. McGuire, E. and Kennerly, S.M. (2006) Nurse managers as transformational and transactional leaders. *Nursing Economics* 24(4):179.
64. Meyer, S.M. and Collier, D.A. (2001) An empirical test of the causal relationships in the Baldrige Healthcare Pilot Criteria. *Journal of Operations*

© 2016 Global Journals Inc. (US)

Management 19(4):403–26. Doi: 10.1016/S0272-6963(01)00053-5.
65. Myers, R.H. (1990) *Classical and Modern Regression with Applications. Volume 488*. Duxbury Press: Belmont CA.
66. Nelson-Peterson, D.L. and Leppa, C.J. (2007) Creating an environment for caring using lean principles of the Virginia Mason production system. *Journal of Nursing Administration* 37(6):287.
67. The National Institute of Standards and Technology (NIST) (2011) *Healthcare Criteria for Performance Excellence*. NIST. Available at: http://www.nist.gov/baldrige/publications/hc_criteria.cfm.
68. Pawar, B.S. and Eastman, K.K. (1997) The nature and implications of contextual influences on transformational leadership: A conceptual examination. *Academy of Management Review* 22(1):80–109.
69. Piper, L.E. (2010) Patients are not always rational: The leadership challenge to improve patient satisfaction scores. *The Healthcare Manager* 29(3):233.
70. Porter, M.E. (2009) A strategy for healthcare reform—Toward a value-based system. *New England Journal of Medicine* 361(2):109–12.
71. Porter, M.E. and Teisberg, E.O. (2006) *Redefining Health Care: Creating Value-based Competition on Results*. Harvard Business Press: Boston, MA.
72. Porter, M.E. and Teisberg, E.O. (2007) How physicians can change the future of health care. *Journal of the American Medical Association* 297(10):1103–11.
73. Pronovost, P. and Vohr, E. (2010) *Safe Patients, Smart Hospitals: How One Doctor's Checklist Can Help Us Change Healthcare from the Inside Out*. Hudson st Pr.
74. Pronovost, P.J., Jenckes, M.W., Dorman, T., et al. (1999) Organizational characteristics of intensive care units related to outcomes of abdominal aortic surgery. *Journal of the American Medical Association* 281(14):1310–17.
75. Proudlove, N., Moxham, C. and Boaden, R. (2008) lessons for lean in healthcare from using six sigma in the NHS. *Public Money and Management* 28(1):27–34.
76. Rea, L.M., Parker, R.A. and Allen, R. (1997) *Designing and Conducting Survey Research: A Comprehensive Guide*. Jossey-Bass Publishers: San Francisco CA.
77. Rea, L. and Parker, R.A. (2005) *Designing and Conducting Survey Research: A Comprehensive Guide*. 3rd edn. Jossey-Bass Publishers: San Francisco CA.
78. Robinson, J.C. and Luft, H.S. (1985) The impact of hospital market structure on patient volume, average length of stay and the cost of care. *Journal of Health Economics* 4(4):333–56.
79. Sculpher, M.J. (2004) *Generalisability in economic evaluation studies in healthcare: A review and case studies*. National Co-ordinating Centre for HTA (Great Britain) and NHS.
80. Shojania, K.G., Duncan, B.W., McDonald, K.M., Wachter R.M. and Markowitz, A.J. (2001) *Making Healthcare Safer: A Critical Analysis of Patient Safety Practices*. Agency for Healthcare Research and Quality: Rockville MD.
81. Shortell, S.M. and Singer, S.J. (2008) Improving patient safety by taking systems seriously. *Journal of the American Medical Association* 299(4):445–47.
82. Singer, S.J., Gaba, D.M., Geppert, J.J, Sinaiko, A.D., Howard S.K. and Park, K.C. (2003) The culture of safety: Results of an organization-wide survey in 15 California hospitals. *Quality and Safety in Healthcare* 12(2):112–18.
83. Singer, S.J. and Shortell, S.M. (2008) Improving patient safety by taking systems seriously. *Journal of the American Medical Association* 299(4):445–47. Doi:10.1001/jama.299.4.445.
84. de Souza, L.B. (2009) Trends and approaches in lean healthcare. *Leadership in Health Services* 22(2):121–39.
85. Sower, V., Duffy, J.A., Kilbourne, W., Kohers, G. and Jones, P. (2001) The dimensions of service quality for hospitals: Development and use of the KQCAH scale. *Healthcare Management Review* 26(2):47.
86. Thompson, B. (2004) *Exploratory and Confirmatory Factor Analysis: Understanding Concepts and Applications*. American Psychological Association and Ovid Technologies: Washington DC.
87. Tucker, A.L., Nembhard, I.M., Edmondson, A.C. (2006) *Implementing New Practices: An Empirical Study of Organizational Learning in Hospital Intensive Care Units*. Harvard Business School. Division of Research. Citeseer.
88. Tucker, C.M., Herman, K.C., Ferdinand, L.A. *et al.* (2007) Providing patient-centred culturally sensitive health care. *The Counseling Psychologist* 35(5):679–705.
89. US Center for Medicare and Medicaid Services (CMS) (2010) *Hospital quality*. Available at: https://www.cms.gov/HospitalQualityInits/downloads/HospitalOverviewOfSpecs200512.pdf - Google Search. https://www.google.com/#hl=en&sclient=psy-ab&q=https:%2F%2Fwww.cms.gov%2FHospitalQualityInits%2Fdownloads%.
90. US Center for Medicare and Medicaid Services (CMS) (2012) *Quality initiative*. http://www.cms.hhs.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/QualityInitiativesGenInfo/index.html?redirect=/QualityInitiativesGenInfo/.Wachter, R.M. (2010) Patient safety at ten: unmistakable progress, troubling gaps. *Health Affairs* 29(1):165–73.

© 2016 Global Journals Inc. (US)

91. Weisberg, H.F., Krosnick, J.A. and Bowen, B.D. (1996) *An Introduction to Survey Research, Polling and Data Analysis*. Sage Publications:.
92. Wofford-Vicki, L.(1998) A field study of a cognitive approach to understanding transformational and transactional leadership. *The Leadership Quarterly* 9(1):55–84.
93. Womack, J.P. (2002) Lean thinking: Where Have we been and where are we going? *Manufacturing Engineering* 129(3):L2.
94. Womack, J.P. (2008) *The Power of Purpose, Process and People*. http://www.lean.org/Events/WebinarHome.cfm
95. Womack, J.P. (2009) Modern vs lean management assessment questionnaire. Internal LEI document for company assessments. Cambridge, MA, UK.
96. Womack, J.P. (2010) *Womack Modern vs Lean Management August 25.* Available at: http://www.slideshare.net/cmarchwi/womack-modern-vs-lean-management.

© 2016 Global Journals Inc. (US)

Global Journal of Management and Business Research: a Administration and Management
Volume 16 Issue 2 Version 1.0 Year 2016
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Social Networks and Entrepreneurship Orientation among Students in Nigerian Universities: A Study of Social Network Size and Risk Disposition

By Ameh, Abu Amodu & Udu Aka Ama

Kogi State University Anyangbagi, Nigeria

Abstract- The study analyzed social networks and entrepreneurial orientation with particular reference to Network of African Student Entrepreneurs in Nigerian Universities. The objective was to explain the influence of social networks size on risk disposition among student entrepreneurs. extant literature based on the objective was reviewed. The theoretical underpinning is the sociological theory of entrepreneurship particularly the postulations of Frank Young 1971. The study adopted correlation descriptive method. ANOVA was used to analyze the data. A significant relationship was found to be existing between social networks size and risk disposition among student entrepreneurs. The implication of the result got is that if the students in Nigerian Universities fail to key into the revolution epitomized by the Network of African Student Entrepreneurs, then they run the risk of being bereft of entrepreneurial ideas.

Keywords: *social networks, entrepreneurship orientation, nigerian universities, risk disposition, african student.*

GJMBR - A Classification : *JEL Code: L26*

SOCIALNETWORKSANDENTREPRENEURSHIPORIENTATIONAMONGSTUDENTSINNIGERIANUNIVERSITIESA STUDYOFSOCIALNETWORKSIZEANDRISKDISPOSITION

Strictly as per the compliance and regulations of:

Research | Diversity | Ethics

© 2016. Ameh, Abu Amodu & Udu Aka Ama. This is a research/review paper, distributed under the terms of the Creative Commons Attribution-Noncommercial 3.0 Unported License http://creativecommons.org/licenses/by-nc/3.0/), permitting all non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

Social Networks and Entrepreneurship Orientation among Students in Nigerian Universities: A Study of Social Network Size and Risk Disposition

Ameh, Abu Amodu [α] & Udu Aka Ama [σ]

Abstract- The study analyzed social networks and entrepreneurial orientation with particular reference to Network of African Student Entrepreneurs in Nigerian Universities. The objective was to explain the influence of social networks size on risk disposition among student entrepreneurs. extant literature based on the objective was reviewed. The theoretical underpinning is the sociological theory of entrepreneurship particularly the postulations of Frank Young 1971. The study adopted correlation descriptive method. ANOVA was used to analyze the data. A significant relationship was found to be existing between social networks size and risk disposition among student entrepreneurs. The implication of the result got is that if the students in Nigerian Universities fail to key into the revolution epitomized by the Network of African Student Entrepreneurs, then they run the risk of being bereft of entrepreneurial ideas. Consequently, it was recommended among others that the leadership of Nigerian Universities should accord the appropriate support by providing logistic support to facilitate its work.

Keywords: social networks, entrepreneurship orientation, nigerian universities, risk disposition, african student.

I. Introduction

Given the need to build a sustainable economy, entrepreneurship has become recognized as one of the major catalysts for economic growth and development. This scenario is even underscored by the growing level of unemployment in Nigeria.

