ABSTRACTS

1. THE ANTECEDENTS AND CONSEQUENCES OF CRM EFFECTIVENESS IN HEALTH SERVICE INDUSTRY OF THAILAND

Nuanlaong Attharangsun, Mahasarakham University, THAILAND
Phapruke Usahawanitchakit, Mahasarakham University, THAILAND

ABSTRACT

This study examines the relationship between antecedent and consequence of CRM effectiveness and examines role of moderator of top management support and customer acceptance. This study collects data from the directories of Thailand’s Exporters Directory. The questionnaire was sent to 524 firms. The results indicated that knowledge management; technological capability and communication competency has positive influence on CRM effectiveness. Furthermore CRM effectiveness has positive influence on customer satisfaction, while customer satisfaction has positive influence on brand loyalty and repurchases intention. For role of moderator that found top management support is quasi moderator between knowledge management- CRM effectiveness.

Keywords: CRM effectiveness, customer satisfaction, brand loyalty, repurchases intention, knowledge management, technological capability, communication competency, top management support and customer acceptance

2. TRAINING ACCOUNTING STUDENTS TO PERFORM UNSTRUCTURED AUDIT TASKS: THE CASE OF GOING CONCERN ASSESSMENT

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Haifong He, California State University, Los Angeles
Ming Wang, California State University, Los Angeles

ABSTRACT

Audit team members are assigned tasks based on their ability to exercise judgment independently; which is largely determined by their professional expertise. More experienced auditors are more qualified to handle tasks characterized by a low level of structure (e.g., going concern assessments) whereas less experienced auditors perform more structured tasks (e.g., substantive tests of transactions). The audit practice sets currently used in the classroom place much of the emphasis on familiarizing accounting students with more structured audit tasks (Lehmann and Norman 2006). The commonly held belief among accounting educators is that training accounting students on performing less structured audit tasks is not feasible because of students’ over-reliance on heuristics and thus their increased susceptibility to judgment bias. The current study examined this research question. A laboratory experiment involving thirty four graduate and senior accounting students at a large university in the Southeastern United States was conducted to examine the possibility of improving the judgment accuracy of inexperienced accounting students vis a vis an unstructured audit task: going concern assessment. In the current study, however, an automated bankruptcy prediction model was used both to measure improvement in judgment accuracy and to provide learning. Results indicate that when provided with training accompanied by outcome feedback, novice auditors’ judgment accuracy has improved as reflected in their likelihood of bankruptcy estimates and in the dispersion of accuracy scores around their means. Significant implications to the teaching of Audit practice sets in the classroom are addressed.

Keywords: going Concern, bankruptcy prediction, auditing, task structure, accounting, education
3. PREDICTING ILLEGAL DOWNLOADING OF MOVIES AND TELEVISION SHOWS

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ABSTRACT

Downloading movies or television shows illegally has not reached the same level as music, but it is widespread. Eighty-four percent of respondents plan on downloading music illegally, while 94 percent have already done it. Only 33 percent have downloaded movies or television shows illegally, and 35 percent plan on downloading illegally in the future. Content producers should focus on changing perceptions about downloading to show that it is unethical, and they should allow limited sampling. Respondents who view downloading as unethical are less likely to download in the future. When respondents use sampling, it has curtailed planned illegal downloading. Sampling should be readily available from sellers of downloading movies and television shows. The more surprising results were those factors that did not influence future downloading. Gender difference did not influence future illegal downloading, and neither did maturation. Comparing business and non-business majors did not produce differences. Imputing harm to studios and actors did not influence future downloading, nor did how much respondents spent on purchasing recorded movies.

Keywords: movies, television shows

4. ENTREPRENEURIAL BUSINESS ETHICS: A SPECIAL CASE OR BUSINESS AS USUAL?

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ABSTRACT

“Entrepreneurs pursue opportunities [for business success] without regard to resources currently under [their] control” (Stevenson, 1990). Often cited as primary agents of economic growth, entrepreneurs have been extensively analyzed. Many articles address the personal traits and behaviors of entrepreneurs, the elements of successful entrepreneurial firms, the role of entrepreneurs and their firms in society and their obligations to society. There seems to be general agreement that entrepreneurs are more comfortable with ambiguity and risk (than general corporate managers). But, it should be noted, that entrepreneurs are not necessarily more or less successful in business endeavors; they are just different (Koretz, 1996). This article focuses on ethical behaviors of entrepreneurs. The article explores the intensions of entrepreneurs and the capacity of entrepreneurs in relation to their ethical behaviors. Intensions involve the entrepreneurs' personal characteristics, their values and beliefs and the effect on their behaviors at work. Capacity involves the abilities and resources available to the entrepreneur when faced with ethical decision-making.

