Fifteenth Annual Volume

Publications of New Jersey’s Business Faculty

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and

The Stillman School of Business
at Seton Hall University

Melody C. Puliti
Editor
October 2016

The NJPRO Foundation, and the Stillman School of Business at Seton Hall University proudly present our fifteenth volume of the *Publications of New Jersey’s Business Faculty*. This collaboration, which celebrates the intellectual capital at colleges of business within the State of New Jersey, is a natural fit for our organizations. The NJPRO Foundation has a long and distinguished record of educating its constituents on important business issues of the day. The Stillman School, in sharing current research with others, seeks to improve the learning environment of students and faculty and to enhance the effectiveness of business organizations. Together, we have compiled the 2015 research works of business faculty within New Jersey. We also include teaching notes that summarize examples of ways to connect the classroom to the business world.

We are proud to recognize the very best papers from 2015. These authors have earned the Bright Idea Award for their research. We appreciate the efforts of Professor Barbara Boyington (Brookdale Community College), Dean Edward Petkus (Ramapo College of New Jersey), Dean Andrew Rosman (Fairleigh Dickinson University), Executive Vice Dean Yaw Mensah (Rutgers University-Newark and New Brunswick) and our colleagues from NJPRO who helped us in the evaluation of the many worthy papers that were submitted. Congratulations to our award winners!

Here are the 2015 Bright Idea Award winners:

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Several of this year’s winners are multi-year awardees. We commend Marguerite Schneider, who is being recognized for the fourth time; James Roh and Anca Grecu who are being recognized for the second time, and David Dobrzykowski, who earned two awards this year, and one last year.

It is our sincere hope that business professionals will find this resource useful as they lead their organizations and that business practitioners and business faculty will continue to work with each other as we seek to advance business within and beyond the Garden State.

Joyce A. Strawser, Ph.D.
Dean, Stillman School of Business
Seton Hall University
South Orange, NJ 07079-2646
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As always, I am very pleased with the widespread support of this publication. First of all, the publication would not be possible without the support and personal involvement of Joyce A. Strawser, Ph.D., Dean of the Stillman School of Business at Seton Hall University, and the NJPRO Foundation.

A special thanks to Pamela Dungee and Anthony Liptak, Seton Hall Public Relations, for their efforts to publicize this work and for the timely production of the cover for this year’s volume. I would also like to thank the NJPRO Foundation for their efforts in promoting the publication.

Above all, thanks to the New Jersey business faculty for their efforts in providing quality publications. The extent to which both the deans and the individual faculty have supported this project is greatly appreciated. A special thank you goes to the authors of the Teaching Notes for their excellent contribution to this important section of the publication. Last, but not least, a special note of thanks to those who provided submissions in electronic form. The electronic files greatly facilitate the publication process as well as improving its accuracy.

I would also like to thank the staff of the Stillman School, Tanya Dixon, Janet Fenton, Carol Flynn, Dellkeyta Foster, Evonne Pinckney, and Amy Timmes for their continuing support and assistance. Their efforts, which enable all Stillman projects, are greatly appreciated.

Melody C. Puliti, Editor
SECTION 1: INTRODUCTION

I am happy to introduce this fifteenth annual volume of *Publications of New Jersey’s Business Faculty*. Eighteen colleges contributed to this year’s volume. In addition to the generous support of the New Jersey business faculty, it is always satisfying to note the range and timeliness of topics included each year. This year’s publication topics include, for example, diversity, electronic voting, equal protection, and hospital operations. My apologies to any New Jersey author whom I may have failed to recognize.

In order to conserve resources the publication will be made available in electronic form on the Stillman School website. ([https://www13.shu.edu/academics/business/njpro.cfm](https://www13.shu.edu/academics/business/njpro.cfm)) I welcome your ideas for improving the usefulness of this publication and in determining its future direction.

The bibliography is organized as follows. The complete citations together with abstracts of the publications are contained in Section 2. Section 3 includes the teaching notes that provide valuable ideas for classroom use. For those who would like to view the publications contributed by individual schools, Section 4 presents the citations (without abstracts) organized by school. Section 5 presents the same citations organized by academic discipline. The abstracts of the articles listed in Sections 4 and 5 can be found in Section 2, where the publications are listed alphabetically by last name of the first author.

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**Table 1 - New Jersey Colleges and Universities with a Business Curriculum**

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SECTION 2: CITATIONS AND ABSTRACTS

This section contains the complete citation and abstract of each publication in the bibliography. The publications are listed alphabetically in order of the last name of the first author appearing in the citation. In addition, the names and affiliations are given for each author that represents a New Jersey college or university. For those readers interested in a particular subject area, the discipline or field associated with each publication is given. The disciplines include the following: Accounting, Decision Sciences, Economics, Finance, Information Technology, International Business, Legal Studies, Management, Marketing, Pedagogy, and Taxation. In addition to the discipline, a key word or phrase is included that is intended to describe the specific application within the discipline.

The layout of the information for each publication is as follows:

Citation of the Publication

College and/or University for each New Jersey author

Discipline: Specific application

Abstract of the Publication

Affiliation of each New Jersey author.

*Seton Hall University
Accounting: Financial Measures*

The purpose of this paper is to investigate the use of financial and nonfinancial performance measurement practices, including the use of the balanced scorecard (BSC) and the impact of the cultural values on the use of performance measurement systems (PMS), in multinational companies operating in the Middle East with a special attention to the Saudi Arabian subsidiaries. Data were collected using a survey mailed to 180 randomly selected Saudi manufacturing subsidiaries in different industrial cities to collect data on their PMSs including the use of the BSC. Financial measures are more widely used by most of the companies included in the sample due to the fact they are common, well known, and the most familiar performance measures in the business practice and they are more standardized measures which can be easily understood, implemented and quantified. Moreover, the use of the non-financial measures was at a very low rate compared with the use of financial measures. The reasons were the difficulty in finding objective measures of the effect of social factors and the avoidance of any disclosure of social problems that existed in the society. Several variables were not included in this study such as corporate culture, use of information technology, the use of mass number of expatriates in the KSA with completely different cultural values, and several other environmental factors, which might have a significant impact on the choice of multiple performance measures. From a practical standpoint, this study demonstrates that increasing levels of external environmental factors and exposure to American best practices could act as forces to adapt more updated and sophisticated PMSs in the Middle East. Moreover, it will contribute to the knowledge of PMSs in the emerging countries, particularly in Middle East countries. This study illustrates how MNCs in the Middle East are adapting and applying the performance measurement system and the effect of culture on the use of non-financial measures.

*Wagdy M. Abdallah is a member of the faculty at Seton Hall University.*

**Ramapo College of New Jersey**

**Pedagogy: Conscientiousness**

The purpose of this paper is to use data available through the hybrid (blended online and face to face) learning environment to explore both a direct behavioral measure of conscientiousness and gender in predicting hybrid classroom performance. Variables measuring both student conscientious behavior, in the hybrid classroom, and gender were examined to determine their relationship to student final grades (i.e. success) in hybrid undergraduate business ethics courses. The author finds that: first, conscientiousness continues to be a solid predictor of academic success; second, gender continues to be an insignificant predictor of success in the online/hybrid environment; third, using direct behavioral measures of conscientiousness yields results consistent with prior research that linked inventory-based conscientiousness levels to academic performance; and finally, the archiving and data-collection functions of the hybrid classroom represent a rich trove of behavioral data that may be mined for clues to predict student academic success. As the research is based on data from six hybrid business ethics classrooms at one institution, future research could be extended to different classrooms and different institutions compared across nations. Research implications include highlighting the potential value of using direct measures of conscientiousness to predict performance. The study sheds light on the tremendous possibilities for conducting applied research on educational performance outcomes using the rich data inherent in the hybrid learning environment. The author has suggested numerous ways to mine the data from the online portion of the hybrid classroom to explore antecedents of academic success. The author suggests that the hybrid classroom can provide data to act as an early warning system for educators to identify struggling students. The paper builds upon an exploratory study of the use of direct behavioral (rather than inventory self-report) measures of personality in research on educational outcomes as well as introducing avenues for original research on learning behavior based on data afforded by the hybrid educational environment.

*Rikki Abzug is a member of the faculty at Ramapo College of New Jersey.*

**Seton Hall University**  
**Management: Opportunity Formation**

If entrepreneurs are constrained and shaped by existing institutions, how? This paper explores this theoretical conundrum empirically through the examination of the actions of entrepreneur Lowell Wakefield. Contrary to previous work that suggests that it is institutional entrepreneurs that bring about institutional change as a means of advancing their social interests, this paper shows that a profit-seeking entrepreneur without prior institutional affiliation or experience can create an opportunity along with the supporting industry standards and regulations.

*Susan L. Young was a member of the faculty at Seton Hall University.*

**Seton Hall University**

**Management: Global Superpower**

Modeling from the behavior and information inside China, we study China’s ambitions and actions from 1978, when it opened its markets to the West, extend the roadmap it followed to the year 2052, when China’s Goal of Trilogy requires China to control 30% of the global GDP, effectively making it the world’s sole superpower. Our model describes how China is getting out of socialism and has been evolving its own version of capitalism, different from all three models of capitalism. China’s National Capitalism is like none of the three systems, but, ironically, is like all three selectively put together. Starting from the goal leading to the Trilogy and its implementation, we give an integrated model of the Chinese growth, and a complete model of the evolution of the Chinese version of capitalism devised to achieve this. We also explore the potential risks and dangers of China’s unproven predatory development model.

*A.D. Amar is a member of the faculty at Seton Hall University.*

*Fairleigh Dickinson University*

*Economics: Restructuring*

This empirical examination of human capital reorganizations uses Standard and Poor's large, mid and small cap firms and demonstrates that the typical market response is suggestive of what casual empiricism would suggest: firms undertake work force reductions in periods of poor performance. Though the average firm experiences negative price impacts, nearly half (45%) do not. Firm size and technological intensity matter in impacting the negative abnormal results. Bankruptcy potential and financial distress do not appear to be significant indicators. Offshoring and financing changes intensify the market effect whereas asset changes have a positive impact. Changes in business focus and changes in technology seem to have no impact on the market response to layoffs decisions.

*Everard James Cowan and Karen C. Denning are members of the faculty at Fairleigh Dickinson University.*

**William Paterson University**  
**Management: CSR Initiatives**

Participants in the United Nations Global Compact (UN Global Compact or GC) have the option to join Global Compact Local Networks (GCLNs), which are formed voluntarily by participants to promote the GC and its principles at the local level and to deepen their learning experience in the area of corporate social responsibility (CSR) by facilitating collaboration and collective action, grounded in local cultures and communities. The role these networks play in affecting member behaviour in terms of enhancing their CSR efforts and implementing the ten GC principles has not received much empirical attention in literature. Using survey data from Spain—one of the first countries to organize a GCLN—we find that local network members report more positive outcomes in terms of implementing the GC principles, improving their understanding of CSR, and improving their CSR and business networking in comparison to non-members. Our study suggests that local networks provide a critical mechanism for the GC that allows participants to engage in deeper implementation of the ten GC principles and enhance their social and environmental practices through best practice exchange and learning. We discuss the implications of these findings for scholars and practising managers.

*Jorge A. Arevalo is a member of the faculty at William Paterson University.*

**The College of New Jersey**

**Economics: Education in Rural Georgia**

I examine how production of a child labor-intensive crop (cotton) affected schooling in the early twentieth-century American South. Because cotton production may be endogenous, presence of an agricultural pest (the boll weevil) is employed as an instrument. Using newly collected county-level data for Georgia, I find a 10 percent reduction in cotton caused a 2 percent increase in black enrollment rate, but had little effect on white enrollment. The shift away from cotton following the boll weevil’s arrival explains 30 percent of the narrowing of the racial differential in enrollment rates between 1914 and 1929.