However, the capacity of government to create an enabling environment for enterprises to share information for resource mobilization and encouraging the formation of informal contacts is a major paradigm for economic transformation. This is even underscored by the fact that networks operate in different economic, social or cultural contexts. The success or otherwise of an enterprise depends on the entrepreneurial heightened ability and acute awareness for recognizing business opportunities (David and Nigama 2011). A social network is a social structure made up of nodes (individuals or organizations) which are linked by one or more specific types of relationship or interdependence such as value, ideas, financial exchange, trade friendship, kinship, social role as well as affection or action relationship (Haas, 2009)

It is therefore important to focus on how entrepreneurs galvanize relationships to obtain information and resources to run profitable business outfits. Entrepreneurship research shows that social networks among other things affect opportunity recognition (Singh, 2000) as cited in Klyver and Schott (2011). Social networks create a platform to galvanize external information as a source of enhancement for entrepreneurship. That is why Bastian and Tucci (2013) believe that external knowledge supports organizational learning and innovation capabilities, which include skills, experience and organizational structures that are important for change. Social networks are a fundamental necessity for business growth because entrepreneurs interact with other people and by that benefit from access to knowledge, skills and other resources. Greve (1995) in Zafar et al (2012) averred that when entrepreneurs star their business have a vague idea about how to organize the establishment process, therefore they need the help of the organization who is already existing. These contacts may help to validate business opportunities and provide information about the wide firm environment (Hill et al, 1991, 1997) in Bastian and Tucci (2013). It can also follow that entrepreneurial intentions and decisions could be tied to social networks.

The Network of African Student Entrepreneurs (NASE) which has its headquarters in Kaduna State University, is the National Universities Commission (NUC) recognized organization for student entrepreneurship in tertiary institutions in Nigeria. The Network of African Student Entrepreneurs (NASE) is a non-profit organization for students and recent graduates of tertiary institutions that seek to create support for graduates and student entrepreneurs across Africa and the diaspora. Kaduna State University was unanimously chosen as Africa secretariat for the Network of African Student Entrepreneurs (NASE) in far away South end-at-sea campus of the University of Essex, United Kingdom, in June 2010. This was held under the auspices of the Entrepreneurship Partnership

Author: Kogi State University Anyangba, Kogi.
e-mail: castry2k2005@yahoo.com

© 2016 Global Journals Inc. (US)

for Africa (EPA)- a British Council sponsored project and the National Universities Commission (NUC). The Kaduna State University was mandated to set up a website and coordinate the activities of the Network of African Student Entrepreneurs (NASE) across Africa. This was officially launched in Nigeria by the former Minister of Education; Professor Rukayatu Rufai at the National Universities Commission (NUC) secretariat, Abuja, Nigeria on May 21, 2013. The Network allows peer groups to share information, network and interact on business activities on a well structured interactive platform. The Network of African Student Entrepreneurs (NASE) also provides mentoring and support for young African Entrepreneurs in all universities and graduates across the globe, taking one city, one region, one nation at a time.

II. Problem Statement

Entrepreneurs are quite often faced with the challenge of obtaining necessary information for the acquisition of credit for the finance of their businesses, as well as possessing the needed managerial and technical skills and experience required to ensure success in their businesses. This is as a result of information asymmetry or outright lack of it among students in Nigerian Universities, which gives rise to lack of access to useful sources of funds for business. Social networks in Nigerian universities exist and operate in different locations and this diversity should have been a source of diverse information and resources for entrepreneurs. However, the mode of and nature of their operation given the difference in location and diversity may constitute an encumbrance to information sharing, which is a drawback to entrepreneurship orientation. Absence of sizable and dense networks in Nigerian Universities could prevent entrepreneurs from securing the most suitable sources of information and finance, as could be occasioned by lack of informal contacts, which could have provided support for members. This consequently could preclude the establishment of mutual trust and absence of mutual trust is a major barrier to funding. Similarly absence of membership support and independence in Nigerian universities could mar the acquisition of entrepreneurship orientation by shortening the patronage by members and low level of self-efficacy and innovation respectively. Against the back drop of the information asymmetry, paucity of finance, ineffective mobilization as well as problems associated with the acquisition of entrepreneurship orientation it becomes worthwhile to examine social networks and entrepreneurship orientation with particular focus on network size and risk disposition of entrepreneurs. For this purpose entrepreneurship orientation is dependent on the nature and dynamics of social networks.

III. Conceptual Review

Social networks have become essential for entrepreneurship and have also become a major paradigm for the mobilization of resources and the building of trust that is needed in business. They are also a major source of motivation, direction and increased access to new opportunities.

A social network is a social structure made up of nodes (individuals or organizations) which are linked by one or more specific types of relationship or interdependence such as values, ideas, financial exchange, trade friendship, kinship, social role as well as affection or action relationship (Haas, 2009). This suffices that people of homophilous attributes come together to pursue a common agenda. A social network helps in building trust among the members of the network. This in turn makes it possible for actors to cooperate and expect reciprocation (Rousseau et al, 1998, Dakhli and de Clerg, 2004) as cited in Doh and Zolnik (2011). The trust that has been built will enable the actors to respect the assumed commitment amongst themselves in a particular network. Network interactions can engender entrepreneurship intentions among the actors. Entrepreneurship social networks help to extend opportunities to one another, share information that could lead to creative and proactive thinking which could ultimately lead to the development of self-worth that engenders further creativity. Entrepreneurship research shows that social networks among other things affect opportunity recognition (Singh, 2000) as cited in Klyver and Schott (2011). Network interactions help in building entrepreneurship intentions because as they interact and brainstorm, new idea recognition will begin to develop into new entrepreneurship opportunities. Entrepreneurship orientation refers to the extent to which an individual or team has the propensity for the initiation of new ideas, mobilize resources, take risk and take overall responsibility for actions taken. Simply put by Schillo (2011), it is the extent to which a firm is entrepreneurial. Entrepreneurship orientation can be decomposed into risk disposition (risk taking), pro-activeness, innovativeness, competitive aggressiveness and autonomy. Risk taking according to Stewart et al (1998) in Fairoz et al (2010) is the extent to which a firm is willing to make large and risky resource commitments. Schillo (2011) refers to the risks individuals take by working for themselves rather than being employed. Pro-activeness describes the characteristic of entrepreneurial actions to anticipate future opportunities both in terms of products or technologies and in terms of markets and consumer demand (Schillo, 2011). A proactive entrepreneur is an individual who is focused on the future and anticipates things before they happen. Innovativeness is the propensity of the firm to engage in new ideas and create processes that may result in new

© 2016 Global Journals Inc. (US)

products, services or technological processes (Wiklund, 1999) in Fairoz (2010).It relates to the types of products and services a company has introduced to the market (Schillo, 2011).

Competitive aggressiveness reflects the intensity of a firm's efforts to outperform industry rivals, characterized by a combative posture and a forceful response to competitor actions (Fairoz et al, 2010). It refers to the company's way of engaging its competitors distinguishing between companies that shy away from direct competition with other companies and those that aggressively pursue their competitors' target markets (Schillo, 2011)

Autonomy is defined as independent action by an individual or team aimed at bringing forth a business concept or vision and carrying it through to completion. (Fairoz, 2010)

For the purpose of this paper a social network can be viewed as a set of students, people, groups and organizations who come together to form ties for the purpose of maximizing some form of social impact or profits of stakeholders.

a) Empirical review

Entrepreneurship is a major driver of any economy because it injects innovation and economic growth into the economy. In this circumstance, social networks can be one of the key elements for individuals to identify new means ends relationships (commercial opportunities) that result from environment change to discover and exploit entrepreneurial opportunities (Doh and Zolnik, 2011). A good social network is considered as a helpful resource for companies (Zafar et al, 2012).

Stuart and Sorenson (2007) carried out a study on strategic networks and entrepreneurial ventures in the United States of America using qualitative research method. The study revealed that even though literature remains unclear concerning the role of founders and key employee networks, versus the networks of firms, most entrepreneurs and young ventures are strategic in their formation of relations. They recommended that there is need to improve the understanding of how networks form and ascriptive group membership and processes of competitive exclusion shape access to network based resources.

A study on social networks and marketing cooperation in entrepreneurial clusters; an international comparative study was carried out by Felzensztein and Gimmon (2009) in Scotland and Chile. Data for their study was collected by mail survey and follow-up process. The results revealed that social networking is important in facilitating inter-firm cooperation in marketing activities and that informal meetings and weak ties are useful for sharing marketing information among managing directors. They recommended future research to focus on the influence of social networks on the creation and internationalization of new ventures among cluster-based firms.

A study was conducted by Fairoz, Hibrobumi and Tanaka (2010) on entrepreneurial orientation and small and medium scale enterprises of Hambantota district in Sri Lanka, using qualitative and quantitative techniques. The study revealed a significant relationship between proactiveness, innovativeness, risk-taking with overall entrepreneurial orientation with marked share growth. They recommended that government and non-government sector should focus on promoting the level of entrepreneurial orientation by directing research and development activities providing financial resource, training package and consultancy services.

Klyver and Schott (2011) conducted a study on how social networks structure shapes entrepreneurial intention in Denmark using survey method and regression analysis. The study found that only bridging social networks represented by low dense network, business size and entrepreneurial network play an important role in shaping individuals' entrepreneurial intentions. They recommended that the policy makers aiming at stimulating entrepreneurial activities should promote networking.

A study on the influence of social capital on entrepreneurial opportunity recognition behaviour was carried out by Jawahar and Nigama (2011) in India using survey and regression analysis. The study revealed that the structural dimension of social capital is the most important in influencing knowledge acquisition behaviour of opportunity recognition. They recommended that it is imperative to recognize, evaluate and exploit opportunities from a lot of decision choices.

Zafar, Yasin and Ijaz (2012) carried out a study on social networking as a source for developing entrepreneurial intentions among entrepreneurs in Pakistan using survey and critical analysis procedure. The study revealed that social networking helps the entrepreneurs in developing entrepreneurial intention. They recommended that universities should create network nexus through old students (Alumni) that might develop into business.

Kacperczyk (2012) carried out a study on social influence and entrepreneurship; the effect of university peers on entrepreneurial entry in United States of America using survey method and logistic regression models. The study revealed that among individuals exposed to similar organizational influence, those exposed to entrepreneurial university peers are more likely to transit to entrepreneurship.