The article has three parts: First, it briefly explores the definition of entrepreneurs, entrepreneurial practices and ethical decision-making by entrepreneurs. Second, it describes a qualitative research project that investigated entrepreneurs and their ethical decision-making environment. Finally, it makes recommendations to entrepreneurs concerning their ethical decision-making.

Keywords: business, entrepreneurs, entrepreneurial practices
5. DISTANCE LEARNING THROUGH THE LENS OF LEARNING MODELS: NEW OUTLETS FOR INNOVATION

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ABSTRACT

Distance Learning (DL) and supporting technologies are changing the world of education, business, and knowledge management. Unfortunately, DL developers tend to ignore the rich diversity of learning models and therefore fail to utilize DL technologies to their full potential. In our extensive review of the DL literature we found that most DL researchers and practitioners rely on the constructivist and the collaborative learning models primarily and tend to ignore the more “granular” socio-cultural, cognitive, and computational learning models, suggesting there is a gap in current DL research and practice. As ubiquitous computing, grid computing, and similar technological developments increase the scope of possibilities, it will be increasingly desirable to use more granular approaches to DL, that do not presume a one-size fits all model. This paper identifies new outlets for DL innovation that will benefit educators and businesses seeking more effective techniques to transmit knowledge.

Keywords: distance learning, learning models, distance learning effectiveness

6. A COST EFFECTIVE, SAFE, AND SIMPLE METHOD TO PROVIDE A DISASTER RECOVERY PLAN TO SMALL AND MEDIUM SIZED BUSINESSES

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Brandon McCann, St. Cloud State University, St. Cloud, Minnesota, USA
Kira Krzenski, St. Cloud State University, St. Cloud, Minnesota, USA
Olivia F. Lee, St. Cloud State University, St. Cloud, Minnesota, USA

ABSTRACT

Every organization can experience an unexpected incident that prevents it from continuing normal business operations, and it can happen at any time. In today’s information era when most business operations rely heavily on information resources and internet connectivity, incidents can range from computing downtime to severe system damage. It can cause loss of data and jeopardize information security. Derived from a real-time disaster, this paper presents an effective information resource recovery plan that utilizes off-the-shelf software, minimal bandwidth and, once implemented, can be easily replicated across multiple sites. Some major advantages of the proposed plan include low overhead, simplicity of implementation, and excellent security.

Keywords: Disaster Recovery, WAN, High availability, RTO, RPO


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ABSTRACT

In this paper we examine the effect of tax on capital structure by analyzing the change in debt ratios around the 1986 Tax Reform Act (TRA). Consistent with tax-based theories of capital structure, which predict an
increase in the value of the tax shield as the tax rate rises, debt ratios increase following the TRA, which - even though it lowered the marginal corporate tax rate from 46% to 34% - raised the effective rate by closing several loopholes. We also test one of the empirical implications of Maksimovic and Zechner (1991). They predict that firms with risky (low risk) projects decrease (increase) their debt levels as the corporate tax increases. We examine debt ratios and riskiness of firms within an industry before and after the TRA, and find some support for their prediction.

**Keywords:** Debt, Tax, Risk, Capital Structure

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**8. USING EXTERNALLY DEVELOPED STANDARDIZED TESTS TO CONTROL GRADE INFLATION**

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Sekhar Anantharaman, Indiana University of Pennsylvania, Indiana, Pennsylvania, USA

**ABSTRACT**

The current educational environment is strife with grade inflation and this perceived problem has increased to such an extent that some universities are now trying to adopt various measures to fight it. One such measure is the use of externally developed, standardized achievement tests. This study provides information regarding one such professionally developed, standardized test, and the merits of using it at a higher education institution, with emphasis on its potential for reducing grade inflation. Two hypotheses are tested in this study and the findings indicate that the adoption of such a test motivates individual faculty members to review and modify their grading practices, to become fair or more objective when grading, and therefore, possibly regain their sense of duty and pride as the gatekeepers of academe. The study also found the importance of continuous monitoring of the grade distribution at the administrative level. Without additional actions, the use of a professionally developed, standardized test by itself is not a permanent fix for grade inflation.