*Richard B. Baker is a member of the faculty at The College of New Jersey.*

**Fairleigh Dickinson University**  
**Accounting: Fair Value Estimates**

This study examines accounting standard ASR 118 mandating the reporting of fair values of investment securities. Using a unique setting, the United States public venture capital industry, we test whether ASR 118 would be important to investors, or whether relevance would come at the expense of representational faithfulness. We examine the relevance and representational faithfulness of manager-reported fair value estimates and find that fair value estimates do provide relevant information incremental to historical cost as evidenced by its effect on share value. We also find that fair value estimates are representationally faithful, based on comparing fair value estimates provided during the last year before the exit to actual cash realized exit price.

*Hannah Rozen is a member of the faculty at Fairleigh Dickinson University.*

**Rutgers University-Newark and New Brunswick Management: Sustainability**

While firms have increasingly adopted environmentally and socially sustainable management strategies, little is known about how these organizations react during times of economic constraint. On the one hand, conventional wisdom suggests that firms’ sustainability strategy would be de-emphasized. However, emerging scholarship suggests that many firms may increase their sustainability investments during constrained economic times. Building on the articles comprising this Special Issue, we offer notable evidence that firms tend to shift their sustainability strategy in innovative ways that enable them to do more with less and increase firm value without undertaking significant cutbacks. Specifically, we argue that, during times of economic constraint, firms a) engage in sustainability “trimming” to adapt to their new economic setting; b) use trimming to compete more effectively; and c) trim in ways that are path dependent, building upon prior complementary capabilities and resources. We formulate an explanation for these novel findings and conclude with observations about future research opportunities.

*Michael L. Barnett is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Camden**  
**Management: Diversity**

With this article we contribute to the inclusion of employees with disabilities in the workplace. Based on Stone and Colella’s (1996) model of factors affecting the treatment of employees with disabilities in organizations, we concentrate on the investigation of job satisfaction as a focal affective response. Besides examining job satisfaction differences between employees with and without disabilities, we focus on perceived flexibility as an organizational boundary condition, arguing for its influence on the job satisfaction of employees with disabilities. We introduce perceived centralization and formalization, representing different indicators of flexibility, as moderators of the disability-job satisfaction relationship. Regression analysis using data from 110 small and medium-sized companies with 4,141 employees reveals that employees with disabilities are less satisfied than their colleagues without disabilities in highly centralized environments. As predicted, a decentralized organizational context relates to higher job satisfaction levels for all employees, but especially for those having a disability. Contrary to our hypothesis, perceived formalization does not significantly influence the relationship between having a disability and job satisfaction. However, our results clearly indicate the need for companies and especially human resource departments to better adapt to the needs of people with disabilities by creating flexible working environments.

*David J.G. Dwertmann is a member of the faculty at Rutgers University-Camden.*

*Fairleigh Dickinson University*

*Management: Mentoring*

This study provides insights for theory and practice into employee willingness to mentor. This is especially important in passing knowledge from one generation of employees to another at a time when aging populations are seen in many parts of the world. The study examines the relationship of contextual prosocial motivation with willingness to be a mentor while simultaneously considering various individual level influences on contextual prosocial motivation. Hypotheses were evaluated through a structural equation model. Results showed a positive relationship between contextual prosocial motivation and willingness to be a mentor. Additionally, organization-based self-esteem was positively related to contextual prosocial motivation, while proximity to retirement was negatively related to contextual prosocial motivation. Implications of the findings for human resource development are discussed with suggestions offered to strengthen contextual prosocial motivation of employees.

*Stephen E. Bear is a member of the faculty at Fairleigh Dickinson University.*
Montclair State University
Economics: Liberal Borrowing

This paper considers a multi-agent one-sector Ramsey equilibrium growth model with borrowing constraints. The extreme borrowing constraint used in the classical version of the model, surveyed in Becker (2006), and the limited form of borrowing constraint examined in Borissov and Dubey (2015) are relaxed to allow more liberal borrowing by the households. A perfect foresight equilibrium is shown to exist in this economy. We describe the steady state equilibria for the liberal borrowing regime and show that as the borrowing regime is progressively liberalized, the steady state wealth inequality increases. Unlike the case of a limited borrowing regime, an equilibrium path need not converge in the case of liberal borrowing regime. We show through an example that a two period cyclic equilibrium exists when agents are allowed to borrow against their two period future wage income. This result is similar to the possibility of non-convergent equilibrium capital stock sequences in the model with no borrowing.

Ram Sewak Dubey is a member of the faculty at Montclair State University.

**William Paterson University**  
**Pedagogy: Teamwork**

The ability to work in teams is a key critical skill that potential employers value in our graduates. In teaching about teamwork, we frequently present Tuckman’s stages of group development. This experiential exercise uses the tossing of tennis balls to bring the student through the model’s stages forming, storming, norming, performing in a fun and active fashion. In the debriefing, the students describe what happened. Their observations are then used to introduce and illustrate Tuckman’s intuitively appealing and useful process model.

*Stephen C. Betts and William Healy are members of the faculty at William Paterson University.*

**William Paterson University Management: Offshoring**

As organizations continue to “offshore” many of their operations across national boundaries, they also reconfigure their relationship with their workforce. In this paper, we examine the impact of offshoring on the employer-employee contract, primarily through the lens of organizational commitment. Our contention is that employer-employee relations are increasingly taking on a transactional character, at the expense of earlier psychological contracts. We present a framework of new HR imperatives that confront organizations and employees in the post-offshoring age. We also present an ethical challenge to the academic researcher, who must represent this tricky debate fairly in their research and the classroom without taking recourse to ideological formulations which conflate corporate welfare and social welfare.

Stephen C. Betts, William Healy, and Raza Mir are members of the faculty at William Paterson University. Vincent J. Vicari is an adjunct professor at William Paterson University.

**William Paterson University**

**International Business: Multinational Corporations**

The 21st century has seen important changes in the strategies of multinational corporations (MNCs), especially as they have become adept at configuring their value chains to extract benefits from their diversified structures. This has raised very important issues relating to the mechanisms by which they can be controlled. The problem of MNC control in the current scenario is intensified by an important paradox: while most empirical research suggests that diversified firms need decentralized control systems, some studies also contend that singular strategies need to be developed to exploit synergies in the homogenizing world market. In this paper, we attempt to resolve this paradox by studying contingencies such as level of centralization, reward systems, transfer pricing, and the geographic and technological contiguities within MNCs. These contingencies will hopefully assist us in developing a new paradigm of MNC control.

*Stephen C. Betts, Robert Laud, and Raza Mir are members of the faculty at William Paterson University. Vincent J. Vicari is an adjunct professor at William Paterson University.*

*Rutgers University-Camden
Management: Diversity*

Increasing demographic diversity is one of the major workforce trends but evidence about its effects is conflicting. The possibility of yielding both positive and negative effects led Milliken and Martins [Milliken, F.J., & Martins, L.L. (1996). Searching for common threads: Understanding the multiple effects of diversity in organizational groups. *Academy of Management Review, 21,* 402–433.] to call diversity a "double-edged sword." In this article, we will focus on age and disability heterogeneity, 2 dimensions of diversity that are on the rise and share important commonalities but have not yet received the attention they deserve. We will outline similarities and differences between age and disability, review the literature on age and disability diversity effects on performance, and ultimately provide a conceptual model with variables that moderate the performance effects of age and disability diversity. We argue that to forge a single-edged sword (i.e., foster positive effects of age and disability diversity while preventing negative effects), organizations should pay specific attention to 3 types of moderators: (a) leadership behavior including leader-member exchange, transformational leadership, health-focused leadership, and top management leadership, (b) organizational climates including diversity climate, climate for inclusion, and age-diversity climate, and (c) human resources practices including diversity-related HR practices, age-specific and age-inclusive HR practices, and the more individual-centered approach of idiosyncratic deals. We conclude with an outlook on future research in the fields of age and disability diversity and practical recommendations for managers and organizations.

*David J.G. Dwertmann is a member of the faculty at Rutgers University-Camden.*

*Rutgers University-Camden
Management: Organizational Identity Strength*

In this paper, we suggest that CEO charisma is related to firm performance via its effect on two important mediators. First, charismatic CEOs are expected to raise the transformational leadership climate within an organization. Second, both CEO charisma and transformational leadership climate are proposed to increase a firm’s organizational identity strength (OIDS), which in turn, relates positively to firm performance. We tested these propositions on a sample of 150 German companies (20,639 employees) with a three-path mediation model at the organizational level of analysis, utilizing four independent data sources. Our study helps open the black box of organizational leadership and organizational performance by demonstrating top-level leadership’s (CEO charisma) cascading effect on the TFL climate throughout the organization and by showing that OIDS mediates both leadership levels’ relationships with firm performance. Further, our study is the first to investigate the relationship between OIDS and performance at the organizational level of analysis.

*David J.G. Dwertmann is a member of the faculty at Rutgers University-Camden.*

**Montclair State University**  
**Economics: Convergence**

This paper considers a one-sector economic growth model with several infinitely-lived heterogeneous households, who differ both in the discount factors as well as preferences over consumption. Unlike the extreme form of borrowing constraint observed in the classical Ramsey model, recently surveyed in Becker (2006), we allow limited borrowing by the households and prove the existence of a perfect foresight equilibrium. We also show that irrespective of production technology employed by the firms, the capital stock sequence converges to the steady state stock and from some time onward all impatient households are in the maximum borrowing state, whereas the most patient household owns entire capital stock and the debts of all other households.

*Ram Sewak Dubey is a member of the faculty at Montclair State University.*

*The College of New Jersey
Marketing: Narrative Communication*

An increasing body of research demonstrates that narrative-based communication can be effective in eliciting attitude change, especially when recipients become transported into the narrative. Using data from a national sample of viewers of Super Bowl XLV (2011) or XLVI (2012), this study addresses whether some people are more disposed to be transported by narrative advertising and how they react to it. Evidence is presented to suggest that people differ in their receptivity to narrative messaging and that these differences are significantly related to advertising effectiveness. Managerial implications of this work are discussed.

*Jean Marie Brechman is a member of the faculty at The College of New Jersey.*

**The College of New Jersey**  
**Marketing: News Ticker Effectiveness**

This study considers two news ticker formats—the update ticker and the scrolling ticker—to determine the impact of ticker format on memory for news items in the tickers as well as for news program content presented in the background. Postviewing responses between two treatment groups were compared, revealing better recognition of both types of news content when tickers updated rather than scrolled. Also, viewers report no differences in perceived clutter or program liking, suggesting there is no downside to using an update format.

*Jean Marie Brechman is a member of the faculty at The College of New Jersey.*

**The College of New Jersey**

**Marketing: Interactive Branded Overlays**

This study presents the results of a laboratory experiment that considers the implications of adding interactivity to branded in-program overlays, essentially creating a new model of advertising. The results demonstrate the viability of this new model. Interactive branded overlays generate a substantial amount of interactive response and have no adverse effects on the program’s viewing experience. However, because program interactivity distracts viewers from their primary goal, processing program content, interactive overlays are perceived as intrusive, and the response rate to in-program triggers is lower than that for interactive ads within the ad break. We show that by carefully combining in-program interactive banners with program-related trivia banners, perceived intrusiveness, and negative spillover effects on the viewing experience can be minimized. Program interactivity was perceived as less intrusive, and was therefore more effective, in the context of a program featuring high-rather than low-prominence product placement. Implications and future research directions are discussed.