Konrad (2013) conducted a study on cultural entrepreneurship. The impact of social networking on succession in Germany using survey and regression analysis. The study revealed that founders as well as managers can overcome numerous barriers through their engagement and activity in social networks, and

© 2016 Global Journals Inc. (US)

thereby exercise to a significant degree a positive influence on establishing their enterprise. He recommended a more detailed analysis of the barriers and the beneficial potential especially for the very complex arts and culture sectors of different countries.

b) Levels of Social Network

Nahapiet and Ghosal (1997) as cited in Tsal and Ghosal (1998) identified three dimensions or levels of social networks. These are structural, relational, and cognitive. They theoretically justified how attributes of each of these dimensions facilitate the combination and exchange of resources within firms. According to this view the structural dimension includes social interaction. The location of an actor's contact in a social structure of interactions provides certain advantages for the actor. The relational dimension on the other hand refers to assets that are rooted in these relationships, such as trust and trustworthiness. Trust can act as a governance mechanism for embedded relationships (Uzzi 1996) as cited in Tsal (1998). Trust is an attribute of a relationship, but trustworthiness is an attribute of an individual actor involved in the relationship (Barney and Hansen, 1994) as cited in Tsal and Ghosal (1998). The cognitive dimension is embodied in attributes like a shared code or a shared paradigm that facilitates a common understanding of collective goals and proper ways of acting in a social system.

c) Entrepreneurship orientation

Entrepreneurship orientation refers to the extent to which a firm is entrepreneurial (Schillo, 2011). Lumpkin and Dess (1996) as cited in Putri (2009) refer to a firm's entrepreneurial orientation as its propensity to act autonomously, innovate, take risk, and act proactively when confronted with market opportunities. Schillo (2011) refers entrepreneurial orientation as having five components. These are:

Risk taking- this refers to the risks individuals take by working for themselves rather than being employed. It is the extent to which a firm is willing to make large and risky resource commitment (Stewart, et al, 1998; Covin and Slevin, 1991) in Fairoz, Hirobumi, and Tanaka 2010). Pro-activeness- describes the characteristic of entrepreneurial actions to anticipate future opportunities, both in terms of products or technologies and in terms of market and consumer demands. It refers to the extent to which a firm is a leader or follower and is associated with aggressive posturing relative to competitors (Davis, et al, 1991) in Fairoz, et al (2010). Innovativeness- relates to the types of products and services a company has introduced to the market. Competitiveness- refers to the company's way of engaging with its competitors, distinguishing between companies that shy away from direct competition with other companies and those that aggressively pursue their competitor's target markets.

Autonomy- refers to the independent action of an individual or a team in bringing forth an idea or a vision and carrying it through to completion (Lumpkin and Dess, 1996) as cited in Schillo (2011) without being held back by overly stringent organizational constraints.

d) Strategies for inculcating entrepreneurship in Nigerian Universities

One of the greatest challenges facing entrepreneurship is the strategies for inculcating the expected entrepreneurial skills to students. But given the economic realities of our economy, there must be a strategy to ensure that entrepreneurship culture is imbibed in Nigeria. According to Mansor and Othman (2011) since each higher institution is having its own activities and programmesa on entrepreneurship education, the best and effective programmes need to be identified and created to ensure that all institutions are given fair opportunities to prepare the best methods on entrepreneurship education. But the way entrepreneurship in Nigerian universities is run currently leaves much to be desired, as it has failed to go beyond classroom theory. In the words of Mansor and Othman (2011), concepts learned in the classroom have minimal real world significance. Education and knowledge cannot be delivered solely from text books and lectures; it must include practical, hands-on experience that challenges the students especially in entrepreneurial studies (Asmah, and Ariffin, 2009) in Mansor and Othman (2011). The lecture method as is presently done in Nigerian universities will hardly achieve the aims of entrepreneurship education. According to Jimoh-Kadiri (2012) lecture method is inappropriate when the objective is to transfer skills and change attitude. Daly (2001) in Jimoh-Kadiri (2012) suggested four methods namely seminars, visitation, intern challenge and practice firm. Jimoh-Kadiri (2012) believes that strategies could also be teacher-oriented, student-oriented, assignment-oriented and games and simulation. It is important that any strategy for inculcating entrepreneurship education should be practice-based so that graduates of Nigerian universities can have the opportunity of aligning the theory with the practical world experience

e) Challenges and Barriers to Network of African Student Entrepreneurs (NASE)

Top management support- the level of support currently enjoyed by NASE in Nigerian universities is at a low ebb. For this body to succeed in its laudable mission, the top management of the universities must be favorably disposed to providing financial and material support for the prosecution of its programmes.

Lack of investment culture among the students- the students generally feel it is not worthwhile to be fully committed to this organization since membership does not contribute to their graduation from the university, as the programme is not credit rated.

Novelty character dilemma-the challenge of misconception of social networks as epitomized by

© 2016 Global Journals Inc. (US)

NASE as an individualistic effort rather than a collectivistic one because of lack of awareness about its prospects and relevance to the immediate environment should be surmounted. Other barriers include the creation and maintenance of atmosphere of trust and reciprocity with respect to the sharing of information and business opportunities.

The above challenges not withstanding, NASE has come to stay as it has global acceptability for valuable service to the immediate environment.

IV. Theoretical Framework

Social networks as an interactive platform for information sharing and networking must be viewed with a holistic perspective so as to leverage on the benefits that they deliver to members. Because organizations and their members are changing and complex, numbers of their attributes should be studied together and as a matter of degree, not as neither/or phenomena-a multivariate approach to a changing world of greys, rather than blacks and whites (Pugh and Hickson, 2007). This suggests that there is no one reason why an organization is established and run but on the basis of many influences. What determines the nature and form that an organization takes is its size and degree of dependence on other existing organizations. This suffices that an organization must interact on a synergistic basis for business promotion. The theory that provides the basis for this study is the Frank Young's sociological theory of entrepreneurship propounded in 1971. The Young's theory is based on the following assumptions, that a group is seen to be experiencing low status recognition, denial of access to important social networks and possesses a greater range of institutional resources than other groups in society at the same system level, negative displacement- losing job for instance, transition from college or the university to career, positive pull- examples made by parents, friends and mentors and activated by situations that positively affect the individual, perceptions of desirability-message from society, culture, friends, situations, peers and mentors as well as perceptions of feasibility including support from mentors and partners. Udu and Udu (2015) further averred that the need to work harder and measure up will bring in creativity, innovation, vision and plain hard work. Udu and Udu (2015) opine that Frank Young concerned himself with inter group relations as the main causes of entrepreneurial behaviour. According to Young (1971) instead of individuals, one must find clusters which may qualify themselves as entrepreneurial groups, as the groups with higher differentiation, and have the higher capacity to react. Young defined reactiveness or solidarity as the degree to which the members of the group create, maintain and project a coherent definition of their situation. And differentiation Young defined as the diversity, as opposed to coherence, of the social meanings maintained by the group. When a group has a higher degree of institutional and occupational diversity relative to its acceptance, it intends to intensify its internal communication which gives rise to a unified definition of the situation (Deshpande, 1982) in Pawar (2013). Young maintains that entrepreneurial activity is generated by the particular family backgrounds, experiences, as a member of a certain kind of groups and as a reflection of general cultural values.

The inter group relations as emphasized by the Frank young's theory, which is characteristic of social networks provides an appropriate platform for information and idea sharing, which ultimately bolsters entrepreneurship orientation. Inter group relations is also a major paradigm for resource mobilization and the building of mutual trust that is needed in business. Therefore the theory is considered appropriate for the present study.

V. Methodology

Questionnaires were designed using the five point Likert's scale ranging from strongly agree=5, agree=4, disagree=3 strongly disagree=2 and undecided=1. A sample of 94 students was arrived at from a population of 123 students using the Taro Yamane formular. The samples were randomly selected. Analysis of Variance (ANOVA) was used in analyzing the data with a level of significance of 5%. When it is compared with the probability value obtained from the ANOVA result, it is such that if the probability value falls below 0.05, it implies that there is a strong relationship between the identified variables of the study. Likewise using the rule of thumb of 2, an F-stat value that is greater than 2 suggests a significant relationship, but if it falls below 2, it implies there is no significant relationship between the variables of the study.

© 2016 Global Journals Inc. (US)

VI. Analysis of the Questionnaires and Results

Table 1 : The Relationship between Social Network size and Risk disposition

S/n	Questions	No of Respondents				
		SA=5	A=4	D=3	SD=2	U=1
1	Network size affects the risk disposition to a great extent.	61(64.89%)	31(32.98%)	1(1.06%)	-	1(1.06%)
2	A high number of ties in a network affects risk disposition positively.	56(59.57%)	35(37.23%)	3(3.19%)	-	-
3	Members with large networks have better access to information and resources than those with smaller networks and favourably disposed to risk taking.	59(62.77%)	34(36.17%)	1(1.06%)	-	-
4	Contacts with entrepreneurs outside the network enhances risk disposition.	43(45.74%)	45(47.87%)	4(4.25%)	2(2.13%)	-
5	Contacts with members of other networks enhance disposition toward risk taking.	47(50%)	44(46.81%)	3(3.19)	-	-

From the table above table, results in question 1 showed that majority of the respondents, which is 61 representing 61.89% of the total respondents for the study strongly agree that there is a strong relationship between network size and disposition toward risk taking. 31 of the respondents representing 32.98% of the total respondents for the study also agreed that there is an existing relationship between network size and the disposition of entrepreneurs toward taking risk. 1 of the respondents representing 1.06% of the total respondents for the study however disagreed that there exists a relationship between network size and the disposition of entrepreneurs toward taking risk, 1 respondent representing 1.06% was undecided about whether there is a relationship between network size and risk disposition. From the above majority view it can be affirmed that there is a strong relationship between network size and the disposition toward taking risk in entrepreneurship.

From question 2 above, 56 respondents representing 59.57% of the total respondents for the study strongly agree that a high number of ties in a network affects risk disposition positively. 35 respondents representing 37.23% of the total respondents for the study agreed that a high number of ties in a network positively affects risk disposition amongst entrepreneurs. 3 respondents representing 3.19% of the respondents for the study however disagreed, and that a high number of ties in a network does not necessarily encourage risk disposition toward taking risk. From this majority view, it can be affirmed that a high number of ties in a network will affect risk disposition positively.