**Keywords:** Grade, Grade Inflation, Grade Deflation, ETS Major Field Test in Business, Assessment

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**9. A SECURITY SYSTEM USING MOTION DETECTION**

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**ABSTRACT**

This paper presents a motion detection system that uses more advanced mechanism so that the supervisor of a security monitoring system does not have to pay attention to it constantly. In current days, when a security camera is installed, an human being has to be on alert all the time while the camera is on since any little movement can require attention of the supervisor. But most of small objects do not need the supervisor's attention since they could be birds, cats, dogs etc. In this new system the system only report the unusual change to the supervisor by calculating the motion and size of objects in the screen. Thus the supervisor can be liberated from the 24-hour concentration duty; instead he/she can be only alerted when the real security threat such as a big moving object like an human intruder appears. The utility of this system can be proved either by conducting a laboratory experiment or as in this paper, mathematically proved by using the concept of entropy. In other words, big objects like human intruders increase the entropy of the screen images significantly therefore the supervisor must be alerted. Thus by proving its utility of the system theoretically, we can claim that our new motion detection system is superior to others which do not use our technique.

**Keywords:** security monitoring system, detection system
10. AN EMPIRICAL STUDY OF ACCOUNTING AND MARKET MEASURES: RISK VERSUS RETURNS

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ABSTRACT

Parametric statistical tests on a select sample of NYSE stocks over the 1997-2006 period support the belief that corporations that have a higher than market adjusted beta, on average, yield greater accounting returns than those with lower than market adjusted beta. Corporations under risk classes measured by another market measure (unadjusted beta) and two book measures (financial leverage and interest coverage capacity) do not exhibit any significant differences in both accounting and market rates of return. On the other hand, nonparametric analyses of the same data provide support only to the belief that corporations that have a lower (less than 4 times) interest coverage ratio (more risky), on average, yield greater accounting returns than companies with a higher (greater than or equal to 4 times) interest coverage ratio (less risky).

Keywords: Risk, Returns, Beta, Adjusted Beta

11. BUILDING AUDIT QUALITY, IMAGE, AND REPUTATION OF CPAs IN THAILAND: THE ROLES OF JUDGMENT PERFORMANCE

Phapruke Ussahawanitchakit, Mahasarakham University, THAILAND
Phaitun Intakhan, Mahasarakham University, THAILAND

ABSTRACT

This paper investigates the relationship among judgment performance on audit quality, image and reputation via professional acceptance moderator. It also tests antecedent of judgment performance as knowledge and experience. Certified Public Accountants (CPAs) are used as the sample. The results show that judgment performance has significant relationship with audit quality and audit quality has significant influence on image. Also, image has significant effect on reputation. Surprisingly, professional acceptance does not moderate the audit quality-image relationships. Contributions and suggestions are also provided for further research.

Keywords: Judgment Performance, Audit Quality, Image, Reputation, Knowledge, Experience

12. FUNDAMENTAL MORAL ORIENTATIONS, SERVANT LEADERSHIP, AND LEADERSHIP EFFECTIVENESS: AN EMPIRICAL TEST

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Matthew C. Cavin, Valparaiso University, Valparaiso, Indiana, USA

ABSTRACT

Servant leadership is an increasingly popular concept that fuses being a servant with being a leader. In this paper, servant leadership - which is characterized by active listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth, and community-building - is conceptualized as being grounded in the leader’s Fundamental Moral Orientation (selfishness, self-fullness, or selflessness). Servant leadership is also viewed as a significant contributor to leadership effectiveness. We propose three sets of hypotheses that link Fundamental Moral Orientations (FMO) in leaders’ personal lives and work lives to the exhibition/practice of servant leadership behaviors, and one set of hypotheses that connect the exhibition/practice of servant leadership behaviors to leadership
effectiveness. For the FMO/servant leadership relationships, empirical results strongly support one hypothesis set and provide limited support the other two. Compelling support exists for the hypothesis set regarding the servant leadership/leadership effectiveness linkage.

