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## Introduction

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**Biographical notes:** Ephrem Eyob is a Professor and Chair of Computer Information Systems at Virginia State University, Petersburg, VA. His research interests include systems design and implementation methodologies, e-Commerce as well as technology transfer and capacity building.

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This special issue of the *International Journal of Management and Decision Making* provides six articles that cover the gamut of issues on the impact of globalisation of decision-making. The articles individually cover a thorough understanding on how globalisation is impacting decision makers in their strategic thinking to make their firms, society, or nations highly competitive. The respective abstracts of each article are annotated below.

The first article: *Performance value analysis for selection of facilities location in competitive supply chain* covers the fact that facility location decisions are inherently strategic, global and long-term in nature and are critical to the efficient and effective operation of a competitive supply chain. The transportation, inventory and information sharing decisions can be changed in response to changes in different potential parameters of the competitive supply chain whereas the facility location decisions are often fixed and cannot be changed, even in the intermediate term. Therefore, the successful execution of the decision i.e. selection of facilities location in competitive supply chain, would give a cutting edge to an organisation. The paper covers the effect of decision support system i.e. performance value analysis (PVA) for the selection of facilities location in competitive supply chain.

The second article: *Globalisation and the Nigerian banking industry: efficiency and legitimacy considerations in the adoption of electronic banking (e-banking) services*. This paper contributes to the ongoing debate about how local events interact with global pressures in contemporary times. The paper adopts an interpretive approach to studying e-banking services in Nigerian banks. The authors integrate ideas and concepts from both institutional theory and strategic management to study the reformation of the Nigerian banking system. Strategic management suggests that organisational actions are influenced largely by economic and efficiency matters while institutional theory argues that organisational actions are motivated by legitimacy considerations where organisations compulsively conform to some widely-held beliefs and expectations of the appropriate ways of doing things within the organisation and its environment. In discussing the interaction between global developments and initiatives within the Nigerian banking system, the authors argue that the institutional influences of conformity and legitimacy are supported by strategic and efficiency considerations where the strategic needs of the

local context and the economic realities of the Nigerian context determines the willingness of banks to conform to global developments, as well as their ability to resist such global influences.

The third article is *Comparing culture, quality management, and CRM systems: a study of managers in the US and mainland China*. As globalisation has become a reality, increasing attention is coming to focus upon cross cultural issues and their implications for the work place. In this paper, the concern is with the extent to which cultural differences may affect the way in which organisations respond to changes in the work place, and examine Mainland China and the USA. The authors' examination involves considering whether there are differences in the perceptions of managers from the US vs. Mainland China in reporting their experiences with what is termed *QM Maturity*, extent of use and effectiveness of their customer relationship management systems (CRM), their organisations' cultures, and organisational outcomes. Moreover, they also search for consistency. Systems theory suggests that changes in a key organisational system will also impact other organisational systems. Thus, in both the US and China, as managers report that their organisations are becoming more QM mature (i.e. that they have implemented QM in a higher-quality manner). Furthermore, the authors examine whether they will also report changes in related systems, such as CRM and the organisational culture. Results are included from a sample of managers from China and the US, which give evidence of support for these ideas, and offer suggestions for future research.

The fourth article concerns *Barriers and success factors in the management of international operations: Mexico and China an overview*. This study provides answers to a number of important questions of value to businesses deciding to locate manufacturing operations in China and/or Mexico. One aspect of the analysis involves highlighting comparative advantages and disadvantages between Mexico and China as possible venues for relocating manufacturing. The analysis also includes an overview of the NAFTA agreement focusing on Mexico and the accession of China to the WTO. It also comments briefly on the potential of India to become an attractive low cost country for outsourcing, especially for operations within the service industry.

The fifth article, *Enhancing management decision making in global enterprises using GIS principles* covered the increasing influence and presence of business organisations throughout the world as domestic economies increasingly become stagnant and saturated. To discover new markets for existing products and to develop new products for new markets, organisations increasingly turn to international commerce. Globalisation requires that firms adapt their management and decision-making practices to recognise localised differences in culture politics, law, social issues, and security requirements. In response, organisations are revamping their decision-making processes, tailoring them as cultures evolve, political assumptions and realities change, laws are enacted, social issues come to the forefront and security requirements mature. Traditionally, organisations have employed decision support systems (DSS) to assist management decision-making. However DSS fall short of meeting an organisation's needs, unable to readily incorporate localised variables into the decision-making process.

An existing toolset, better known as geographic information systems (GIS), is available to enhance traditional management decision-making (DSS) tools by adapting them for use in global environments. This paper proposes to meld GIS with DSS, thus creating a new framework for enhancing management and decision-making for businesses.

The framework extends current DSS frameworks with the aid of decision systems support systems (DSSS) and spatial decision systems support systems (SDSS), both taken from the realm of GIS. The new framework is referred to as geographically-enhanced decision support systems (GEDSS).

The sixth article: *The globalisation of the HIP Hop market* covered issues relating to the current cultural phenomena among the young: the Hip Hop culture. Marketers continually seek to uncover the next growing market segments and evolving lifestyle trends. Currently, Hip Hop is the lifestyle vogue that commands notice and constitutes one of the best revenue producers in retailing. It is not just a US phenomenon but an international experience that touches the lives of citizens globally. The research looks at how Hip Hop has grown in the USA, Europe, Latin America and Asia. Diffusion of Hip Hop is addressed along with the ability of young people to purchase the associated items. Hip Hop as a marketing strategy began with clothing and accessories but marketers now use the lifestyle to sell products ranging from automobiles to cosmetics to pizzas. Modification of the culture's use in marketing strategies will continue to evolve as the demographics of Hip Hop devotees change.

In conclusion, the articles selected for this special issue of the journal have made a case to highlight the impact of globalisation on decision making in various settings as discussed in the respective papers.