From question 3 above, 59 respondents representing 62.77% of the total respondents for the study strongly agree that members with large networks have better access to information than those with smaller networks and will consequently be disposed to risk taking. 34 respondents representing 36.17% of the total respondents for the study agreed that members with large networks will have better access to information than those with smaller networks and will be consequently be favourably disposed to risk taking. 1respondent representing 1.06% of the total respondents for the study however disagreed, that members with large networks will not necessarily have better access to information than those with smaller networks. From this majority view it can be affirmed that members with large networks will have better access to information than those with smaller networks.

From question 4 in the above table, 43 respondents representing 45.74% of the total respondents for the study strongly agree that contacts with entrepreneurs outside the network will enhance disposition toward risk taking, while 45 respondents representing 47.87% of the total respondents of the study agreed that contacts with entrepreneurs outside the network will enhance disposition toward risk taking. 4 respondents representing 4.26% of the total respondents for the study however disagreed that contacts with entrepreneurs outside will enhance risk disposition. 2 respondents representing 2.13% of the total respondents for the study also had a strong disagreement with the fact that contacts with entrepreneurs outside the network will enhance the disposition of the entrepreneur toward taking risk. From this majority view it can be affirmed that contact with entrepreneurs outside the network will enhance risk disposition.

From the question 5 in the table above, 47 respondents representing 50% of the total respondents for the study strongly agreed that contact with members of other networks will enhance the disposition toward risk taking. 44 respondents representing 46.81% of the total respondents for the study agreed that contact with members of other networks will enhance risk disposition of entrepreneurs toward risk taking. 3 respondents representing 3.19% of the total population for the study disagreed that contact with members of other networks will necessarily enhance risk disposition of

© 2016 Global Journals Inc. (US)

entrepreneurs. None of the respondents strongly disagreed nor was undecided about the propriety of contacts with members of other networks enhancing the disposition toward risk taking. From this majority view it can be affirmed that contact with members of other networks will enhance risk disposition.

Objective: To Test the Relationship between Social Network Size and Risk Disposition

Test for Equality of Means Between Series
Date: 02/12/16 Time: 15:27
Sample: 1 94
Included observations: 94

Method	df	Value	Probability
Anova F-statistic	(4, 465)	3.489411	0.0080

Analysis of Variance

Source of Variation	df	Sum of Sq.	Mean Sq.
Between	4	5.051064	1.262766
Within	465	168.2766	0.361885
Total	469	173.3277	0.369569

Category Statistics

Variable	Count	Mean	Std. Dev.	Std. Err. of Mean
Q1	94	4.617021	0.624007	0.064361
Q2	94	4.563830	0.559541	0.057712
Q3	94	4.606383	0.512596	0.052870
Q4	94	4.340426	0.726654	0.074949
Q5	94	4.468085	0.562294	0.057996
All	470	4.519149	0.607922	0.028041

The Probability value of 0.008 obtained falls below 0.05, i.e. 0.008 < 0.05. This implies that there is a significant relationship between social network size and risk operation. Likewise, its F-stat value of 3.49 is greater than 2 i.e. 3.49 > 2, it also implies that there is a significant relationship between social network size and risk disposition.

VII. Discussion

The objective of the paper was to examine the relationship between network size and the disposition toward risk taking by entrepreneurs. The results revealed that there is a strong relationship between network size and the disposition of entrepreneurs toward taking risk in business. This is because of the fact that the bigger the size of the network, the diverse the ties and the more the synergy in terms of information access, resource mobilisation and innovation. According to Martinez and Aldrich (2011), diverse ties increase self efficacy and innovation. They also believed that at the organizational creation stage, most entrepreneurial teams are homogenous whereas team diversity is associated with better outcomes. A high number of ties will also confer diversity on the network which lends credence to the position of the scholars above. Members of large networks are also of the likelihood of getting a wider information base than those of smaller networks because of the myriad of interactions that are available. Contacts with entrepreneurs outside of the network will also enhance risk disposition because of the opportunity to tap from the experience of the entrepreneurs who are already running well established businesses and also for resource mobilisation. This is in line with the position of Greve and Salaff (2003), that establishing a business requires different contacts and resources in different phases. This helps them to build confidence and better

© 2016 Global Journals Inc. (US)

ability in business creation. This is in line with work of Zafar et al (2012), whose study revealed that social networking helps in developing entrepreneurial intentions. Contacts of members of one network with members of other networks will also enhance risk disposition because of the experiences they will share, the diversity of information they will access and the promotion of synergy. This is in line with work of Kacperezyk (2012), whose study revealed that among individuals exposed to similar organizational influence, those exposed to entrepreneurial university peers are more likely to transit to entrepreneurship.

VIII. Conclusion

Social networks have become recognized as a major paradigm for entrepreneurial performance in the contemporary business setting. This is because interactions in such networks have come to provide opportunities for resource mobilization and innovation because of the synergy that they confer on actors. The study carried out an analysis of general empirical studies on social networks with a view to explaining the relationship between network size and risk disposition amongst entrepreneurs with particular focus on the Network of African Student Entrepreneurs (NASE), and came to the realization that social networks should be encouraged as they serve as a rallying point, for innovation, resource mobilization and information sharing.

IX. Recommendations

From the above analysis and conclusion, the following recommendations suffice.

The management of Nigerian universities should accord NASE the appropriate recognition by providing logistic support.

The programmes of NASE should be accorded academic recognition by giving it credit units so that students will be encouraged to develop enthusiasm and commitment in its programme.

The alumni association should be encouraged to key into the programme of NASE in form of partnership.

Every higher institution in Nigeria should key into the laudable programmes of this body as it helps in empowering students for post student life.

References Références Referencias

1. Abou-Mghali .A & Almuala, A. (2012): Impact of Entrepreneurial Networks in the Success of Business on-going Stage in Jordanian Manufacturing Companies. *American Academic and Scholarly Research Journal 4(2), pp01-09.* Retrieved from http;//www.ccsenet.org/jsd.
2. Awadh, A.M & Saad, A.M (2013). Impact of Organizational Culture and Employee Performance. *International Review of Management and Business Research 2(1), pp1-8.* Retrieved from http;www.irmbrjournal.com.
3. Bastian, B. L. & Tucci, C. L. (2013): The Role of Advice Sources for Entrepreneurship and Innovation. 35th DRUID Celebration Conference 2013, Barcelona, Spain, June 17-19. DOI:jelcodesM13033.
4. Bolton, D.L. and Lane, N. (2012): Individual Entrepreneurial Orientation; Development a Measurement Instrument. *Education and* Training 54 (2) pp219-233. Retieved from http://www.eric.ed.gov/?id=eja61536.
5. Borgbatti, S.P & Forster P.C (2003): The Network Paradigm in Organizational Research*;* A Review and Typology *Journal of Management 29(6), pp991-1013.* DOI: 10.1016/50149-2063-03-00087-4.
6. Doh, S. & Zolnik (2011). Social Capital and Entrepreneurship*;* An Exploratory Analysis*. African Journal of Business Management 5(12), pp4961-4975* D0I:10.5897/AJBM11.095*.*
7. Elmar, D.K (2013): Cultural Entrepreneurship; the Impact of Social Networking on Success. *Creativity and innovation Management, Journal 22(3), pp307-319* Retrieved from http://www.ioatwork.com/role-social-networking-cultural-enterpreneur.
8. Emirbayer, M & Godwin J. (1994): Network Analysis Culture and the Problem of Agency. *American Journal of Sociology,99(6), pp1411-1454* Retrieved from http://www.zotero.org/scottbot/items/itemkey/CHDZEZUN.
9. Fairoz, F.M, Hirobumi, T. and Tanaka, Y. (2010): Entrepreneurial Orientation and Business Performance of Small and Medium Scale Enterprises of Hambantota Distinct, Sri Lanka. *Asian Social Science 6 (3) pp34-46.* Retrieved from http://www.mgt.ruh.ac.ik/staff-index.php?page=5user=mafasiya
10. Felzensztein C. & Gimmon, E. (2009): Social Network and Marketing Cooperation in Entrepreneurial Clusters*:* An International Comparative Study. *Journal of International Entrepreneurship pp01- 11.* D0I:.1007/510843-009-0041-2
11. Felzensztein, C. & Gimmon, E. (2007): The Influence of Culture and size upon inter-Firm Marketing Cooperation: A Case Study of the Salmon Farming Industry. *Mark Intell Plann, 25(4), pp377-393*. DOI: 10. 1108/02634500710
12. Greve, A. & Salaff, J. W. (2003): Social Networks and Entrepreneurship. Entrepreneurship Theory and P, Practice, 28(1), pp1-22. Retreived from www, homes.chass-utoronto-ca/~greve/Greve-Salaff.
13. Haas, M. (2009): Social Network Theory and Analysis*;* A Preliminary Exploration*. Centre for Health*

© 2016 Global Journals Inc. (US)

Economics, Research and Evaluation, Faculty of Business, University of Technology, Sydney. Retrieved from https;//www.rrstq.com/fra/publications/social-network-theory-and-analysis-a-premilinary-exploration.asp.