**Keywords:** Moral Orientation, Selfishness, Selflessness, Servant Leadership, Leadership Effectiveness

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**13. BANK OF JAPAN’S POOR PERFORMANCE**

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Louis Gasper, University of Dallas, Irving, Texas, USA

**ABSTRACT**

Japan has experienced deflation for six of the past nine years, as measured by their CPI. The Bank of Japan’s (BOJ) objectives include an explicit inflation target: maintaining “price stability.” Price stability for the BOJ prior to 2006 apparently meant no inflation and no deflation. The BOJ considered both inflation and deflation as “...a threat to our daily lives.”

In its current monetary policy framework (since 2006) price stability to the BOJ supposedly means an approximate range in the year-over-year change in the CPI of between zero and two percent. Analysis of growth in monetary aggregates and stability of monetary demand measures, however, suggests that the BOJ is still pursuing a monetary policy that is consistent with bouts of deflation since 2006. BOJ officials may be aiming for periods of both mild deflation and mild inflation to approximate a minimal change in the price level over some medium-term time span.

Monetary policy appears to lose its effectiveness at very low levels of inflation or deflation in Japan. The policy implication of this paper is that the Bank of Japan needs to achieve an inflation rate that approximates the upper end of its current target range, two percent. Such an inflation rate is likely to coincide with a more effective monetary policy, financial stability, and sustainable economic growth in Japan. It may be that Japan’s deflation problem stems, in part, from the BOJ being unaware that the monetary relationships which held prior to 2000 no longer worked once Japan experienced near zero inflation or deflation in the post-1999 period.

**Keywords:** Japan, Monetary Policy, Quantitative Easing, Price Stability, Bank of Japan, Deflation, CPI, Money Demand, Velocity, Correlations

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**14. THE DOUBLE DISCRIMINATION OF THE US TARIFF SYSTEM**

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Giuliana Campanelli Andreopoulous, William Paterson University, Wayne, New Jersey, USA
Alexandros Panayides, William Paterson University, Wayne, New Jersey, USA

**ABSTRACT**

Most of the media and the literature on protectionism emphasize that the US tariff system has moved towards greater liberalization and all consumers benefited. This is a simplistic position resulting from an aggregate approach. In practice, the US tariff system has to be investigated by sectors, products, materials, and gender. This more comprehensive approach which we used in previous studies allowed us to examine the impact of tariffs on different consumers. The scope of this paper is to summarize and extend the main results we have arrived at over a long period of investigating the US tariff system and to show that in the case of footwear and apparel there is a double discrimination on consumers by income and gender.

**Keywords:** Tariffs, Income, Necessities and Gender
15. E-COMMERCE, RACE, AND THE DIGITAL DIVIDE

Mark A. Scanlan, Stephen F. Austin State University, Nacogdoches, Texas, USA

ABSTRACT

Contrary to previous research, I find that minorities are significantly less likely than Whites to participate in E-Commerce and to find product information online. My results indicate that this gap in E-Commerce is due to more than differences in education and income, and may reflect a cultural difference between races regarding the value of shopping online. I also find novel evidence of reverse free-riding among Blacks, where product information is gained online while the final purchases are made offline. Finally, I find that Blacks are not benefiting from broadband access at the same marginal rate as Whites.

Keywords: Digital Divide, E-Commerce, Race, Broadband, Free-Riding

16. THE MISSION OF ACCREDITED U.S. ZOOS AND AQUARIUMS

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ABSTRACT

Zoos and aquariums are highly popular recreational institutions visited by millions of guests each year. However, segments of the population have long questioned whether it is ethical to keep collections of wild animals for public display. Sadly, this concern recently reached the front pages of newspapers around the world following the death of a zoo visitor at the San Francisco Zoo. Zoos and aquariums are sensitive to this ethical question and in response have gradually broadened their missions to include not only recreation, but also conservation, education and research. An examination of the mission statements of accredited zoos and aquariums reveals that the vast majority of these institutions regard conservation, education and research as important elements of their missions. Nevertheless, a survey of the directors of these institutions suggests that zoo and aquarium stakeholders may not be well informed about the multifaceted mission of accredited zoos and aquariums.