*Jean Marie Brechman is a member of the faculty at The College of New Jersey.*

**Fairleigh Dickinson University**  
**Pedagogy: Mathematics for Business**

This text introduces and provides a basic understanding of analytical analysis tools used in economic forecasting, portfolio analysis, inventory analysis, marketing, break-even and optimization problems. Although it assumes familiarity with algebraic concepts, the text includes a thorough review of elementary topics such as linear, quadratic, polynomial, and exponential equations as they apply to business applications. Interest rates, net present value (NPV), and annuities as they apply to pension plans, bond payments, consumer loans, and lottery winnings are presented in detail. Differential calculus is also presented in detail as a powerful mathematical approach for analyzing and modeling commercial systems, including a chapter on business applications and optimization. Finally, least-squares analysis is provided to answer students' questions as to the origins of the equations they have been using.

Gary Bronson, Richard Bronson, and Maureen Kieff are members of the faculty at Fairleigh Dickinson University.

_Rutgers University-Newark and New Brunswick_  
*International Business: Eclectic Paradigm*

Originally the eclectic paradigm helped bring together and compare mainly economic theories of International Business (IB). However, today it’s greater value is as an integrating framework that can enable us to relate to one another the full range of IB theories that have been derived from ideas constructed at different levels of analysis, and taken from different disciplines. This paper restates the key elements of the eclectic paradigm and explains how they have been successfully adapted to reflect changes in the real world of international business activities. It is argued that the eclectic paradigm is best interpreted as an evolutionary framework that captures changes in the application of the three key constructs of ownership (O), location (L) and internalization (I) advantages as IB activities have evolved historically. Our understanding of such high level encompassing concepts has become steadily richer and more complex over time, as IB activity itself has become more complex, and so too has the process by which IB interacts with the environment. This gradually rising complexity of the IB phenomenon calls for a synthetic appreciation of an ever wider variety of analytical approaches to the subject. My paper defends the eclectic paradigm and explains its continuing relevance in response to various recent criticisms. I show how the eclectic paradigm has always been a meta-framework for combining or comparing the full diversity of contributions to IB theory development, and how the need for such an overarching explanatory framework in the IB field has now become more vital than ever.

__John A. Cantwell is a member of the faculty at Rutgers University-Newark and New Brunswick.__

**Rutgers University-Newark and New Brunswick**

**International Business: Multinational Country Subunits**

The paper provides various contributions. From a conceptual point of view, we introduce the idea that the openness of an MNC subunit’s local business network is a powerful mechanism for increasing its potential access to a wider portfolio of knowledge worldwide, thus increasing its local competence-creating activity. This concept offers to enrich the existing literature on the factors influencing innovation in multinational subsidiaries, which has thus far examined only local host country and parent company knowledge. Likewise, it suggests the benefits of expanding the domains that have been the focus of attention in the literature on the embeddedness of MNC subunits in multiple networks, which research stream tends to concentrate on the capacity of MNC subsidiaries to combine local and international knowledge, but which might be broadened to incorporate a deeper appreciation of combinations of knowledge derived from the internal and external components of the international (non-geographically local) business networks of MNC subunits.

*John A. Cantwell is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**William Paterson University**

**Decision Sciences: Supply Change Management**

In today’s competitive markets, most firms in the United Kingdom and the United States offer their products on trade credit to stimulate sales and reduce inventory. Trade credit is calculated based on time value of money on the purchase cost (i.e., discounted cash flow analysis). Recently, many researchers use discounted cash flow analysis only on the purchase cost but not on the revenue (which is significantly larger than the purchase cost) and the other costs. For a sound and rigorous analysis, we should use discounted cash flow analysis on revenue and costs. In addition, the expiration date for a deteriorating item (e.g., bread, milk, and meat) is an important factor in a consumer’s purchase decision. However, little attention has been paid to the effect of the expiration date. Hence, in this paper, we establish a supplier–retailer–customer supply chain model in which: (a) the retailer receives an up-stream trade credit from the supplier while grants a down-stream trade credit to customers, (b) the deterioration rate is non-decreasing over time and near 100 percent particularly close to its expiration date, and (c) discounted cash flow analysis is adopted for calculating all relevant factors: revenue and costs. The proposed model is an extension of more than 20 previous papers. We then demonstrate that the retailer’s optimal credit period and cycle time not only exist but also are unique. Thus, the search of the optimal solution reduces to a local one. Finally, we run several numerical examples to illustrate the problem and gain managerial insights.

*Jinn-Tsair Teng is a member of the faculty at William Paterson University.*

**The College of New Jersey**

**Accounting: Environmental Accounting**

As one of the leading countries in the environmental conservation efforts, Japan has made much progress in recent decades. The role of environmental accounting (EA) within Japan is divided into internal and external functions. Internal functions deals with the management of environmental conservation costs and activities. It promotes effective environmental conservation activities through an adequate decision making process. External functions of the EA include public reporting of environmental costs and effects of a company. By disclosing a quantitative measurement of such activities, it opens up the company to further progress. These quantitative measures are environmental conservation costs referring to investment and expenses which help companies keep track of the progress in the processes. The purpose of this paper is to provide a closer examination of the relationship between the companies reported environmental costs, corporate responsibility rating and their financial performance. To address the research questions in this study, environmental costs were collected from the Japanese company’s Corporate Social Responsibility Report (CSR). From the analysis, we found empirical support for the view that companies’ financial performance is positively related to average CSR rating and environmental conservation costs.

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**Montclair State University**

**Accounting: Sarbanes-Oxley**

The manner in which publicly traded companies’ management teams handle their firm’s free cash flows (FCF) has been an issue for many decades, because it is difficult to determine whether these management teams work for their own benefit or for that of their shareholders. Recent financial scandals have heightened mistrust of management. This mistrust, in turn, may have increased the pressure to reduce the portion of FCF left under management’s control. Boards of directors control dividend payout decisions, thus determining the portion of FCF available to corporate management. This paper examines whether the 2002 legal response to corporate financial reporting scandals, which came in the form of many new initiatives and requirements imposed by the Sarbanes-Oxley Act of 2002 (SOX) on all publicly traded firms, was relevant to dividend payouts. This question is investigated by noting that the impact of these new requirements differed among firms. Some firms had already introduced the use of independent directors and fully independent committees prior to SOX making them compulsory in 2002. This paper examines whether these “pre-adopters” experienced less change in their dividend payout policies than those firms that were forced to change the composition of their board and committees. This investigation examines the effect on dividend payouts for listed firms attributable to the SOX and concurrent changes in stock exchange regulations that compelled increased use of independent directors and fully independent committees. To study the impact of SOX and the associated, required, changes in the composition of boards of directors for many firms, the difference-in-differences methodology is employed to overcome the endogeneity concerns that have consistently challenged prior governance studies. (Continued on next page)
This was accomplished by examining the effects on dividend payouts associated with the exogenously forced addition of independent directors to the boards of publicly listed firms. The results reveal that there is a significant positive relationship between firms that were compelled by law to change their boards and increases in average changes in dividend payouts and percentage changes in dividends paid, when compared to firms that had pre-adopted the Sarbanes-Oxley corporate board composition requirements. A further exploratory analysis showed that the same significant positive relationship is detected for increases in average changes in total dollars distributed, where stock repurchase dollars are combined with dividend payouts. These findings imply that these board composition changes led to decisions that increased dividend payouts in percentage terms, as well as dividend payouts and total dollars distributed in aggregate dollar amount terms. This research demonstrates how business practice is affected by regulations resulting from earlier instances of corporate behavior. It demonstrates, therefore, the importance of firm environmental awareness and the consequences of legal changes on corporate behavior.

*Gary Kleinman is a member of the faculty at Montclair State University.*

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**Stevens Institute of Technology**  
**Finance: Link Mining**

The Black–Litterman (BL) model for portfolio optimization combines investors’ expectations with the Markowitz framework. The BL model is designed for investors with private information or knowledge of market behavior. In this paper, I propose a method where investors’ expectations are based on either news sentiment using high-frequency data or on a combination of accounting variables; financial analysts’ recommendations, and corporate social network indicators with quarterly data. The results show promise when compared to a market portfolio. I also provide recommendations for trading strategies using the results of this BL model.

*Germán Creamer is a member of the faculty at Stevens Institute of Technology.*

**Rider University and The College of New Jersey**  
**Marketing: Fair Trade**

The growth of Fair Trade has presented challenges to the core values of the initiative, which have emphasized not only improving the farmer’s standard of living but also empowering producers. This study investigates factors influencing the consumer’s decision to purchase Fair Trade coffee to be made at home, with a focus on what can be done to maintain the core values of fair trade while expanding its scope. The sample comprises 500 United States adults obtained from an Internet panel operated by ResearchNow. Maximum Difference Scaling (MaxDiff) analysis is used to examine reasons why consumers buy Fair Trade coffee and factors that stand in the way of them purchasing more Fair Trade coffee. Results indicate that the most important reasons for purchasing Fair Trade coffee are to improve the wages and the working conditions of workers and farmers.

Jean C. Darian is a member of the faculty at Rider University. Louis Tucci is a member of the faculty at The College of New Jersey. Cynthia M. Newman is a member of the faculty at Rider University.

Rutgers University-Newark and New Brunswick
Management: White Privilege

Almost all academic literature across disciplines and most of the news media explain racial inequality as the result of the discrimination and racism of whites toward nonwhites. In contrast, I argue that it is the favoritism or advantages that whites provide to other whites that is the primary mechanism by which racial inequality is reproduced in the post-civil rights period in the U.S. I provide evidence for my argument with data at the individual, organizational, and societal levels. I also discuss how my argument accords with management theory about diversity and inequality, considering the literature on anti-racism, implicit or unconscious bias, micro-inequities (or micro-aggressions), the need for mentors, and white privilege. I end with a discussion of objections that might be raised with regard to my framing of racial inequality as the result of whites providing advantages to other whites, including concerns about egregious negative acts toward nonwhites. Overall, I argue that my argument that favoritism takes precedence over racism and discrimination is consistent with the research evidence in the field.

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**Rutgers University-Newark and New Brunswick**

*Decision Sciences: Hospital Operations*

Coordination – or the information exchange among physicians and hospital staff – is necessary for desirable patient outcomes in healthcare delivery. However, coordination is difficult because healthcare delivery processes are information intensive, complex and require interactions of hospitals with autonomous physicians working in multiple operational systems (i.e. multiple hospitals). We examine how three important variables distinctive of the healthcare operations context – use of IT for dissemination of test results (ITDR) (i.e. electronic health records systems) by physicians and hospital staff, social interaction ties among them, and physician employment – influence information exchange and patient perceptions of their care. Drawing from the literature on process inter-dependencies and coordination, vertical integration and social exchange, we develop and test research hypotheses linking ITDR, social interaction ties and physician employment to information exchange relationship, and information exchange relationship to provider–patient communication. Using a paired sample of primary survey data and secondary archival data from CMS HCAHPS for 173 hospitals in the USA, we find that increased information exchange relationship drives provider–patient communication, and increased social interaction ties drives information exchange relationship. Social interaction ties fully mediates the relationship between ITDR and information exchange relationship. Physician employment amplifies the link between ITDR and social interaction ties, but does not have an effect on the link between ITDR and information exchange. We do not find a direct relationship between ITDR, and information exchange relationship or provider–patient communication.