14. Hooi, P. (2002): The Role of Networking Alliances in Information Acquisition and Its Implications for New Product performance. Journal of Business Venturing, 18(6), pp727-744. DOI: 1016/S0883-9026(03)00026-0.
15. Jawahar, D.P and Nigama K. (2011): Influence of Social Capital on Entrepreneurial Opportunity Recognition Behaviour. *International Journal of Economics and Management, 5(1), pp351-368.* Retrieved from: http://econ.upm.edu.my/ijem/vol5 no2/bab10.pdf.
16. Jimoh-Kadiri, S.O. (2012): Assessment of Strategies for Effective Teaching of Entrepreneurship by Business Education Teachers in Tertiary Institutions in South-South, Nigeria. An Unpublished Ph.D Thesis, Department of Vocational Education, Nnamdi Azikiwe University, Awka. Retrieved from: naulibrary.org/dglibrary/admin/book-directory /thesis/11049.pdf.
17. Kacperezyk J.A (2012): Social Influence and Entrepreneurship; The Effect of University Peers on Entrepreneurial Entry. *Organization Science Articles in Advance pp01-20*. Retrieved from: olenka.scripts. mit.edu/docs/orsc.1120.0773.pdf
18. Kilby, P. (2009): Hunting the Heffalump. Social Science Research Network.. www.ssrn.com (26/8/2014).
19. Klyver, K. & Schott, T. (2011*):* How Social Network Structure Shapes Entrepreneurial Intentions. *Journal of Global Entrepreneurship Research 1(1), pp03-19.* Retrieved from: ent.ut.ac.ir/jger/images/usersfiles /1 /file/pdf/kim%20kliver%201.pdf.
20. Kontinen, T. & Ojala, A. (2011): International Opportunity Recognition Among Small and Medium Sized Family Firms. *Journal of Small Business Management 49(3), pp490-514*. Retrieved from http://users.jyu.fi/~arojala/documents/international %20oppourtunity%20recognition%20small%20and% 20 medium-sized%20family%20%firms.pdf.
21. Martinez, M. A. &Aldrich, H. E. (2011): Networking Strategies for Entrepreneurs; Balancing Cohesion and Diversity. *International Journal of Entrepreneurial Behaviour and Research* 17(1), pp7-38. DOI: 10.1108/13552551111107499.
22. O'Donnell, A. O., Gilmore, A., Cummins, D. &Carson, D. (2001): The Network Construct in Entrepreneurship Research; A Review and Critique. *Management Decision*, 39(9), pp749-760. DOI: 10.1108/EUM0000000006220.
23. Pawar, P. (2013): Social Sciences Perspectives on Entrepreneurship. *Developing Country Studies 3 (9) pp35-38.* Retrieved from www.slideshare.net/ AlexanderDecker/social-sciences-perspectives-on-entrepreneurship-27916101.
24. Putri, N (2009): Literature on Entrepreneurial Orientation. Economics and Innovation Management. www.google.com/nikenputri Retrie ved from: economics-innovations-info. blogspot. com/2009 /06/literature-on-enterpreneurial. html.
25. Schillo, S. (2011): Entrepreneurial Orientation and Company Performance; Can the Academic Literaturer guide Managers? Technology Innovation Management Review, pp1-6 Retrieved from:www. telfer.uottawa.ca/en/directory/professors/schillo-sandra.
26. Scott, J. (2014): What is Social Network Analysis www.bloomsbury Academic.com (27/4/2014). Retrieved from:www.bloomsbury.com/uk/what-is-so- cial-network-analysis-9781849668170/.
27. Seibert S. E, Kraimer, M.L & Liden, R.C (2001): A Social Capital Theory of Career Success. *Academy of Management Journal pp01-46.* Retrieved from http://www.research.gate.net/profile/maria-kraimer/ publication/228831713-A-social-capital-theory-of-career-success/links/ 09e4150d4a1ca10 ebf000000.
28. Stuart, E.T& Sorenson, O (2007): Strategic Networks and Entrepreneurial Ventures. *Strategic Entrepreneurship Journal, 1(1), pp211-227* DOI: 10.1002/sej.18.
29. Teoh, W.M & Chong, S. (2007): Theorizing a Framework of Factors Influencing Performance of Women Entrepreneurship in Malaysia. *Journal of Asian Entrepreneurship and Sustainability 3(2) pp01-17*. Retrieved from: www.asianenterpreneurship journal.com/AJES1112Teoh.pdf.
30. Tsal, W. and Ghosal, S.(1998): social capital and value creation: the role of intra firm networks. Academy of management journal. Vol 41 (4) pp 464-476 Doi: 10.2307/257085ACAD MANAGE.
31. Udu, A.A, Udu, G.O.C. and Eze, F.C.(2008): Entrepreneurship. Rhyce Kerex Publishers, 25 Ogunbiyi Lane, Ogui, Enugu-Nigeria.
32. Zafar, M.J; Yasin, G. & Ijaz, M. (2012): *Social* Networking as a Source for Developing Entrepreneurial Intentions Among Entrepreneurs; A Case of Multan. *Asian Economic and Financial Review 2(8) pp1072-1084.* Retrieved from: http: //www.aessweb. com/pdf-files/1072-1084.pdf.
33. http://www.enactussfu.com/about/
34. http://www.the bridge.cmu.edu/…in…/about.

© 2016 Global Journals Inc. (US)

Global Journals Inc. (US) Guidelines Handbook 2016

www.GlobalJournals.org

FELLOW OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (FARSB)

Global Journals Incorporate (USA) is accredited by Open Association of Research Society (OARS), U.S.A and in turn, awards "FARSB" title to individuals. The 'FARSB' title is accorded to a selected professional after the approval of the Editor-in-Chief/Editorial Board Members/Dean.



- The "FARSB" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSB or William Walldroff, M.S., FARSB.

FARSB accrediting is an honor. It authenticates your research activities. After recognition as FARSB, you can add 'FARSB' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, and Visiting Card etc.

The following benefits can be availed by you only for next three years from the date of certification:

FARSB designated members are entitled to avail a 40% discount while publishing their research papers (of a single author) with Global Journals Incorporation (USA), if the same is accepted by Editorial Board/Peer Reviewers. If you are a main author or co-author in case of multiple authors, you will be entitled to avail discount of 10%.

Once FARSB title is accorded, the Fellow is authorized to organize a symposium/seminar/conference on behalf of Global Journal Incorporation (USA).The Fellow can also participate in conference/seminar/symposium organized by another institution as representative of Global Journal. In both the cases, it is mandatory for him to discuss with us and obtain our consent.





You may join as member of the Editorial Board of Global Journals Incorporation (USA) after successful completion of three years as Fellow and as Peer Reviewer. In addition, it is also desirable that you should organize seminar/symposium/conference at least once.

We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



The FARSB can go through standards of OARS. You can also play vital role if you have any suggestions so that proper amendment can take place to improve the same for the benefit of entire research community.

As FARSB, you will be given a renowned, secure and free professional email address with 100 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.





The FARSB will be eligible for a free application of standardization of their researches. Standardization of research will be subject to acceptability within stipulated norms as the next step after publishing in a journal. We shall depute a team of specialized research professionals who will render their services for elevating your researches to next higher level, which is worldwide open standardization.

The FARSB member can apply for grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A. Once you are designated as FARSB, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria. After certification of all your credentials by OARS, they will be published on your Fellow Profile link on website https://associationofresearch.org which will be helpful to upgrade the dignity.



The FARSB members can avail the benefits of free research podcasting in Global Research Radio with their research documents. After publishing the work, (including published elsewhere worldwide with proper authorization) you can upload your research paper with your recorded voice or you can utilize chargeable services of our professional RJs to record your paper in their voice on request.

The FARSB member also entitled to get the benefits of free research podcasting of their research documents through video clips. We can also streamline your conference videos and display your slides/ online slides and online research video clips at reasonable charges, on request.

© Copyright by Global Journals Inc.(US)| Guidelines Handbook



The FARSB is eligible to earn from sales proceeds of his/her researches/reference/review Books or literature, while publishing with Global Journals. The FARSB can decide whether he/she would like to publish his/her research in a closed manner. In this case, whenever readers purchase that individual research paper for reading, maximum 60% of its profit earned as royalty by Global Journals, will be credited to his/her bank account. The entire entitled amount will be credited to his/her bank account exceeding limit of minimum fixed balance. There is no minimum time limit for collection. The FARSC member can decide its price and we can help in making the right decision.

The FARSB member is eligible to join as a paid peer reviewer at Global Journals Incorporation (USA) and can get remuneration of 15% of author fees, taken from the author of a respective paper. After reviewing 5 or more papers you can request to transfer the amount to your bank account.



MEMBER OF ASSOCIATION OF RESEARCH SOCIETY IN BUSINESS (MARSB)

The ' MARSB ' title is accorded to a selected professional after the approval of the Editor-in-Chief / Editorial Board Members/Dean.



The "MARSB" is a dignified ornament which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., MARSB or William Walldroff, M.S., MARSB.

MARSB accrediting is an honor. It authenticates your research activities. After becoming MARSB, you can add 'MARSB' title with your name as you use this recognition as additional suffix to your status. This will definitely enhance and add more value and repute to your name. You may use it on your professional Counseling Materials such as CV, Resume, Visiting Card and Name Plate etc.

The following benefitscan be availed by you only for next three years from the date of certification.



MARSB designated members are entitled to avail a 25% discount while publishing their research papers (of a single author) in Global Journals Inc., if the same is accepted by our Editorial Board and Peer Reviewers. If you are a main author or co-author of a group of authors, you will get discount of 10%.

As MARSB, you will be given a renowned, secure and free professional email address with 30 GB of space e.g. johnhall@globaljournals.org. This will include Webmail, Spam Assassin, Email Forwarders,Auto-Responders, Email Delivery Route tracing, etc.



© Copyright by Global Journals Inc.(US) | Guidelines Handbook



We shall provide you intimation regarding launching of e-version of journal of your stream time to time.This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



The MARSB member can apply for approval, grading and certification of standards of their educational and Institutional Degrees to Open Association of Research, Society U.S.A.



Once you are designated as MARSB, you may send us a scanned copy of all of your credentials. OARS will verify, grade and certify them. This will be based on your academic records, quality of research papers published by you, and some more criteria.

It is mandatory to read all terms and conditions carefully.

© Copyright by Global Journals Inc.(US)| Guidelines Handbook

AUXILIARY MEMBERSHIPS

Institutional Fellow of Open Association of Research Society (USA)-OARS (USA)

Global Journals Incorporation (USA) is accredited by Open Association of Research Society, U.S.A (OARS) and in turn, affiliates research institutions as "Institutional Fellow of Open Association of Research Society" (IFOARS).



The "FARSC" is a dignified title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., FARSC or William Walldroff, M.S., FARSC.

The IFOARS institution is entitled to form a Board comprised of one Chairperson and three to five board members preferably from different streams. The Board will be recognized as "Institutional Board of Open Association of Research Society"-(IBOARS).