Keywords: zoo, aquarium

17. EIGENVECTORSPACE: THE MISSING CONCEPT IN EXPLORATORY FACTOR ANALYSIS

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ABSTRACT

While there has been a well-developed solution procedure for exploratory factor analysis (EFA) in that factor retention and factor rotation have been consistently used for data summarization, the theory behind its use has not been explicitly defined and fine-tuned to give its users a strong sense of certainty and a perceptual advantage. The key word ‘factor’ used in current literature is critically confusing. Sometimes, factors are identified by an eigenvalue-eigenvector procedure, and at other times factors are defined as underlying patterns of variable association. The concepts and mathematical treatments behind the two kinds of factors are not consistent as well. As a result, many survey researchers avoid EFA and instead use Confirmatory Factor Analysis (CFA) for data exploration. To give a strong theoretical backing for EFA applications, this paper introduces a new concept of ‘eigenvectorspace’ into the logical framework of exploratory factor analysis.

Keywords: Eigenvalue, Eigenvector, Eigenvectorspace, Effective Eigenvector Subspace; PCA, FA, EFA Applications; Dimensionality in Data; Multivariate Data Interpretation.
18. STRESS, ANXIETY, AND INTENTION TO LEAVE: THE EMPIRICAL STUDY OF MANAGERS IN THAI PETROLEUM AND CHEMICAL BUSINESSES

Meta Suteeraroj, Mahasarakham University, THAILAND
Phapruke Ussahawanitchakit, Mahasarakham University, THAILAND

ABSTRACT

This study focuses to investigate the influence of stress, anxiety, and organizational assistance on intention to leave by using 113 office managers or general managers of Thai petroleum and chemical business in Thailand as the samples. Mailed questionnaires is used an instrument. The results demonstrated that job stressors, physical work environment, social isolation, and family-work conflict have positively significant influence on stress and anxiety. Stress has positively significant influence on anxiety; and anxiety has positively significant influence on intention to leave. A discovery of organizational assistance as a moderator can restrain both anxiety and intention to leave. Contributions and suggestions are provided for future research.

Keywords: Job Stressors; Physical Work Environment; Social Isolation; Family-Work Conflict; Stress; Anxiety; Intention to Leave; Organizational Assistance

19. A HISTORICAL LOOK AT THE EFFECTS OF ENTERPRISE SOLUTIONS ON PROFITABILITY AND INTERNATIONALIZATION

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James R. (Doc) Ogden, Kutztown University of Pennsylvania, USA
Denise T. Ogden, Pennsylvania State University- Lehigh Valley, USA

ABSTRACT

A study was conducted to determine possible effects of enterprisewide software on two main aspects of modern business, profitability and globalization. It proposes five hypotheses, that use of enterprisewide software in at least two modules or functions will result in: (1) increased profitability as measured by net income, (2) increased globalization as measured by the Sullivan Model, (3) a heightened view by top management of information technology as a strategic resource, and (4) increased centralization of technology decisions. The final hypothesis is that businesses previously implementing either Business Process Reengineering (BPR) or Total Quality Management (TQM) will have a shorter, less expensive implementation period for an ES.

We examined the performance of 72 Fortune 500 companies that had used enterprisewide software (ES) for five years, with a control group of thirty. Hypothesis 1 (increased profitability), Hypothesis 2 (increased internationalization), and Hypothesis 5 (implementation made easier by BPR and TQM) were not supported. Profitability measured in five different ways both two years and four years after implementation did not show statistical significance. Hypotheses 3 and 5 (perception of ES as a strategic resource and centralization of decisions) were supported.

Keywords: Enterprise solutions, Information technology, enterprisewide software, technology management, technology software
20. AUTOMATED SUPPLY CHAIN FRAME WORK MODEL FOR MIDSIZED PHARMACEUTICAL FIRMS OF PAKISTAN

Roshan Shaikh, Iqra University, Karachi, Pakistan
Madiha Shera, Iqra University, Karachi, Pakistan

ABSTRACT

The concept of Supply chain management is well recognized in the contemporary management science domain. While industrialized sector is focusing more towards efficient and enhanced supply chain processes, information and communication technology (ICT) plays an important role in efficient supply chain management. SCM is one of the striking examples where ICT has impacted the performance parameters of business processes. However, most SCM solutions are expensive, increasingly complex have long implementation and operations time lines. In this study for midsized pharmaceutical companies, we find that the preferred choice remains in house developments and operational implementations.

In this work a supply chain framework has been designed for mid sized pharmaceutical firms that operate in the developing countries by using the optimum platform which are readily available and financially feasible, such as MS Dynamics or similar products. This solution integrates suppliers, employees, producers, contract manufacturers, distributors, retailers and other supply chain partners and provides the enhanced warehousing and inventory management. As a proof of concept a pragmatic working module for warehousing and logistics has also being developed.