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**Rutgers University-Newark and New Brunswick**

**Decision Sciences: Hospital Operations**

The federal government and industry leaders view innovation as a potentially fruitful way to improve hospital performance, specifically patient satisfaction. However, translating a hospital’s innovation orientation into improved performance is challenging given that important network participants—namely physicians—may possess different aims. Grounded in Relational RBV, this study tests a model linking innovation orientation to patient satisfaction through a pathway of knowledge-sharing routines (physician partnering and customer relationship management) and complementary capabilities (hospital responsiveness). Further, this study investigates the moderating role of physician employment (a form of governance) by examining hospitals with high and low levels of employed physicians. Structural Equation Modeling results from a paired sample of primary survey and secondary data from 173 acute care hospitals in the USA reveal the following. Hospitals with high levels of employed physicians translate innovation orientation into patient satisfaction by using customer relationship management (CRM) programs to influence hospital responsiveness directly, ultimately leading to patient satisfaction. Hospitals with low levels of physician employment use CRM programs in a fully mediated fashion to inform physician partnering activities, which influence hospital responsiveness, driving patient satisfaction.

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**Rutgers University-Newark and New Brunswick and Rowan University**  
**Decision Sciences: Absorptive Capacity**

Information management is a core supply chain activity that is increasing in importance as firms strive to become more responsive to growing customer demand for innovative products. However, effective processing of information from customers and suppliers remains a struggle for most firms. Absorptive capacity provides a useful view of information processing activities, but the current understanding of how firms use it to improve performance and why some firms seem to develop it while others do not remains unclear. This study is grounded in information processing theory, and examines the role of absorptive capacity in linking a firm’s responsive strategy and performance. We test a structural equation model on data from 711 manufacturing firms, and validate our results on a second sample of 677 firms. Our study makes three major contributions by providing evidence that: (1) absorptive capacity is motivated by a firm’s responsive strategy; (2) it fully mediates the relationship between responsive strategy and firm performance, indicating that absorptive capacity is a necessary competence for firms that aim to deliver innovative products to customers; and (3) the relationship between responsive strategy and absorptive capacity is U-shaped, indicating that when firms attempt to blend efficient and responsive strategies, their ability to develop absorptive capacity is diminished.

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**Montclair State University**  
**Management: Xiaomi Inc.**

This article provides some lessons companies can learn from the fast rise of Xiaomi – the Chinese technology superstar. In particular, we focus on the way Xiaomi cultivates a close connection with its customers through a product development process that invites user participation – as well as through social media and fan clubs. Xiaomi has truly become not just a technology superstar, but also a model for companies in different industries to revolutionize their business model, innovation, and marketing to compete in this new Internet era.

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**Montclair State University**  
**Economics: Exchange Economy**

We revisit a classical theme of general equilibrium theory, namely the continuity of the Walras correspondence. Using a remarkable theorem due to Fort (*Publ Math Debr 2*:100–102, 1951) which has widely been used in recent literature on game theory, we prove the generic continuity of the price equilibrium-set correspondence under very general assumptions on the exchange economy.

*Ram Sewak Dubey is a member of the faculty at Montclair State University.*

**Fairleigh Dickinson University**  
**Pedagogy: Student Performance**

This study examined variables that are within and beyond the control of students in explaining variations in performance in an introductory finance course. Regression models were utilized to consider whether the variables within the student's control have a greater impact on course performance relative to the variables beyond the student's control. Among the particular variables within the student's control were the student's inclination to procrastinate as evidenced by the relative delay the students exhibited in commencing online homework assignments. Also, separate measures were constructed to examine the effect of the accuracy of the homework submitted and the student's actual completion of those assignments. Class attendance was also considered. The variables largely beyond the control of the student examined in this study were a measure of how far along in the undergraduate program the student had progressed when he/she enrolled in the introductory finance course, a measure of the credit load of the student in the semester when the student took the course, the student's gender, the student's overall academic ability and the relative strength of the student in comprehending quantitative versus verbal concepts. For the three measures of student performance studied, average homework grade, the mid-term exam grade and the final exam grade, all of the relevant variables within the student's control demonstrated some impact on the various measures of performance. There was persuasive evidence that the variables within the student's control were more influential in explaining differences in student performance than the variables beyond the student's control.

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Fairleigh Dickinson University
Marketing: Institutional Logics

Adopting an institutional theoretic framework, this article examines the evolution and competitive dynamics of markets composed of multiple practices, beliefs, and rule systems. The 30-year historical analysis of the U.S. yoga market illustrates the coexistence of spirituality, medical, fitness, and commercial logics. Using data gathered through archival sources, netnography, in-depth interviews, and participant observations, the authors link shifting emphases on institutional logics and their sustenance to institutional entrepreneurs’ accumulation and transmission of cultural capital, strategies to legitimize plural logics, distinct branding practices, and contestations among the pervading logics. The study offers a managerial framework for managing conflicting demands of logics, conveying brand legitimacy, and creating a coherent brand identity in plural logic markets; in addition, it develops a theoretical account of links between institutional logics, competitive dynamics, and market evolution.

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Fairleigh Dickinson University
Marketing: Regifting

Regifting is explored through content and thematic analysis of self-reported stories about regifting exchanges narrated by regifters, regiftees, original gift givers and observers. Analyses reveal four modes of regifting, diverse tactics employed by regifters, a variety of cues that signal regifts, as well as emotional, relational and behavioral outcomes of regifting. Findings highlight the need to examine regifting as a phenomenon related to but distinct from traditional, dyadic gift giving, and to incorporate aspects of systemic and communal gift-giving models. This research redefines the boundaries, forms, and characteristics of regifting based on consumers’ perceptions, and highlights implications of regifting for the ethos of traditional gift giving.

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*Fairleigh Dickinson University*

**Pedagogy: Integrity of Online Testing**

There has been a remarkable growth in distance learning courses in higher education. Despite indications that distance learning courses are more vulnerable to cheating behavior than traditional courses, there has been little research studying whether online exams facilitate a relatively greater level of cheating. This article examines this issue by developing an approach using a latent variable to measure student cheating. This latent variable is linked to both known student mastery related variables and variables unrelated to student mastery. Grade scores from a proctored final exam and an unproctored final exam are used to test for increased cheating behavior in the unproctored exam.

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**William Paterson University**  
**Marketing: Stackable Discounts**

Stackable discounts are gaining popularity in the marketplace but have received little research attention. This paper addresses this research gap by examining the impact of stackable discounts on retailers’ price images. One experiment was conducted to compare the effects of stackable discounts with single discount on consumer price and value perceptions. The findings suggest that stackable discounts are superior to single discount in terms of creating a more favorable retail price image.

*Shan Feng is a member of the faculty at William Paterson University.*

William Paterson University
Marketing: Micro-Blogging

Micro-blogging platforms have emerged as marketing tools that multinational companies increasingly utilize to establish and promote their brands. The question is whether they use these platforms strategically, localizing the content and the structure for their target population. This chapter uses case study content analysis to begin answering this question. Social media updates posted by Starbucks over a one-month period on Twitter in the U.S. and on Sina Weibo in China were analyzed using three existing validated frameworks. The results indicate that Starbucks somewhat localizes its posts to its Chinese consumers, in terms of content, symbols, values, and offerings. However, it underutilizes its Sina Weibo page compared to its Twitter counterpart. This chapter goes on to suggest micro-blogging strategies for multinational companies in the Managerial Implications section and concludes with a discussion on the direction of future research for scholars in this field.

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**Rowan University and Rider University**  
**Finance: Post-Crash Market Reversal**

We study investor overreaction using data for five major stock market crashes during the 1987-2008 period. We find evidence of investor overreaction in all five stock market crashes. The prices of stocks investors bid down more than the average during crashes tend to increase more than the average in post-crash market reversals. In line with CAPM, we find that high beta stocks lose more value in crashes and gain more value in post-crash market reversals relative to low beta stocks. We further find that smaller firms and those with a low market-to-book ratio lose more value in stock market crashes. However; they do not gain more value in post-crash market reversals, implying that investor reaction against these firms in stock market crashes is not an overreaction. In examining industry-specific behavior, our results indicate that investors overbid down the prices of high-tech stocks in the 1997 crash and manufacturing stocks in the 2008 crash relative to other stocks. However; the prices of stocks in these industries increased more than other stocks in the post-crash market reversals, implying investor overreaction for these industries in these stock market crashes.

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*Rutgers University-Newark and New Brunswick Pedagogy: Intermediate Accounting*

Thinking like an accountant isn’t just rote memorization of accounting rules. Rather, it’s developing the judgment and decision-making skills needed to form accounting estimates and evaluate financial statements critically. With its focus on Conceptual Framework fundamentals and critical thinking, Gordon, Raedy, and Sannella’s *Intermediate Accounting* gives readers opportunities to develop problem-solving skills, apply their judgment, and work with real company financials—all of the skills necessary to succeed in the course, and beyond. After mastering these essential skills, readers will not only be prepared to pass the CPA exam, they’ll be able to think like accountants. The foundation for this book is based on Alexander Sannella’s original manuscript which has been used in his classes for over 30 years.

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**Seton Hall University**

**Economics: Non-Economic Damages Caps**

This paper uses 1989–2010 county-level data to reexamine the effect of non-economic damages caps on the field of obstetrics. Previous literature found that caps on damages lead to both changes in the number of physicians and changes in treatment patterns. This paper investigates whether the changes in procedures are attributable to changes in incentives or to selection when new entrants could have a different practice style than incumbents. First, I find that the relationship between non-economic damages caps and the number of physicians and procedures identified in previous literature is not robust to the inclusion of the newer policy changes. Second, over the period when such changes were observed, the impact on procedures is concentrated in areas with the greatest changes in the number of obstetricians/gynecologists per capita, suggesting that most of the effect on procedures is driven by differences in practice style between entrants and incumbents.

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*Seton Hall University*  
*Economics: Kuznets Curve*

Simon Kuznets’ (1955) hypothesis that as a country develops, a natural cycle develops where inequality first increases, then decreases, has become known as the Kuznets curve. This pattern has also been applied to the environment, an ‘Environmental Kuznets curve’, showing that as development occurs, pollution first increases; then decreases because people value clean air. We expand the Kuznets curve to an ‘Obesity Kuznets curve’; as incomes rise, resources become available to buy more food. As such, people consume more calories and obesity rates increase. However, as incomes continue to rise, personal health becomes a more valued asset and people decrease their obesity levels (increasing their health levels). We find evidence of an Obesity Kuznets curve for white females. In addition, we find that as income inequality increases, obesity rates fall.

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**Seton Hall University**  
**Economics: Diabetes Insurance Mandates**

Among the factors thought to contribute to lagging improvements in infant health in recent years are increasing obesity and diabetes prevalence among women of childbearing age. This article uses a difference-in-difference-in-difference empirical strategy to investigate the impact of mandated insurance coverage for diabetes on adverse pregnancy outcomes. Among educated women, who have high rates of coverage through private insurance that is subject to insurance mandates, diabetes mandates are associated with a reduction in low birth weight and premature birth prevalence. These gains are concentrated among older women and are larger for African-Americans. There is a weaker effect on the prevalence of high birth weight, potentially because of the deleterious effects of an increased probability of pregnancy weight gain in excess of 35 pounds among diabetic women in states with mandates.

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*Rutgers University-Camden
Accounting: Foreign Ownership*

Studying a sample of Japanese firms, we examine whether foreign investors exert a significant influence on earnings management through manipulation of real activities. We find that foreign investors play an independent role in restraining real earnings management, as captured by abnormal cash flow from operations, abnormal discretionary expenses, abnormal production costs, or a composite of the aforementioned three measures. These results are robust to a variety of controls, including economic fundamentals, domestic blockholdings, governance mechanisms, and endogeneity of foreign ownership. Our findings indicate that sophisticated foreign investors, with relatively few business ties to local management, improve the accounting oversight of local firms by curbing earnings manipulation via operating activities. Collectively, our evidence suggests that one potential benefit of capital market globalization is less real earnings management in particular and higher earnings quality in general.