The Institute will be entitled to following benefits:

The IBOARS can initially review research papers of their institute and recommend them to publish with respective journal of Global Journals. It can also review the papers of other institutions after obtaining our consent. The second review will be done by peer reviewer of Global Journals Incorporation (USA) The Board is at liberty to appoint a peer reviewer with the approval of chairperson after consulting us.

The author fees of such paper may be waived off up to 40%.

The Global Journals Incorporation (USA) at its discretion can also refer double blind peer reviewed paper at their end to the board for the verification and to get recommendation for final stage of acceptance of publication.





The IBOARS can organize symposium/seminar/conference in their country on behalf of Global Journals Incorporation (USA)-OARS (USA). The terms and conditions can be discussed separately.

The Board can also play vital role by exploring and giving valuable suggestions regarding the Standards of "Open Association of Research Society, U.S.A (OARS)" so that proper amendment can take place for the benefit of entire research community. We shall provide details of particular standard only on receipt of request from the Board.



The board members can also join us as Individual Fellow with 40% discount on total fees applicable to Individual Fellow. They will be entitled to avail all the benefits as declared. Please visit Individual Fellow-sub menu of GlobalJournals.org to have more relevant details.

© Copyright by Global Journals Inc.(US) | Guidelines Handbook

We shall provide you intimation regarding launching of e-version of journal of your stream time to time. This may be utilized in your library for the enrichment of knowledge of your students as well as it can also be helpful for the concerned faculty members.



After nomination of your institution as "Institutional Fellow" and constantly functioning successfully for one year, we can consider giving recognition to your institute to function as Regional/Zonal office on our behalf.
The board can also take up the additional allied activities for betterment after our consultation.

The following entitlements are applicable to individual Fellows:



Open Association of Research Society, U.S.A (OARS) By-laws states that an individual Fellow may use the designations as applicable, or the corresponding initials. The Credentials of individual Fellow and Associate designations signify that the individual has gained knowledge of the fundamental concepts. One is magnanimous and proficient in an expertise course covering the professional code of conduct, and follows recognized standards of practice.

Open Association of Research Society (US)/ Global Journals Incorporation (USA), as described in Corporate Statements, are educational, research publishing and professional membership organizations. Achieving our individual Fellow or Associate status is based mainly on meeting stated educational research requirements.



Disbursement of 40% Royalty earned through Global Journals : Researcher = 50%, Peer Reviewer = 37.50%, Institution = 12.50% E.g. Out of 40%, the 20% benefit should be passed on to researcher, 15 % benefit towards remuneration should be given to a reviewer and remaining 5% is to be retained by the institution.

We shall provide print version of 12 issues of any three journals [as per your requirement] out of our 38 journals worth $ 2376 USD.

Other:

The individual Fellow and Associate designations accredited by Open Association of Research Society (US) credentials signify guarantees following achievements:

- The professional accredited with Fellow honor, is entitled to various benefits viz. name, fame, honor, regular flow of income, secured bright future, social status etc.

© Copyright by Global Journals Inc.(US)| Guidelines Handbook

- In addition to above, if one is single author, then entitled to 40% discount on publishing research paper and can get 10%discount if one is co-author or main author among group of authors.
- The Fellow can organize symposium/seminar/conference on behalf of Global Journals Incorporation (USA) and he/she can also attend the same organized by other institutes on behalf of Global Journals.
- The Fellow can become member of Editorial Board Member after completing 3yrs.
- The Fellow can earn 60% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.
- Fellow can also join as paid peer reviewer and earn 15% remuneration of author charges and can also get an opportunity to join as member of the Editorial Board of Global Journals Incorporation (USA)
- • This individual has learned the basic methods of applying those concepts and techniques to common challenging situations. This individual has further demonstrated an in–depth understanding of the application of suitable techniques to a particular area of research practice.

Note :

"

- In future, if the board feels the necessity to change any board member, the same can be done with the consent of the chairperson along with anyone board member without our approval.
- In case, the chairperson needs to be replaced then consent of 2/3rd board members are required and they are also required to jointly pass the resolution copy of which should be sent to us. In such case, it will be compulsory to obtain our approval before replacement.
- In case of "Difference of Opinion [if any]" among the Board members, our decision will be final and binding to everyone.

"

Process of submission of Research Paper

The Area or field of specialization may or may not be of any category as mentioned in 'Scope of Journal' menu of the GlobalJournals.org website. There are 37 Research Journal categorized with Six parental Journals GJCST, GJMR, GJRE, GJMBR, GJSFR, GJHSS. For Authors should prefer the mentioned categories. There are three widely used systems UDC, DDC and LCC. The details are available as 'Knowledge Abstract' at Home page. The major advantage of this coding is that, the research work will be exposed to and shared with all over the world as we are being abstracted and indexed worldwide.

The paper should be in proper format. The format can be downloaded from first page of 'Author Guideline' Menu. The Author is expected to follow the general rules as mentioned in this menu. The paper should be written in MS-Word Format (*.DOC,*.DOCX).

The Author can submit the paper either online or offline. The authors should prefer online submission.Online Submission: There are three ways to submit your paper:

(A) (I) First, register yourself using top right corner of Home page then Login. If you are already registered, then login using your username and password.

(II) Choose corresponding Journal.

(III) Click 'Submit Manuscript'. Fill required information and Upload the paper.

(B) If you are using Internet Explorer, then Direct Submission through Homepage is also available.

(C) If these two are not convenient, and then email the paper directly to dean@globaljournals.org.

Offline Submission: Author can send the typed form of paper by Post. However, online submission should be preferred.



© Copyright by Global Journals Inc.(US)| Guidelines Handbook

Preferred Author Guidelines

MANUSCRIPT STYLE INSTRUCTION (Must be strictly followed)

Page Size: 8.27" X 11'"

- Left Margin: 0.65
- Right Margin: 0.65
- Top Margin: 0.75
- Bottom Margin: 0.75
- Font type of all text should be Swis 721 Lt BT.
- Paper Title should be of Font Size 24 with one Column section.
- Author Name in Font Size of 11 with one column as of Title.
- Abstract Font size of 9 Bold, "Abstract" word in Italic Bold.
- Main Text: Font size 10 with justified two columns section
- Two Column with Equal Column with of 3.38 and Gaping of .2
- First Character must be three lines Drop capped.
- Paragraph before Spacing of 1 pt and After of 0 pt.
- Line Spacing of 1 pt
- Large Images must be in One Column
- Numbering of First Main Headings (Heading 1) must be in Roman Letters, Capital Letter, and Font Size of 10.
- Numbering of Second Main Headings (Heading 2) must be in Alphabets, Italic, and Font Size of 10.

You can use your own standard format also.
Author Guidelines:

1. General,

2. Ethical Guidelines,

3. Submission of Manuscripts,

4. Manuscript's Category,

5. Structure and Format of Manuscript,

6. After Acceptance.

1. GENERAL

Before submitting your research paper, one is advised to go through the details as mentioned in following heads. It will be beneficial, while peer reviewer justify your paper for publication.

Scope

The Global Journals Inc. (US) welcome the submission of original paper, review paper, survey article relevant to the all the streams of Philosophy and knowledge. The Global Journals Inc. (US) is parental platform for Global Journal of Computer Science and Technology, Researches in Engineering, Medical Research, Science Frontier Research, Human Social Science, Management, and Business organization. The choice of specific field can be done otherwise as following in Abstracting and Indexing Page on this Website. As the all Global

Journals Inc. (US) are being abstracted and indexed (in process) by most of the reputed organizations. Topics of only narrow interest will not be accepted unless they have wider potential or consequences.

2. ETHICAL GUIDELINES

Authors should follow the ethical guidelines as mentioned below for publication of research paper and research activities.

Papers are accepted on strict understanding that the material in whole or in part has not been, nor is being, considered for publication elsewhere. If the paper once accepted by Global Journals Inc. (US) and Editorial Board, will become the copyright of the Global Journals Inc. (US).

Authorship: The authors and coauthors should have active contribution to conception design, analysis and interpretation of findings. They should critically review the contents and drafting of the paper. All should approve the final version of the paper before submission

The Global Journals Inc. (US) follows the definition of authorship set up by the Global Academy of Research and Development. According to the Global Academy of R&D authorship, criteria must be based on:

1) Substantial contributions to conception and acquisition of data, analysis and interpretation of the findings.

2) Drafting the paper and revising it critically regarding important academic content.

3) Final approval of the version of the paper to be published.

All authors should have been credited according to their appropriate contribution in research activity and preparing paper. Contributors who do not match the criteria as authors may be mentioned under Acknowledgement.

Acknowledgements: Contributors to the research other than authors credited should be mentioned under acknowledgement. The specifications of the source of funding for the research if appropriate can be included. Suppliers of resources may be mentioned along with address.

Appeal of Decision: The Editorial Board's decision on publication of the paper is final and cannot be appealed elsewhere.

Permissions: It is the author's responsibility to have prior permission if all or parts of earlier published illustrations are used in this paper.

Please mention proper reference and appropriate acknowledgements wherever expected.

If all or parts of previously published illustrations are used, permission must be taken from the copyright holder concerned. It is the author's responsibility to take these in writing.

Approval for reproduction/modification of any information (including figures and tables) published elsewhere must be obtained by the authors/copyright holders before submission of the manuscript. Contributors (Authors) are responsible for any copyright fee involved.

3. SUBMISSION OF MANUSCRIPTS

Manuscripts should be uploaded via this online submission page. The online submission is most efficient method for submission of papers, as it enables rapid distribution of manuscripts and consequently speeds up the review procedure. It also enables authors to know the status of their own manuscripts by emailing us. Complete instructions for submitting a paper is available below.

Manuscript submission is a systematic procedure and little preparation is required beyond having all parts of your manuscript in a given format and a computer with an Internet connection and a Web browser. Full help and instructions are provided on-screen. As an author, you will be prompted for login and manuscript details as Field of Paper and then to upload your manuscript file(s) according to the instructions.