This work concludes with distinct observations and suggestion that the proposed model is economically viable and practically preferable in the context Pharmaceutical sector of developing nations.

Keywords: pharmaceuticals; Supply chain frame work logistics; MS Dynamics

21. TECHNICAL TRADING: DONCHIAN CHANNELS AND SOYBEANS I

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ABSTRACT

This paper analyzes the 20 day breakout system based on the work of Richard Donchian and recently popularized by trend traders and “Turtle” followers. Data from twenty seven years, from 1980 until early 2007, is filtered through a program created on VBA programming for Excel. The results are mixed, one half of the breakout systems fail miserably and the other half produce positive returns, although with tremendous volatility. Two of the models provide acceptable returns and merit further investigation.

The results indicate that the breakout systems that provide positive returns may be dependent upon the use of trailing stops, and/or a pyramiding entry system, as much or even more than the channel breakout system itself. This is an indication that proper money management is as or more important than the entry signal.

Trend trading with channel breakouts is experiencing renewed interest by the investing public. It is important that researchers investigate the validity of such a strategy. This study cannot lend credence to the successful claims of popular literature. The study does indicate that some potential does exist for positive returns, especially when the system incorporates good money management techniques.

Keywords: Technical Analysis; Trend Trading, Donchian Channels, Turtle Trading
22. A COMPARISON OF CLASS PARTICIPATION OF BUSINESS VERSUS NON-BUSINESS STUDENTS: MORE QUESTIONS THAN ANSWERS FOR BUSINESS FACULTY

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ABSTRACT

A lot of research has focused on business students and their performance in the classroom. However, not a lot has been done at looking at their classroom participation compared to students in other academic colleges. This research effort gathered data from 16 percent of the student population at a Midwestern university and compared the business students to students from other academic disciplines on their reported GPA, how often they think it is appropriate to participate in class, how often they participate, attitudes about class participation, and attitudes about learning. The data do not bode well for business students compared to students in the compared academic disciplines in terms of their class participation which translates into problems that business faculty face. Their GPA's are the lowest compared to the other students, but contrary to popular belief, the business students did not report that they “hide” in the back of the classroom. They felt that they should speak out in class but not too much. When asked to rate their attitudes about class participation and learning, their ratings were significantly lower than students in arts and sciences and fine and performing arts; and when asked to rate statements about classroom participation and their comfort level, they were significantly lower than all of the students in other academic disciplines. Compared to the other students, they do not find their business classes fascinating nor are they enthralled with their class lectures and discussions. They don’t necessarily remember the course material compared to the other students, and they aren’t doing their best, but grades are important to them. They also don’t seem to be interested in taking responsibility for asking questions, for taking the time needed to complete their studies, or for doing their best.

Keywords: Class participation by business students, Business students’ attitudes toward learning

23. ON THE DYNAMIC RELATIONSHIP AMONG MSCI, S&P 500 AND CASE-SHILLER HOUSING PRICE INDEX

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Mohammad G Robbani, Alabama A&M University, Normal, USA
Richard E. Lillie, California State University San Bernardino, USA
Munir Hassan, Park University

ABSTRACT

In this paper, we study the direct relationship or lead-lag relationship among three indices namely: MSCI REIT Index, the S&P 500 index, and the S&P/Case-Shiller Home Price Index. We find that the performance of S&P500 index influences the performance of the REIT index. Similarly, the correlation between housing price and the stock index is negative indicating that during the time when housing price decreases, stock prices go up. On the other hand, the relationship between MSCI and housing price is positive. Also, we find a high correlation between MSCI and S&P index. The results from the study can be used for taking positions in housing market and/or stock market.

Keywords: Housing Price, Case-Shiller Index, Sub-prime Mortgage
24. LEARNING AT THE SPEED OF BUSINESS: LEARNER AUTONOMY IN BUSINESS SCHOOLS

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ABSTRACT

The overall uncertainty and the complexity of today’s business environment call for employees who demonstrate the desire to learn, initiative, resourcefulness and persistence toward learning. This paper focuses on the heightened need for autonomous learners in businesses today; a research study of learner autonomy levels of college business students; and new approaches to increase learner autonomy to help meet the demands of today’s business environment.

Keywords: Learner Autonomy, Business Schools, Learning