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**Fairleigh Dickinson University**  
**Management: Leadership Ratings**

Organizations frequently use 360-degree feedback for both leader development purposes and as a mechanism to evaluate leader effectiveness. In order for ratings to provide useful data, they must accurately report whether specific types of leader behaviors occurred. Yet accurate measurement of leader behaviors remains elusive. In this article, we examine several factors that introduce bias into leadership ratings including follower individual differences, contextual factors, and even the type of questionnaire used. Finally, we offer several solutions aimed at increasing the accuracy of follower ratings of leader behavior: 1) solutions that focus on focus on the followers, such as rater training and selection; 2) solutions that focus on data collection and measurement considerations, such as collecting multiple reports over time and increasing the use of measures that tap into concrete, observable behaviors and/or creating conditions that are conducive for the recall of these behaviors; and 3) solutions that focus on data analysis such as controlling for individual differences that are known to impact rating accuracy.

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**Fairleigh Dickinson University**  
**Management: New Jersey Health Initiatives**

The introduction of the Affordable Care Act of 2010 has created opportunities within the current climate of health care delivery reform for human service agencies to bridge the divide between health and social services. We present a study of a community-based social service agency, Jewish Vocational Service of Metro West (JVS), operating as an accountable care organization. With grant funding, the JVS was successful in delivering integrated social and health care services to a portion of their clients with a variety of severe physical, psychiatric, and developmental disabilities. This was accomplished by establishing a program in which full-time health care case managers, mainly trained as vocational rehabilitative specialists, were also charged with coordinating the program participant’s health care needs and acting as personal health care advocates. As a result, there was a measurable increase in participant’s health literacy, proactive health-seeking behavior, and satisfaction with several aspects of the service experience. The results also suggested that the program improved client functioning and quality of life. Overall, the program’s positive results suggest that social service agencies infused with healthcare capabilities can provide an important bridge between health and social services.

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**Rutgers University-Camden**

**Management: Nonprofit**

Nonprofit organizations rely on contributions to achieve mission-based objectives. While many determinants of contributions have been uncovered (e.g., fundraising budget, organization age, and operational efficiency), little is known about the role that celebrity affiliation plays in generating contributions. Using a sample of more than 500 industry-diverse charities with known celebrity affiliations, we find support for the celebrity-lift hypothesis—that celebrity-affiliated nonprofits are associated with increased contributions. We also find that celebrity affiliation has a substitution effect such that fundraising expenses are lower at celebrity-affiliated organizations.

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**William Paterson University**

**Management: Firm Performance**

According to the “structure-based view” of performance, the way a firm fits into the industry structure is seen as the primary source of competitive advantage. On the other hand, the “strategy-based view” contends that process-based aspects of firms should be accorded far more importance in the study of the determinants of performance than macro, structural indicators. While research in both these fields has added immeasurably to our understanding of inter-firm heterogeneity, there has been little attempt at integrating the wisdom from their collective findings. In this paper, we attempt to place the two fields in an integrative framework, arguing that linking the research on the strategic variables with structural research can explicate a number of unexplained facets of firm performance.

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**Fairleigh Dickinson University and Montclair State University**  
**Information Technology: Electronic Voting**

Voting has been an accepted means for electing candidates, receiving public approval for referendums and budgets, and for many other tasks where the will of the people, whether a broad population or a select group, can be recorded and measured in a tangible way. Because of advances in technology, together with problems inherent in manual forms of voting, the concepts and issues relating to electronic voting (e-voting) and various other technology-based forms, are being proposed, discussed, and examined. The goal of all such systems is the casting and recording of the votes from eligible voters as they intended to be cast, with adequate security. This security requires that there be no identifiable connection between the voter and the vote that is cast, while providing an audit trail that can be used to validate that every vote was counted and tallied, as cast. The focus of this paper is to examine electronic voting technologies from the perspective of usability in controlled environments. Current research has shown that such systems form the majority of the nascent e-voting technologies, primarily because they have come closest to solving the usability and security issues inherent in technology–based voting systems.

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**Rutgers University-Camden**

**Finance: Corporate Cash Holdings**

We find that cash holdings are more valuable for firms disclosing material weaknesses in the Sarbanes–Oxley (SOX) 404 internal control assessments. We estimate that the value spread for firms with weak controls vs. effective controls is about $0.25 for an extra dollar of cash. Our results are not driven by account-level weaknesses but by more severe, company-level weaknesses in internal control over financial reporting (ICFR). Further, the economic consequences of cash resources significantly decrease with the remediation of previously reported material weaknesses. These results suggest that the favorable (precautionary) impact induced by weak ICFR appears to more than offset the adverse (agency) effect entailed by ineffective ICFR. Overall, our results survive alternative variable specifications, sample splits, matched sample analyses, and a variety of controls.

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**Rutgers University-Camden**

**Decision Sciences: Cognitive Capability**

This research aims to advance our understanding of the relationship between exploitative learning and new product development (NPD) efficiency by investigating four novel contextual variables. Based on a survey of 193 NPD projects in information technology firms located in Taiwan, we used hierarchical moderated regression analysis to test our research hypotheses. The results reveal that the relationship between exploitation and NPD efficiency is positively moderated by managerial strategic consensus and the cognitive capabilities of team members. Our findings suggest that NPD project teams engaging in exploitation yield improved NPD efficiency when the cognitive capabilities of team members and strategic consensus between managers are present. If firms desire to leverage exploitation to succeed in the highly volatile IT industry, they must recognize and create conditions under which exploitation will bring about desirable outcomes.

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**Seton Hall University**  
**Legal Studies: Equal Protection**

This article discusses issues relating to gender identity as they pertain most especially to the NCAA and Title IX in the arenas of high school and collegiate sports. The focus of the article will be on the rights of transgender student athletes, coupled with a discussion of the evolution of the current rules in place to protect transgender athletes from discrimination, as well as the allegation of potential unfairness that such transition creates in the sphere of athletics by reviewing statutory, administrative, and organizational materials, as well as important common law case precedents. The article concludes with a policy argument calling for adoption of enhanced constitutional protections on 14th Amendment equal protection grounds as the most effective way to protect the rights of transgender athletes. Creating fair, safe, and inclusive policies at the college and high school levels leads to increased awareness and understanding of transgender or gender non-conforming individuals.

*Richard J. Hunter, Jr. is a member of the faculty at Seton Hall University. Tayler E. Brown is a student at Seton Hall University.*

*Seton Hall University*

*International Business: Expatriate Employees*

This paper will investigate several important aspects in the employment of expatriate employees in conducting international business. The choice of three discreet topics (expatriate compensation, taxation, and aspects of the Foreign Corrupt Practices Act) reflects the nature of issues that have immediate implications for an American who might be seeking a foreign employment opportunity with a Multinational Enterprise, a subsidiary, or related business operation (such as a joint venture or an international franchise) of an American company.

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**Seton Hall University**

**Legal Studies: National Labor Relations Act**

This article considers two issues. First, Part I deals with the following topics: What are the practices and procedures of the National Labor Relations Board in determining questions relating to the certification process and the appropriateness of any proposed bargaining unit in the context of graduate students serving as research and teaching assistants? The second issue found in Part II revolves around the following question: Are these teaching assistants, research assistants, and graduate assistants employees for the purposes of the National Labor Relations Act. Part III offers some commentary on how the Board may have resolved these issues in the context of current labor relations in the United States. The thesis of the paper may be summed up as follows: "What the Board Giveth, the Board Can Taketh Away…"

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*Seton Hall University*

**Legal Studies: Products Liability**

This paper will consider several legal issues presented by this scenario: Is the Whip-it! a defective product? Is the manufacturer or the seller of the Whip-it! liable for not properly warning a prospective plaintiff about the dangers inherent in the use of the product? Is Walter a “foreseeable” user of the product? Has the plaintiff misused the product to such an extent that he or she would be unable to recover for any injuries? Would any other defenses be potentially available to the defendant? These questions will be analyzed in the context of *Starn v. Smoke Island* and *Jenkins v. W.L. Roberts, Inc.*

Richard J. Hunter, Jr. is a member of the faculty at Seton Hall University. Sandra Solano is a graduate of Seton Hall University.

**Seton Hall University**  
**International Business: State Central Planning**

This paper considers the nature of Polish foreign trade, both before and after the economic transformation in 1989. The paper discusses the context of trade within the COMECON and state central planning systems, which confined trade to specially designated foreign trade organizations (FTOs) and placed it under the direction of the bureaucracy or nomenklatura. The paper discusses the impetus for reform that occurred after 1989 in the Balcerowicz Plan, its major macro strategies, the derivative traits of the command-and-control economy, and the concrete actions undertaken in the economy as a whole and specifically in the conduct of foreign trade. The paper considers these issues within two important “change” contexts: Poland’s impending membership in the European Union and the virtual collapse of the Soviet Union’s market and its currency which brought about significant currency exchange difficulties. The paper concludes with a discussion of the positive changes that have occurred in Polish trade in both imports and exports in the context of developed, EU, and developing nations.

*Richard J. Hunter, Jr. is a member of the faculty at Seton Hall University.*

**New Jersey Institute of Technology**

**Decision Sciences: Euclidean Distance**

Identifying specific inter-firm relationships that are associated with increased efficiency can guide the formulation of corporate strategy. Although many tools have been developed for measuring qualitative (e.g., friendship and workflows) and, but also quantitative relationships (transactions and cross-shareholdings), owed largely to changes resulting from uncertainty and globalization, additional mathematical methods are required. Consequently, this research proposes a new approach known as the DEC spatial model to calculate Euclidean distance embedded in three-dimensional space composed of three network indices: degree, effective size, and capacity. Transaction data drawn from Mazda’s Yokokai is used to compute degree, effective size and capacity. The relationship between Euclidean distance, which is calculated, and sales (an indicant of corporate performance) is also assessed. Managerial implications, study limitations and suggestions for future research are offered.

*Rajiv Mehta is a member of the faculty at New Jersey Institute of Technology.*

**New Jersey Institute of Technology**  
**Decision Sciences: Effective Size**

This paper introduces recent fundamental modifications to the Japanese alliance system known as the keiretsu, and analyses how these changes have affected corporate performance. More specially, the performance of Japanese auto manufacturers, such as Toyota, Nissan and others, has significantly improved due to sophisticated production system technologies, highly productive workers, and recurring transaction relationships with their network family partners. After the economic bubble of the 1990s, the strong ties between automobile makers and their supplier partners experienced significant changes, which are known as “keiretsu loosening.” Consequently, what is the status quo of automotive keiretsus? Does cross-shareholding, which is one specific form of capital relationship in keiretsu, still contribute to improving corporate performance? To answer these questions, this research reports the results of a study that collected data on cross shareholdings to shed light on the relationship between inter-firm capital relationship and corporate performance. The findings of this empirical investigation reveal that: (1) Keiretsu is a flexible, highly adaptive organizational form; its scale changes in response to economic situations; (2) Capital relationships still remain a significant determinant of increasing profits for keiretsu partners even after the bubble burst in the 1990s.