To avoid postal delays, all transaction is preferred by e-mail. A finished manuscript submission is confirmed by e-mail immediately and your paper enters the editorial process with no postal delays. When a conclusion is made about the publication of your paper by our Editorial Board, revisions can be submitted online with the same procedure, with an occasion to view and respond to all comments.

Complete support for both authors and co-author is provided.

4. MANUSCRIPT'S CATEGORY

Based on potential and nature, the manuscript can be categorized under the following heads:

Original research paper: Such papers are reports of high-level significant original research work.

Review papers: These are concise, significant but helpful and decisive topics for young researchers.

Research articles: These are handled with small investigation and applications

Research letters: The letters are small and concise comments on previously published matters.

5.STRUCTURE AND FORMAT OF MANUSCRIPT

The recommended size of original research paper is less than seven thousand words, review papers fewer than seven thousands words also.Preparation of research paper or how to write research paper, are major hurdle, while writing manuscript. The research articles and research letters should be fewer than three thousand words, the structure original research paper; sometime review paper should be as follows:

Papers: These are reports of significant research (typically less than 7000 words equivalent, including tables, figures, references), and comprise:

(a)Title should be relevant and commensurate with the theme of the paper.

(b) A brief Summary, "Abstract" (less than 150 words) containing the major results and conclusions.

(c) Up to ten keywords, that precisely identifies the paper's subject, purpose, and focus.

(d) An Introduction, giving necessary background excluding subheadings; objectives must be clearly declared.

(e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition; sources of information must be given and numerical methods must be specified by reference, unless non-standard.

(f) Results should be presented concisely, by well-designed tables and/or figures; the same data may not be used in both; suitable statistical data should be given. All data must be obtained with attention to numerical detail in the planning stage. As reproduced design has been recognized to be important to experiments for a considerable time, the Editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned un-refereed;

(g) Discussion should cover the implications and consequences, not just recapitulating the results; conclusions should be summarizing.

(h) Brief Acknowledgements.

(i) References in the proper form.

Authors should very cautiously consider the preparation of papers to ensure that they communicate efficiently. Papers are much more likely to be accepted, if they are cautiously designed and laid out, contain few or no errors, are summarizing, and be conventional to the approach and instructions. They will in addition, be published with much less delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and to make suggestions to improve briefness.

It is vital, that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

Format

Language: The language of publication is UK English. Authors, for whom English is a second language, must have their manuscript efficiently edited by an English-speaking person before submission to make sure that, the English is of high excellence. It is preferable, that manuscripts should be professionally edited.

Standard Usage, Abbreviations, and Units: Spelling and hyphenation should be conventional to The Concise Oxford English Dictionary. Statistics and measurements should at all times be given in figures, e.g. 16 min, except for when the number begins a sentence. When the number does not refer to a unit of measurement it should be spelt in full unless, it is 160 or greater.

Abbreviations supposed to be used carefully. The abbreviated name or expression is supposed to be cited in full at first usage, followed by the conventional abbreviation in parentheses.

Metric SI units are supposed to generally be used excluding where they conflict with current practice or are confusing. For illustration, 1.4 l rather than 1.4 × 10-3 m3, or 4 mm somewhat than 4 × 10-3 m. Chemical formula and solutions must identify the form used, e.g. anhydrous or hydrated, and the concentration must be in clearly defined units. Common species names should be followed by underlines at the first mention. For following use the generic name should be constricted to a single letter, if it is clear.

Structure

All manuscripts submitted to Global Journals Inc. (US), ought to include:

Title: The title page must carry an instructive title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) wherever the work was carried out. The full postal address in addition with the e-mail address of related author must be given. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining and indexing.

Abstract, used in Original Papers and Reviews:

Optimizing Abstract for Search Engines

Many researchers searching for information online will use search engines such as Google, Yahoo or similar. By optimizing your paper for search engines, you will amplify the chance of someone finding it. This in turn will make it more likely to be viewed and/or cited in a further work. Global Journals Inc. (US) have compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Key Words

A major linchpin in research work for the writing research paper is the keyword search, which one will employ to find both library and Internet resources.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy and planning a list of possible keywords and phrases to try.

Search engines for most searches, use Boolean searching, which is somewhat different from Internet searches. The Boolean search uses "operators," words (and, or, not, and near) that enable you to expand or narrow your affords. Tips for research paper while preparing research paper are very helpful guideline of research paper.

Choice of key words is first tool of tips to write research paper. Research paper writing is an art.A few tips for deciding as strategically as possible about keyword search:

- One should start brainstorming lists of possible keywords before even begin searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in research paper?" Then consider synonyms for the important words.
- It may take the discovery of only one relevant paper to let steer in the right keyword direction because in most databases, the keywords under which a research paper is abstracted are listed with the paper.
- One should avoid outdated words.

Keywords are the key that opens a door to research work sources. Keyword searching is an art in which researcher's skills are bound to improve with experience and time.

Numerical Methods: Numerical methods used should be clear and, where appropriate, supported by references.

Acknowledgements: Please make these as concise as possible.

References

References follow the Harvard scheme of referencing. References in the text should cite the authors' names followed by the time of their publication, unless there are three or more authors when simply the first author's name is quoted followed by et al. unpublished work has to only be cited where necessary, and only in the text. Copies of references in press in other journals have to be supplied with submitted typescripts. It is necessary that all citations and references be carefully checked before submission, as mistakes or omissions will cause delays.

References to information on the World Wide Web can be given, but only if the information is available without charge to readers on an official site. Wikipedia and Similar websites are not allowed where anyone can change the information. Authors will be asked to make available electronic copies of the cited information for inclusion on the Global Journals Inc. (US) homepage at the judgment of the Editorial Board.

The Editorial Board and Global Journals Inc. (US) recommend that, citation of online-published papers and other material should be done via a DOI (digital object identifier). If an author cites anything, which does not have a DOI, they run the risk of the cited material not being noticeable.

The Editorial Board and Global Journals Inc. (US) recommend the use of a tool such as Reference Manager for reference management and formatting.

Tables, Figures and Figure Legends

Tables: Tables should be few in number, cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g. Table 4, a self-explanatory caption and be on a separate sheet. Vertical lines should not be used.

Figures: Figures are supposed to be submitted as separate files. Always take in a citation in the text for each figure using Arabic numbers, e.g. Fig. 4. Artwork must be submitted online in electronic form by e-mailing them.

Preparation of Electronic Figures for Publication

Even though low quality images are sufficient for review purposes, print publication requires high quality images to prevent the final product being blurred or fuzzy. Submit (or e-mail) EPS (line art) or TIFF (halftone/photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Do not use pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings) in relation to the imitation size. Please give the data for figures in black and white or submit a Color Work Agreement Form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution (at final image size) ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs) : >350 dpi; figures containing both halftone and line images: >650 dpi.

Color Charges: It is the rule of the Global Journals Inc. (US) for authors to pay the full cost for the reproduction of their color artwork. Hence, please note that, if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a color work agreement form before your paper can be published.

Figure Legends: Self-explanatory legends of all figures should be incorporated separately under the heading 'Legends to Figures'. In the full-text online edition of the journal, figure legends may possibly be truncated in abbreviated links to the full screen version. Therefore, the first 100 characters of any legend should notify the reader, about the key aspects of the figure.

6. AFTER ACCEPTANCE

Upon approval of a paper for publication, the manuscript will be forwarded to the dean, who is responsible for the publication of the Global Journals Inc. (US).

6.1 Proof Corrections

The corresponding author will receive an e-mail alert containing a link to a website or will be attached. A working e-mail address must therefore be provided for the related author.

Acrobat Reader will be required in order to read this file. This software can be downloaded

(Free of charge) from the following website:

www.adobe.com/products/acrobat/readstep2.html. This will facilitate the file to be opened, read on screen, and printed out in order for any corrections to be added. Further instructions will be sent with the proof.

Proofs must be returned to the dean at dean@globaljournals.org within three days of receipt.

As changes to proofs are costly, we inquire that you only correct typesetting errors. All illustrations are retained by the publisher. Please note that the authors are responsible for all statements made in their work, including changes made by the copy editor.

6.2 Early View of Global Journals Inc. (US) (Publication Prior to Print)

The Global Journals Inc. (US) are enclosed by our publishing's Early View service. Early View articles are complete full-text articles sent in advance of their publication. Early View articles are absolute and final. They have been completely reviewed, revised and edited for publication, and the authors' final corrections have been incorporated. Because they are in final form, no changes can be made after sending them. The nature of Early View articles means that they do not yet have volume, issue or page numbers, so Early View articles cannot be cited in the conventional way.

6.3 Author Services

Online production tracking is available for your article through Author Services. Author Services enables authors to track their article - once it has been accepted - through the production process to publication online and in print. Authors can check the status of their articles online and choose to receive automated e-mails at key stages of production. The authors will receive an e-mail with a unique link that enables them to register and have their article automatically added to the system. Please ensure that a complete e-mail address is provided when submitting the manuscript.

6.4 Author Material Archive Policy

Please note that if not specifically requested, publisher will dispose off hardcopy & electronic information submitted, after the two months of publication. If you require the return of any information submitted, please inform the Editorial Board or dean as soon as possible.

6.5 Offprint and Extra Copies

A PDF offprint of the online-published article will be provided free of charge to the related author, and may be distributed according to the Publisher's terms and conditions. Additional paper offprint may be ordered by emailing us at: editor@globaljournals.org .

You must strictly follow above Author Guidelines before submitting your paper or else we will not at all be responsible for any corrections in future in any of the way.



Before start writing a good quality Computer Science Research Paper, let us first understand what is Computer Science Research Paper? So, Computer Science Research Paper is the paper which is written by professionals or scientists who are associated to Computer Science and Information Technology, or doing research study in these areas. If you are novel to this field then you can consult about this field from your supervisor or guide.

TECHNIQUES FOR WRITING A GOOD QUALITY RESEARCH PAPER:

1. Choosing the topic: In most cases, the topic is searched by the interest of author but it can be also suggested by the guides. You can have several topics and then you can judge that in which topic or subject you are finding yourself most comfortable. This can be done by asking several questions to yourself, like Will I be able to carry our search in this area? Will I find all necessary recourses to accomplish the search? Will I be able to find all information in this field area? If the answer of these types of questions will be "Yes" then you can choose that topic. In most of the cases, you may have to conduct the surveys and have to visit several places because this field is related to Computer Science and Information Technology. Also, you may have to do a lot of work to find all rise and falls regarding the various data of that subject. Sometimes, detailed information plays a vital role, instead of short information.

