

FROM THE EDITOR

The spirit of the 21st century is information. We live in a time when raw facts and observations are continually made useful and meaningful for decision-making and communicated through channels more efficiently than ever before. For managers of firms, the risk and the uncertainty that characterize the decision-making environment is minimized by the sheer amount of useful intelligence information gathered from stakeholders and the internal environment, internal information that flows up, down, around, and across organizations; and public information disseminated to the stakeholders and the external environment. When information is available as needed, when it is reliable and accurate, when it is complete, sufficient, and appropriate for the task at hand, and when it is clear and easily understood by the user, the risk of failure diminishes because the decision environment becomes more certain. This is what managers prefer. This edition seeks to highlight this important role of information in the decision-making process of firms.

More than just making a profit, the firm's primary concern should be to provide goods and services to its customers. Customers are the ultimate beneficiaries of the firm's efforts and any information the firm can gather from its customers will make for better decisions. In the studies by Emilina Sarreal (*Customer Satisfaction and Service Quality in a High-Contact Service Firm*, pages 1-12) and Frederick Halcon (*Teaching Business Calculus: Methodologies, Techniques, Issues, and Prospects*, pages 13-22), the university is the firm, and the students are its customers. By analyzing the evaluation provided by students, the university in general and the professor in particular can implement better systems and use more effective approaches to render their service.

Meanwhile, accounting makes use of a very specific set of information to help managers make decisions. The details disclosed annually by firms through their financial statements provide a summary of the firm's operating results during a specified period, the firm's financial position at a given point in time, and the firm's operating, investment, and financing cash flows. Cynthia Cudia, (*Application of Accrual and Cash Accounting: Implications for Small and Medium Enterprises in Metro Manila*, pages 23-40), Rodiel Ferrer (*Income Statement Disclosures: An International Financial Reporting Standard Compliance Report of Ten Selected Publicly Listed Corporations in the Manufacturing Industry*, pages 41-54), Herminigilda Salendrez (*Balance Sheet Disclosures: An IFRS/PFRS Compliance Report of Ten Publicly Listed Companies in the Food Industry*, pages 55-71), and Florenz Tugas (*Impairment Practices of Selected Publicly-Listed Companies in the Philippine Mining Industry*, pages 73-84) all share the belief that the information presented by a firm's financial statements should be timely, of high quality, complete, relevant, and understandable to whoever uses it to make decisions.

Of course, the firm itself makes first and optimum use of its financial information. It is the most important beneficiary of that information. Joy Rabo (*Make Haste or Waste: A Case Study on Predicting Bankruptcy of Weyst Oyl Corporation Using Altman's Z-Score Model*, pages 85-97) utilizes the financial information on a subject firm and applies it to Altman's Z-Score Model to predict bankruptcy. This is very important to consider because not only can firms use the information they have to routinely describe their liquidity, activity, debt situation, profitability, and attractiveness to investors, they can also use it for crisis management (i.e., to combat bankruptcy) so as to make better decisions.

Finally, Edgardo Bolinao (*A Framework for Analysis of Ambidexterity and Performance in Small-to-Medium-Sized Firms*, pages 99-110) highlights the important role of managers in developing organizational ambidexterity. The ability to adapt to a strategic or cultural path, and/or shift from one kind to another, will allow firms to process the information they are bombarded with in different ways and make the best decision the situation may call for.

The authors of the articles in this edition of the *DLSU Business & Economics Review* aim to highlight the spirit of the 21st century: The Use of Information, its many implications on and possibilities for the growth of business and industry in particular, and society in general.

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