*Rajiv Mehta is a member of the faculty at New Jersey Institute of Technology.*

**New Jersey Institute of Technology**

**Decision Sciences: Corporate Performance**

This paper discusses recent fundamental changes in the Japanese alliance networks known as keiretsu, and reports the findings of an empirical investigation on the relationship between these changes and corporate performance. More specially, the performance of Japanese auto manufacturers, such as Toyota, Mazda and Nissan, among others, has significantly improved due to sophisticated production system technologies, highly productive workers, and recurring transaction relationship with other partners in their network organization. One possible determinant of their success could be due to their unique organization forms -the keiretsu- which provides a strong platform to forge their strategic alliance ties with their parts suppliers as well as collaboration into research and development activities with other automobile manufacturers. After the Lehman Brothers bankruptcy in 2008, the strong ties between automobile makers and their supplier partners underwent significant modifications manifested by a "loosening of network ties due to “external influences.” Consequently, this begs the following questions: What is the status quo of automotive keiretsus? Are transactional relationships in keiretsu still associated with improved corporate performance? To answer these questions, this paper reports the results of a study that collected data on transaction to shed light on the relationship between inter-firm transactional relationship and corporate performance. The findings of this empirical investigation reveal that: (1) Keiretsu is a flexible, highly adaptive organizational form; its scale is prone to modifications in response to changes in economic conditions; (2) Transactional relationship is still a significant determinant of increasing profits for keiretsu partners even in the aftermath of the 2008 financial crisis.

*Rajiv Mehta is a member of the faculty at New Jersey Institute of Technology.*

*Seton Hall University
Finance: Investment-Cash Flow Sensitivity*

This paper examines the role of buyer–supplier relationships on suppliers’ financial constraints. Buyers are non-financial stakeholders with both the ability and incentive to monitor their supplier and act as a certifying agent. This mitigates agency costs, reducing the wedge between the costs of internal and external funds resulting in lower investment–cash flow sensitivity and lower cash–cash flow sensitivity. I provide empirical evidence for this effect. The results highlight the importance of understanding buyer–supplier relationships when evaluating a firm’s financing and investment policy.

*Jennifer Itzkowitz is a member of the faculty at Seton Hall University.*

**Montclair State University**  
**Information Technology: Rapid Development**

The use of rapid development techniques allows building high quality systems in short timeframes while reducing project costs and adding flexibility to the development process so it can be easily adapted to meet customer needs in a volatile market. In order to obtain the benefits of implementing rapid development methods, the development organization and the processes utilized need to be congruent with rapid development methodologies and techniques. A problem encountered by product development organizations is how to identify projects are suitable for the rapid development approach. An extensive academic research about the implementation of rapid development techniques in Systems Development Life Cycle (SDLC) processes resulted in the identification of selection criteria for the determination of project suitability for rapid development methods. The selection criteria identified by this research are essential elements that must be present in every rapid development environment in order to obtain the benefits of implementing rapid development techniques.

*Rashmi Jain is a member of the faculty at Montclair State University.*
Montclair State University
Accounting: Accounting Standards

The increase in international trade and investments has created a number of challenges to the accounting profession and standard setters. These gatekeepers have been under pressure from multinational companies, stock exchanges, securities regulators and international lending institutions to reduce diversity and harmonize accounting standards and practices internationally. This pressure sparked a worldwide covenant towards having one set of High Quality Global Accounting Standards. However, given the huge number of national barriers related to aspects such as differences in cultures, languages, beliefs, among others, the reality of achieving one set of global accounting standards is not guaranteed. This study evaluates efforts being made by these countries towards the achievement of a common set of global standards and draws conclusions as to the feasibility of having one set of worldwide global accounting standards. We utilize the experiences of African countries as well as the U.S.A. to examine the progress made in assessing the feasibility of having one set of global accounting standards. Although many African countries have wholeheartedly adopted IFRS, the larger more powerful countries, such as the U.S.A. are only converging to IFRS with their own generally accepted accounting standards. Therefore, this study concludes that there cannot be one set of global accounting standards. Nevertheless, there can be a common foundation or basis for accounting standards leading to similarities in financial reporting across the globe. This research contributes value to the accounting community in that it investigates issues associated with convergence and harmonization of international accounting reporting standards. This topic is of relevance to managers and accountants as they grapple with the measurement of multinational transactions and the consolidation of international financial statements. The findings will also be relevant to accounting bodies, regulators, investors, governments, multi-lateral institutions and foreign and domestic organizations as well as other interested parties doing business or wishing to do business in Africa as well as with other countries. Furthermore, the findings of this paper will assist educators and other interested persons in gaining a better understanding of the adoption and convergence process as well as international financial, accounting, auditing and other issues, particularly as it relates to African countries.

Agatha E. Jeffers is a member of the faculty at Montclair State University. Gifty A. Oduro is a student at Montclair State University.

**New Jersey City University**  
**Economics: Psychological Ownership**

This research examines the impact of nonconscious goal activation on investors' feelings of psychological ownership of their investment choices. An initial experiment finds that psychological ownership is greater when an investment choice is incongruent with a nonconsciously-activated financial goal. Consistent with the notion that psychological ownership engenders self enhancement motivation, ownership is also positively associated with word-of-mouth intentions. However, two additional experiments show that these effects are attenuated when an investor's decision process focuses on deciding in the "right way" (versus focusing on making the "best choice"). Findings across all studies support an integrative perspective on theories of psychological ownership and regulatory engagement: When individuals overcome personal resistance by choosing an option that is incongruent with a nonconscious goal, they experience greater feelings of engagement, which in turn lead to enhanced feelings of psychological ownership of the chosen option and greater word-of-mouth intentions.

*Bernard McSherry is the Dean of the School of Business at New Jersey City University.*

**Rowan University**  
**Decision Sciences: Data Envelopment Analysis (DEA)**

The purpose of this paper is to explore an innovative performance model for a two-stage sequential production process by combining data envelopment analysis (DEA) and back propagation neural network (BPNN). Recent literature shows a growing interest on performance modeling of two-stage production process using DEA. But, most previous studies on the scope of two-stage modeling are still limited to the efficiency measurement and also have neglected the progressive direction of predictive value and capacity. As an optimization technique, two-stage DEA model lacks predictive capacity. Despite an adaptive prediction model being a practical necessity, this area has rarely been addressed in the previous studies. This paper demonstrates an integrative approach to constructive performance modeling of a two-stage sequential production process by exploring predictive capacity of BPNN in conjunction with DEA. The effectiveness of our jointly integrated performance model through this study is empirically supported by its practical application to the financial banking operations across large U.S. banks.

*Jooh Lee is a member of the faculty at Rowan University.*

**William Paterson University**  
**Pedagogy: Entrepreneurship Programs**

'Business Plan' competitions are a proven way to create buzz for entrepreneurship programs. They generate significant excitement and interest among students, and increase awareness of the program among the larger community. Unfortunately the expense, complexity and resource requirements of such competitions puts them out of the reach of new and small programs. In this presentation we will discuss the benefits and challenges of business competitions. We will also describe an innovative approach - the 'Business Concept' competition, which emphasizes the basic ideas driving a business without requiring a full 'Business Plan'. Additionally we will outline some of the essential activities and key lessons learned from our competition process. The proposed method has been successfully piloted. We found that it fostered creativity and involvement among students, strengthened relationships with other schools within the university and resulted in positive publicity for our new entrepreneurship program.

*Robert Laud, Stephen C. Betts, and Sam Basu are members of the faculty at William Paterson University.*

**Montclair State University**

**Accounting: Sustainability Reporting**

The sustainability movement has resulted in increased demand for more transparent reporting. Though more and more corporations provide sustainability information voluntarily, there are currently no authoritative or uniform requirements for reporting these initiatives. As a result, the usefulness of such disclosure is diminished. In this article, we undertake a conceptual discussion regarding Corporate Social Responsibility (CSR) reporting. To this end, we formulate the following questions: Should CSR reports and disclosures be standardized? If so, who should set the standards? Should these standards be regulated? If so, who has the authority to regulate these reporting practices? Our primary objective is to start a dialogue on sustainability reporting among all concerned parties. This discussion can be of considerable benefit and can undoubtedly lead to more informed and improved planning, control and decision making by regulators, standard setters, managers, stakeholders, environmental groups and other interested parties. It can also be of benefit to accountants and auditors as they undertake their attest function, and to researchers and academicians as they prepare the future leaders of society.

*Beixin (Betsy) Lin, Silvia Romero, Agatha E. Jeffers, and Laurence A. DeGaetano are members of the faculty at Montclair State University.*

**Montclair State University**  
**Legal Studies: Divorce**

This research has an immense impact on the business practitioner. The value of a business is a significant asset of a marital estate. Equitable distribution depends on the valuation of a business when assets are divided in a matrimonial litigation. This manuscript is written in a clear, concise manner that informs a business practitioner of the risks and concerns if confronted with a matrimonial litigation. A business practitioner can take the appropriate steps to understand the implications of business valuation in a divorce.

*Peter L. Lohrey and James A. DiGabriele are members of the faculty at Montclair State University.*

*Seton Hall University  
Finance: Portfolio Investing*

The purpose of this paper is to test the efficacy of an application of modern portfolio theory (MPT) from 2000 through 2009, a period during which the annual rate of return on the S & P 500 is negative. The financial media have called this period “the lost decade” for investors. Using monthly data, the author uses a series of annual out-of-sample tests to compare the risk-reward performances of MPT portfolios against those of the S & P 500. The author finds that the MPT portfolios outperformed the S & P 500. During the “lost decade,” they generated a cumulative return of over 77 percent compared to a cumulative return of −9.1 percent on the S & P 500. Moreover, the MPT portfolio β’s are low, ranging from 0.45 to 1.01, suggesting above-average risk-reward performances. The MPT portfolios are relatively small, and might not be well diversified. That said, they comprise a core set of securities that could help investors achieve a risk-reward performance that exceeds that of the S & P 500. The results suggest that investors should not overlook the potential of MPT, despite its theoretical and practical limitations, to provide above-average returns at below-average risks. This is the first study to show the efficacy of MPT during a period in which it was criticized at having failed investors when they needed it most.

*Anthony Loviscek is a member of the faculty at Seton Hall University.*

**Montclair State University**  
**Information Technology: Perceived Privacy Breach**

This study examines four factors affecting perceptions of privacy breach among smartphone application users. The four factors drawn from psychological contract theory are: the type of information perceived to be misappropriated by the application, the presence of a legal agreement giving application developers rights to use the information, the source of information suggesting that a privacy breach may have occurred and the application type (free or paid). An experimental examination of these factors indicates that perceptions of misappropriation of financial information are more distressing than perceived misappropriation of geo-location data. In addition, the existence of legal contracts giving application developers rights to information only partially attenuates perceptions of privacy breach among application users. This study offers a novel theoretical perspective toward understanding perceptions of privacy breaches and it shows that privacy breach perceptions vary according to the characteristics of the breach. At the methodological level, this study offers a new focal construct to measure perceived privacy breach. At a practical level, the empirical results highlight the limitations of legal contracts in preventing perceptions of privacy breach.

*Stanislav Mamonov is a member of the faculty at Montclair State University.*
Montclair State University

Pedagogy: Business Analytics

Business analytics is a fast-growing area in practice. The rapid growth of business analytics in practice in the recent years is mirrored by a corresponding fast evolution of new educational programs. While more than 130 graduate and undergraduate degree programs in business analytics have been launched in the past 5 years, no commonly accepted model of business analytics curriculum yet exists. Drawing on competency-based curriculum design literature, we take the first steps towards initiating a debate on the model curriculum in business analytics. We analyze a sample of business analytics job announcements from different industries and identify a preliminary set of business analytical competencies sought in practice. Further, we examine six existing graduate programs in business analytics which reveal divergent approaches to business analytics curricula. These institutions were selected since they offered a graduate degree program in business analytics for at least two years. Our findings indicate that there are significant variations in the program structure in terms of program length (10 to 18 months) and flexibility (electives comprise 0 to 37% of the course work). We also found that the programs vary greatly in the coverage of both traditional analytics and the new emergent technologies and analytical methods. We conclude with a commentary on the emergent trends in business analytics in practice and the opportunities presented by these trends for the academia.

Stanislav Mamonov, Ram Misra, and Rashmi Jain are members of the faculty at Montclair State University.