2. Evaluators are human: First thing to remember that evaluators are also human being. They are not only meant for rejecting a paper. They are here to evaluate your paper. So, present your Best.

3. Think Like Evaluators: If you are in a confusion or getting demotivated that your paper will be accepted by evaluators or not, then think and try to evaluate your paper like an Evaluator. Try to understand that what an evaluator wants in your research paper and automatically you will have your answer.

4. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

5. Ask your Guides: If you are having any difficulty in your research, then do not hesitate to share your difficulty to your guide (if you have any). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work then ask the supervisor to help you with the alternative. He might also provide you the list of essential readings.

6. Use of computer is recommended: As you are doing research in the field of Computer Science, then this point is quite obvious.

7. Use right software: Always use good quality software packages. If you are not capable to judge good software then you can lose quality of your paper unknowingly. There are various software programs available to help you, which you can get through Internet.

8. Use the Internet for help: An excellent start for your paper can be by using the Google. It is an excellent search engine, where you can have your doubts resolved. You may also read some answers for the frequent question how to write my research paper or find model research paper. From the internet library you can download books. If you have all required books make important reading selecting and analyzing the specified information. Then put together research paper sketch out.

9. Use and get big pictures: Always use encyclopedias, Wikipedia to get pictures so that you can go into the depth.

10. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right! It is a good habit, which helps to not to lose your continuity. You should always use bookmarks while searching on Internet also, which will make your search easier.

11. Revise what you wrote: When you write anything, always read it, summarize it and then finalize it.

12. Make all efforts: Make all efforts to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in introduction, that what is the need of a particular research paper. Polish your work by good skill of writing and always give an evaluator, what he wants.

13. Have backups: When you are going to do any important thing like making research paper, you should always have backup copies of it either in your computer or in paper. This will help you to not to lose any of your important.

14. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several and unnecessary diagrams will degrade the quality of your paper by creating "hotchpotch." So always, try to make and include those diagrams, which are made by your own to improve readability and understandability of your paper.

15. Use of direct quotes: When you do research relevant to literature, history or current affairs then use of quotes become essential but if study is relevant to science then use of quotes is not preferable.

16. Use proper verb tense: Use proper verb tenses in your paper. Use past tense, to present those events that happened. Use present tense to indicate events that are going on. Use future tense to indicate future happening events. Use of improper and wrong tenses will confuse the evaluator. Avoid the sentences that are incomplete.

17. Never use online paper: If you are getting any paper on Internet, then never use it as your research paper because it might be possible that evaluator has already seen it or maybe it is outdated version.

18. Pick a good study spot: To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

19. Know what you know: Always try to know, what you know by making objectives. Else, you will be confused and cannot achieve your target.

20. Use good quality grammar: Always use a good quality grammar and use words that will throw positive impact on evaluator. Use of good quality grammar does not mean to use tough words, that for each word the evaluator has to go through dictionary. Do not start sentence with a conjunction. Do not fragment sentences. Eliminate one-word sentences. Ignore passive voice. Do not ever use a big word when a diminutive one would suffice. Verbs have to be in agreement with their subjects. Prepositions are not expressions to finish sentences with. It is incorrect to ever divide an infinitive. Avoid clichés like the disease. Also, always shun irritating alliteration. Use language that is simple and straight forward. put together a neat summary.

21. Arrangement of information: Each section of the main body should start with an opening sentence and there should be a changeover at the end of the section. Give only valid and powerful arguments to your topic. You may also maintain your arguments with records.

22. Never start in last minute: Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

23. Multitasking in research is not good: Doing several things at the same time proves bad habit in case of research activity. Research is an area, where everything has a particular time slot. Divide your research work in parts and do particular part in particular time slot.

24. Never copy others' work: Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

25. Take proper rest and food: No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

26. Go for seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.



© Copyright by Global Journals Inc.(US)| Guidelines Handbook

27. Refresh your mind after intervals: Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

28. Make colleagues: Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

29. Think technically: Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

30. Think and then print: When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

31. Adding unnecessary information: Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

32. Never oversimplify everything: To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

33. Report concluded results: Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

34. After conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print to the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects in your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form, which is presented in the guidelines using the template.
- Please note the criterion for grading the final paper by peer-reviewers.

Final Points:

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of prior workings.

Writing a research paper is not an easy job no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record keeping are the only means to make straightforward the progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear

· Adhere to recommended page limits

Mistakes to evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

In every sections of your document

· Use standard writing style including articles ("a", "the," etc.)

· Keep on paying attention on the research topic of the paper

· Use paragraphs to split each significant point (excluding for the abstract)

· Align the primary line of each section

· Present your points in sound order

· Use present tense to report well accepted

· Use past tense to describe specific results

· Shun familiar wording, don't address the reviewer directly, and don't use slang, slang language, or superlatives

· Shun use of extra pictures - include only those figures essential to presenting results

Title Page:

Choose a revealing title. It should be short. It should not have non-standard acronyms or abbreviations. It should not exceed two printed lines. It should include the name(s) and address (es) of all authors.



© Copyright by Global Journals Inc.(US)| Guidelines Handbook

Abstract:

The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript--must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing references at this point.

An abstract is a brief distinct paragraph summary of finished work or work in development. In a minute or less a reviewer can be taught the foundation behind the study, common approach to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Yet, use comprehensive sentences and do not let go readability for briefness. You can maintain it succinct by phrasing sentences so that they provide more than lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study, with the subsequent elements in any summary. Try to maintain the initial two items to no more than one ruling each.

- Reason of the study - theory, overall issue, purpose
- Fundamental goal
- To the point depiction of the research
- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
- Center on shortening results - bound background information to a verdict or two, if completely necessary
- What you account in an conceptual must be regular with what you reported in the manuscript
- Exact spelling, clearness of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else

Introduction:

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

- Explain the value (significance) of the study
- Shield the model - why did you employ this particular system or method? What is its compensation? You strength remark on its appropriateness from a abstract point of vision as well as point out sensible reasons for using it.
- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled the declared objectives.

Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
- Sort out your thoughts; manufacture one key point with every section. If you make the four points listed above, you will need a least of four paragraphs.

- Present surroundings information only as desirable in order hold up a situation. The reviewer does not desire to read the whole thing you know about a topic.
- Shape the theory/purpose specifically - do not take a broad view.
- As always, give awareness to spelling, simplicity and correctness of sentences and phrases.

Procedures (Methods and Materials):

This part is supposed to be the easiest to carve if you have good skills. A sound written Procedures segment allows a capable scientist to replacement your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt for the least amount of information that would permit another capable scientist to spare your outcome but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section. When a technique is used that has been well described in another object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text all particular resources and broad procedures, so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step by step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

Methods:

- Report the method (not particulars of each process that engaged the same methodology)
- Describe the method entirely
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures
- Simplify - details how procedures were completed not how they were exclusively performed on a particular day.
- If well known procedures were used, account the procedure by name, possibly with reference, and that's all.

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in every other part of the paper - avoid familiar lists, and use full sentences.

What to keep away from

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings - save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part a entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently.You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.



© Copyright by Global Journals Inc.(US)| Guidelines Handbook

Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
- In manuscript, explain each of your consequences, point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or in manuscript form.

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.
- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
- Put figures and tables, appropriately numbered, in order at the end of the report
- If you desire, you may place your figures and tables properly within the text of your results part.

Figures and tables

- If you put figures and tables at the end of the details, make certain that they are visibly distinguished from any attach appendix materials, such as raw facts
- Despite of position, each figure must be numbered one after the other and complete with subtitle
- In spite of position, each table must be titled, numbered one after the other and complete with heading
- All figure and table must be adequately complete that it could situate on its own, divide from text

Discussion:

The Discussion is expected the trickiest segment to write and describe. A lot of papers submitted for journal are discarded based on problems with the Discussion. There is no head of state for how long a argument should be. Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implication of the study. The purpose here is to offer an understanding of your results and hold up for all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of result should be visibly described. Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved with prospect, and let it drop at that.

- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
- Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work
- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.

Please carefully note down following rules and regulation before submitting your Research Paper to Global Journals Inc. (US):

Segment Draft and Final Research Paper: You have to strictly follow the template of research paper. If it is not done your paper may get rejected.

- The **major constraint** is that you must independently make all content, tables, graphs, and facts that are offered in the paper. You must write each part of the paper wholly on your own. The Peer-reviewers need to identify your own perceptive of the concepts in your own terms. NEVER extract straight from any foundation, and never rephrase someone else's analysis.

- Do not give permission to anyone else to "PROOFREAD" your manuscript.

- Methods to avoid Plagiarism is applied by us on every paper, if found guilty, you will be blacklisted by all of our collaborated research groups, your institution will be informed for this and strict legal actions will be taken immediately.)
- To guard yourself and others from possible illegal use please do not permit anyone right to use to your paper and files.



© Copyright by Global Journals Inc.(US)| Guidelines Handbook

Criterion for Grading a Research Paper (Compilation) by Global Journals Inc. (US)

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals Inc. (US).

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

INDEX

B

Bagozzi · 18, 21
Barutçugil · 5, 7, 11
Birkmeyer · 29, 30

C

Competencia · 2
Conamype · 1, 3

E

Estrategico · 3
Evanisko · 29, 32

F

Felzensztein · 36, 43

G

Gráficos · 3
Guatemala · 1, 3

H

Honduras · 1

K

Kacperezyk · 42, 43

M

Martinuzzi · 48, 56
Molinas · 2, 3

N

Nicaragua · 1

S

Sabuncuoğlu · 5, 6, 11

Y

Yönetimi · 10, 11, 12





Global Journal of Management and Business Research

Visit us on the Web at www.GlobalJournals.org | www.JournalofBusiness.Org
or email us at helpdesk@globaljournals.org



ISSN 9755853

© Global Journals