**William Paterson University**  
**Marketing: Interfirm Relations and Shareholder Value**

Despite sustained interest in product alliance activity, little is known regarding the effect of product alliances on shareholder value. Whereas proponents of alliances justify their formation by emphasizing access to relevant resources and know-how, critics highlight the risks inherent in alliance partner opportunism. To reconcile these opposing viewpoints, we develop and test a conceptual framework that predicts the impact of product alliance activity and the broader network it engenders on shareholder value: stock returns, systematic risk, and idiosyncratic risk. We test our hypotheses using a sample of 359 biopharmaceutical firms (2,394 firm-years) and their associated networks of ties over a 20-year observation window. Accounting for the endogeneity of product alliance formation, our findings strongly indicate that managers must pay attention to the effects of product alliance activity on both stock returns and stock risks. Whereas product alliance activity can reduce stock risks, it also results in a corresponding decrease in stock returns. These findings are sobering. Yet, we do not mean to offer a universal “doom and gloom” prediction for product alliances. In fact, our research suggests that firms engaging in product alliances should look beyond their focal alliance partners to the extended network of relationships to improve stock returns. The leverage afforded by not only direct ties with partner firms, but also by indirect links to their partners’ partners, provides access to information that facilitates partner selection and alliance governance. Our findings also encourage forward-thinking managers to strategically leverage their extended alliance networks in an effort to further their risk-reduction objectives. Our research highlights both the promise and the pitfalls on undertaking product alliance activity, providing evidence of a trade-off between risk and return.

*Sudha Mani is a member of the faculty at William Paterson University.*

**William Paterson University**  
**Pedagogy: Role-Plays and Sales Education**

Sales competitions provide students with opportunities to apply their understanding of sales. Despite a long tradition of scholarship on sales role-plays, the answer to what drives student performance in sales competitions remains elusive. In this research we examine how motivation (work engagement) and ability (cognitive aptitude and selling-related knowledge) affect student performance in sales role-play competitions. We also examine how success in sales role-plays engenders job attainment for the students. Using data from a sales competition held at a large public university in the USA, we provide empirical evidence that both motivation and ability affect sales performance. But, contrary to expectation, they have a substitution effect rather than a complementary one. We also find evidence that success in sales role-plays translates into improved success in job interviews and that this effect is stronger for students with greater cognitive aptitude, i.e., sales role-play performance complements the cognitive aptitude of the student to improve their mock interview performance. This study highlights the benefits of university-corporate partnerships, which are a severe drain on department and university resources. However, the strong evidence of the positive effect of sales role-play performance on mock interview performance validates the need and importance of such events. The study underscores the importance of increasing stakeholder engagement by co-opting the sales community into the design, implementation, and evaluation of activity-based programs. Finally, from a sales program assessment perspective, we demonstrate that we can close the loop of learning, performance, and job attainment.

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**The College of New Jersey**

**Pedagogy: Financial Institutions, Investments & Management**

*Basic Finance: An Introduction to Financial Institutions Investments & Management*, introduces the three primary aspects of finance and examines how they are interrelated to give students a firm foundation in all of finance—not just corporate finance. Each chapter offers a concise, self-contained treatment of one or two finance concepts or institutions easily covered in a single class period. Students can build on what they learn through the text's number problems, illustrations using financial calculators, and a Microsoft® Excel appendix. The text introduces the time value of money using three approaches to reinforce the concept—interest tables, financial calculator keystrokes, and investment analysis calculator software created specifically for the Mayo books. The 11th Edition includes additional self-help problems with answers and relationships with answers, new coverage of classes of stock/preferred stock, and new sections on Internet sources of information. It is also completely up to date with current tax laws.

*Herbert B. Mayo is a member of the faculty at The College of New Jersey.*
Tax evasion is defined as the illegal nonpayment of a tax. Various arguments have been made over the centuries to justify tax evasion. Historically, the strongest arguments to justify tax evasion have been in cases where the people perceive the tax system to be unfair, where the government is corrupt, where tax rates are too high, where there is inability to pay, where a large portion of the funds collected are wasted or wind up in the pockets of corrupt politicians or their friends or family, where the funds are spent on projects the taxpayer morally disapproves of, or where the taxpayers perceive that they are not getting much in return for their tax payments. There has also been a perception that tax evasion is acceptable if everyone else is doing it or if the probability of getting caught is low. Historically, the weakest arguments have been in cases where the government works for the benefit of the people, where the money is being spent wisely, where the government is not corrupt, where the system is perceived as being fair, and where the people are receiving good benefits in exchange for their tax payments. The present study examined and summarized the main arguments and incorporated them into a survey instrument that was distributed to 200 university students in China and 161 in the United States to determine the relative strengths of 18 historical arguments that have been used to justify tax evasion in the past. The arguments are ranked from strongest to weakest. Comparisons are also made between Chinese and U.S. opinion. A comparison of rankings and mean scores found that, overall, the Chinese were significantly more opposed to tax evasion in 10 cases and significantly less opposed to tax evasion in two cases. Chinese women were more opposed to tax evasion than were Chinese men in all 18 cases; the opposition was significantly stronger in 10 cases. For the U.S. sample, men were significantly more opposed to tax evasion than women in one case; for the other 17 cases, the differences in mean scores were not significant.

Yeomin Yoon is a member of the faculty at Seton Hall University.

**Rider University**  
**Finance: European Stock Markets**

Empirical studies show that correlation between national stock markets increased and the benefits of global portfolio diversification decreased significantly after the global stock market crash of 1987. The 1987 and 2008 crashes are the two most important global stock market crashes since the 1929 Great Depression. Although the effects of the 1987 crash on the co-movements of national stock markets have been investigated extensively, the effects of the 2008 crash have not been studied sufficiently. In this paper we study this issue with a research sample that includes the U.S. stock market and twenty European stock markets. We find that correlation between the twenty-one stock markets increased and the benefits of portfolio diversification decreased significantly after the 2008 stock market crash.

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**Rider University and Rowan University**

**Finance: 2008 Stock Market Crashes**

The 1987 and 2008 stock market crashes are the two most important stock market crashes in U.S. history since the Great Depression. Although there are many studies examining the effects of the 1987 stock market crash on global portfolio diversification, the effects of the 2008 stock market crash on global portfolio diversification has not been sufficiently studied. In this paper, we study this issue by comparing the co-movements of global stock markets in the 2003-2007 pre-crash period and in the 2009-2013 post-crash period with the Principal Components Analysis (PCA) multivariate technique. Our empirical findings show that the benefits of global portfolio diversification decreased significantly after the 2008 stock market crash.

_Ilhan Meric, Leonore S. Taga, and Herbert E. Gishlick are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University._

**Seton Hall University**  
**Legal Studies: Foreign Corrupt Practices Act (FCPA)**

This article outlines the basic provisions of the Foreign Corrupt Practices Act (FCPA) in the context of several of the major enforcement actions brought under accounting provisions of the Act in the recent past, including a review of the most recent actions of the Securities Exchange Commission (SEC) during 2015. The article offers commentary relating to the necessity of implementing accounting systems and compliance programs, as well as pro-active employee counseling and training so that corporations will maintain accurate records and act ethically in compliance with key provisions of the Act. This article is third in a series relating to the FCPA and its effects on multinational corporations (MNC) and expatriate employees.

David P. Mest and Richard J. Hunter, Jr. are members of the faculty at Seton Hall University.
Emerging markets have lately been the subject of many alarming stories, which are filled with warnings of potentially magnified risks and severe liquidity problems for those who remain invested in such markets. Using a database of 68 emerging-market funds and statistical tools commonly used by the market, this study thoroughly analyzes their performance from various angles. We determine that although investors who had exposure to emerging markets have indeed suffered large losses, the situation doesn’t nearly warrant the current negative hype surrounding emerging markets. Not all asset classes have been affected to the same extent, and although high risks, including liquidity problems, still apply when entering these markets, there are also internal sources of growth and very favorable correlations with developed markets. While some observers continue to call for further pullbacks, this study finds that, on the contrary, favorable current valuations mean that now is the time to increase exposure to emerging markets.

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Montclair State University
Finance: Fixed-Income Exchange-Traded Funds

The debut of fixed-income ETFs in 2002 and 2003 was anxiously anticipated by investors who regard bonds as an essential part of a diversified portfolio. After a slow start that lasted a few years, bond ETFs suddenly started being issued in droves. Even the 2008–2009 financial crisis, which had quite an impact on equity ETFs, didn’t slow down the relentless growth of bond ETFs. That favorable market picture wasn’t matched, however, by their risk-adjusted returns. Most delivered, at best, lukewarm performance. In their defense, proponents of fixed-income investing have typically pointed to the overall low correlation between bonds and other asset classes as one of the main benefits of investing in this asset category, so in this article, the authors analyze the diversification potential of bond ETFs. The results were quite outstanding, as many bond ETFs showed highly favorable correlations in terms of both magnitude and direction of the sign of their coefficients with two major equity benchmarks. As is the case for other asset categories of the ETF market, however, the authors also noticed excessive duplication in the fixed-income segment of the market, making a compelling case for “less is more.”

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*Montclair State University*

*Finance: Exchange-Traded Funds*

Investors anxiously anticipated the debut of actively managed ETFs in 2008, expecting them to succeed as well as their counterparts in the mutual fund industry. In the end, the reality didn’t match the expectations, as actively managed funds are still languishing in the basement of the ETF industry. The first goal of this study is to identify the factors responsible for this state of affairs, particularly an issue around transparency that remains the focus of contention between the Securities and Exchange Commission and fund sponsors pursuing approval of new active ETFs. This study will also investigate whether this sector, which seven years into its existence still presents the characteristics of a cottage industry, is capable of turning the tide and turning into a compelling investment premise. For this purpose, a series of statistical metrics commonly used in the market were applied to all of the current active ETFs, which are split in this chapter into broad asset categories for the sake of convenience. The results show fixed-income ETFs as the only type capable of bringing some value to an overall investment portfolio by enhancing its returns while at the same time reducing its variability. No wonder that they represent by far the largest share of the U.S. active ETF market, although it remains trivial as a whole in terms of net assets.

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**The College of New Jersey**  
**Accounting: AACSB Accounting Accreditation**

This is an exploratory study that examines the relationship between obtaining accounting accreditation from the Association to Advance Collegiate Schools of Business (AACSB) International and CPA exam pass rates. We examined CPA exam results for a thirteen year period (1991-2003) for 19 schools that received initial accounting accreditation during 1997-1999. During this timeframe, the exam was administered in a paper-based format. We compared overall exam scores and scores for individual sections of the exam for the years preceding the year of initial accounting accreditation and for the years following the year of initial accreditation. We found that obtaining accounting accreditation had no effect on CPA exam pass rates.

*Gerald J. Miller and Hossein Nouri are members of the faculty at The College of New Jersey.*

**Saint Peter’s University and New Jersey Insitute of Technology Pedagogy: Business Education**

The purpose of this paper is to compare knowledge of business concepts acquired at the end of undergraduate studies of management in France and the USA. Mind maps were used to examine what knowledge students retained toward the end of their undergraduate studies in business and management. Data were collected from two groups of students, one in France and one in the USA and then analyzed on computer software. The results indicate that the learning process may be influenced not only by the structure and content of the program but also by the environment in which such content is assimilated. This study provides examples of how culture can influence the way we learn and represent core business knowledge. The research was based on a number of undergraduate students and cannot therefore be generalized to other subjects or other levels of studies at the present time. The paper moves away from traditional manners of collecting data through questionnaires and surveys in order to study the impact of management education and what students learn at the undergraduate level.

*Mary Kate Naatus is a member of the faculty at Saint Peter’s University. Katia Passerini and Mark Somers are members of the faculty at New Jersey Institute of Technology.*
In the financial pathway to a sustainable economy, the dichotomous choice between a hybrid car and an all-electric car is an inevitable transitional step. We first use the Toyota Prius and the Nissan Leaf to conduct capital-budgeting base-case analyses using the various traditional techniques. We next delve deeper into the decision-making process by conducting a sensitivity analysis on pairs of variables that have policy implications.

Chee K. Ng is a member of the faculty at Fairleigh Dickinson University.

**Fairleigh Dickinson University**
**Finance: Electric Cars/Hybrid Vehicles**

In the Summer 2012 issue of Petroleum Accounting and Financial Management Journal, Ng et al. concluded (p.34) that “...the price spread between electric cars and hybrid vehicles has dissipated completely as a result of economies of scale on the electric cars and vehicles of each propulsion mode will compete based on mileage efficiency alone.” The same article showed that a price spread of $10,500 between the Chevrolet Volt and Toyota Prius would take 39.17 years to break even at a gasoline price of $3.00/gallon and an interest cost of 3% per year, or never be able to break even if the interest cost were at 5%. They further proved numerically, in a sensitivity analysis, that as gasoline price declines and interest rates rise, the electrical car’s savings will never be able to break even to the $10,500 price spread.

*Chee K. Ng is a member of the faculty at Fairleigh Dickinson University. Mitchell Ng is a student at Princeton University.*

*Fairleigh Dickinson University
Finance: Oil Firms*

We used the Jensen (1967) alpha to identify five oil firms among the world’s largest 59 producers of which 18 have trading in U.S.A. Using the Treynor-Black (1973) technique to establish an active portfolio that augments the passive SPY portfolio, our augmented oil portfolio yielded a Sharpe ratio that is 2.35 times that of the Sharpe ratio of the passive portfolio, and a rate of return that is 2.17 times that of the passive portfolio in forward testing.

*Chee K. Ng is a member of the faculty at Fairleigh Dickinson University. Mitchell Ng is a student at Princeton University.*

**The College of New Jersey**  
**Accounting: Computerized CPA Examination**

This study examines pass rates on the computerized Certified Public Accountant (CPA) exam by comparing the results for candidates with bachelor's degrees from the Association to Advance Collegiate Schools of Business International (AACSB)-accredited institutions to candidates with bachelor's degrees from unaccredited institutions. The comparison includes both business-only-accredited and accounting-accredited institutions. When we examined computerized CPA exam passing rates for a four-year period (2005 to 2008), we found that candidates with bachelor's degrees from accounting-accredited schools outperformed candidates with bachelor's degrees from business-accredited only and unaccredited schools. Furthermore, candidates with bachelor's degrees from business-accredited schools outperformed candidates with bachelor's degrees from unaccredited schools. These results support previous findings from the paper-and-pencil and computerized formats of the CPA exam, which showed candidates from accredited schools outperformed candidates from unaccredited schools.

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**Ramapo College of New Jersey**

**Management: Entrepreneurship**

Using the Panel Study of Entrepreneurial Dynamics II dataset, we examine the role that household income plays in the emergence of consumer-oriented startups by individual (solo), family-based (family), and non-family based start-ups (team). In particular, we address the research question: Does household income impact firm emergence, and if so, is emergence impacted differently based on startup configuration? Our results indicate that household income does have a significant impact on average firm emergence, as well as on emergence growth rates for solo and family firms, playing an especially significant role for family firms. Furthermore, we found that household income is not a significant predictor of startup activity completion for teams. Results from our study reinforce the extant literature on the benefits of starting a firm with teams, and suggests that these enterprise types may provide a more stable platform on which to launch a startup. Implications of these findings and opportunities for future research are offered.

*Enrique Nuñez is a member of the faculty at Ramapo College of New Jersey.*

Stockton University
Marketing: Environmentally Sensitive Behavior

There is growing global concern over wide-spread environmental problems caused by humans. It is imperative to better understand and address these environmental issues for the prosperity and well-being of future generations. The contributions of various disciplines should be acknowledged, which may help green behavior initiatives to work at multiple levels. The consumption process of consumers covers six stages: recognition of need and want, information search, evaluation of alternatives, purchase, use, and post-use. Conventional marketing emphasizes only the purchase stage and it often leads people to overlook the overall negative impact of consumption activities. In comparison, negative social and environmental consequences are evaluated at each stage of the consumption process in social and sustainability marketing practices. Understanding the entire consumption process is essential in that sense. For the purpose of this study, with an interdisciplinary approach, the potential underlying causal factors of environmental behaviors have been examined from various theoretical angles by mostly focusing on individual motivations in the literature. The purpose of this paper is to develop a conceptual model based on an integrative approach to better understand environmentally sensitive consumer behaviors and their predictors. The paper reviews distinct theoretical approaches and, based on the integrative perspective, develops a model using the framework of the goal framing theory (GFT). The GFT covers three substantial motivations of individuals: hedonistic (feelings), gain (advancing or protecting individual resources), and normative (behaving properly) related concerns. On the basis of the GFT, we propose that 12 variables influence the pro-environmental behaviors of consumers (explained in detail in the paper). Furthermore, we categorize environmental behaviors based on three different stages of the consumption process of consumers: purchase, usage, and post-use. (Continued on next page)
The proposed model will offer future studies a holistic understanding of the factors that predict environmentally sensitive behaviors of consumers and the extent to which such behaviors depend on moral considerations, feelings, or self-interest motives. Practitioners can use this model to develop studies to understand which type of social and sustainability marketing strategies would be appropriate to develop in each stage (i.e., purchase, use, post-use) of the consumption process. For example, by examining recycling behavior (one of the most important actions of the post-use stage of consumption process) with the developed model, it could be possible to identify if the physical proximity of recycling containers (i.e., gain motive) is a crucial factor to promote this particular eco-behavior. Based on this type of knowledge, practitioners can develop the best possible social and sustainability marketing strategies for the betterment of the society and environment.

Naz Onel is a member of the faculty at Stockton University.

**Seton Hall University**  
**Pedagogy: Focus Group Research Center**

This article provides a practical guide and insights into developing a focus group research center or a similar “learning lab” for the purposes of experiential learning, by describing a project to remodel a set of existing contiguous spaces within a school of business into a focus group research facility that enhances teaching, fosters faculty collaboration, and serves the marketing research needs of the community. The article presents some of the key trade-off design issues and connects these decisions to cost impact. A schematic for the facility and summary budgeting model are presented to aid in the development of similar projects.

*Stephen Pirog, Elven Riley, Ann Mayo, and Adam Warner are members of the faculty at Seton Hall University.*
A growing body of work suggests that the presence of women and of independent directors on boards of directors is associated with higher corporate environmental performance. However, the mechanisms linking board composition to corporate environmental performance are not well understood. This study proposes and empirically tests the mediating role of sustainability-themed alliances in the relationship between board composition and corporate environmental performance. Using the population of public oil and gas firms in the United States as the sample, the study relies on renewable energy alliances to measure sustainability-themed alliances and longitudinally analyzes lagged data for independent and control variables. The study found that (1) the higher the representation of women on a firm’s board, the more likely the firm is to form sustainability-themed alliances, and (2) the higher the representation of independent directors on a firm’s board, the more likely the firm is to form sustainability-themed alliances. Such alliances, in turn, positively contribute to corporate environmental performance. This paper discusses the study’s contributions to the board composition-social performance literature.

*Cathleen McQuillen is a member of the faculty at Georgian Court University.*

*Rider University and Rowan University
Finance: Green Score*

Do investors reward green companies by paying a higher than the equilibrium price indicated by the capital-asset pricing models? Or do they penalize green companies by paying a less than the equilibrium price because going green and keeping green is costly and reduces company profits? In this study, we seek an answer to these questions by using the green scores published by *Newsweek* magazine for the S&P 500 companies in 2012. We use the parameters of the Fama-French three-factor capital-asset-pricing model as control variables in multivariate linear regressions to assess the impact of company green score on stock price. We use the event-study methodology to test our hypothesis with one-week, four-week, and ten-week event windows after the publication of the company green scores by *Newsweek*. Our findings indicate that a company’s green score is not priced by the market and that the variation between companies in terms of their green scores cannot explain the variation between their stock returns.

*Larry Prober, and Ilhan Meric are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.*

**Seton Hall University**  
**Decision Sciences: Force-Based Model**

A heuristic method based on the concept of velocity obstacle has been included into the force-based model to describe the pedestrian dynamics. This paper has analysed the continuity and monotonicity of the heuristic function of finding the optimal direction of velocity, and proposed a heuristic detouring algorithm (HDA) to find approximate optimal solutions. In the cases of only one standing pedestrian in the vision field, the solutions calculated by the HDA are optimal; while in other cases, the solutions are near-optimal. To test the performances of HDA, numerical experiments are conducted by three other algorithms that are enumeration algorithm (EA), social force model (SFM), optimal reciprocal collision avoidance (ORCA). Results show that HDA is about 2 times faster than ORCA and 20 times faster than EA. HDA performs with higher efficiency than ORCA and EA, and the fundamental diagram obtained by HDA agrees with empirical data better than ORCA and SFM.

*Penina Orenstein is a member of the faculty at Seton Hall University.*

**Rowan University**  
**Information Technology: Software Defect Prediction Model**

Finding the factors leading to defects in software engineering can provide a competitive advantage for companies, project managers, programmers, and others, enabling them to better manage a project. Relying on findings from prior research in software defects prediction models, this study aims to examine the effects of the size, the complexity, and the number of the prerelease defects of a software module on the postrelease defects. Regression analysis of 327 responses from the PROMISE database reveals that such effects do exist under the Eclipse platform, a Java language development environment. This study confirms the presence of the quadratic effect of module size and the significant influence of the complexity and the number of prerelease defects in predicting postrelease defects.

*James Jungbae Roh and Jooh Lee are members of the faculty at Rowan University.*
Sequential order bias is often used to refer to timing biases in sequential order judging. However, there are two distinct biases within this structure: overall order bias, a bias throughout the event, and a sequential order bias, a judgment biased by the immediately preceding performance. I independently test these forms of bias using uniquely suitable data from elite level gymnastics. After modeling overall order bias, I find evidence that this bias exists, as scores escalate throughout the competition. However, I find no evidence of a sequential order bias; scores are independent of the immediately preceding performer.

*Kurt W. Rotthoff is a member of the faculty at Seton Hall University.*

**Fairleigh Dickinson University**  
**Accounting: Venture Capital Funds**

Publicly traded venture capital (VC) funds invest in high risk startup companies. In the U.S., VCs report using Fair Value Accounting (ASR 118). Estimates are determined by management, and are thus subject to a certain degree of managerial discretion. The unique characteristics of VC’s provide an ideal laboratory to examine the importance of fair value estimates to investors. We examine whether fair value estimates are relevant both in cases when a firm is performing well, and when it is not. We find that fair value estimates provide information incremental to historical cost only when firms’ investments are performing well. This study adds to the fair value accounting debate and presents results useful for standard-setters in evaluating the effects of fair value reporting, even for investments that are not traded in active markets.

*Hannah Rozen is a member of the faculty at Fairleigh Dickinson University.*

**Rider University**  
**Pedagogy: Corporate Social Responsibility**

Business majors are future business leaders. As faculty, we have a responsibility to educate these students on important topics such as accounting, marketing, finance, shareholder value, corporate governance, etc. However, I also believe that we have a responsibility to educate our students in areas such as ethics, corporate social responsibility, and sustainability. Many top business programs around the country are making these topics part of the curriculum. Sustainability is an issue that is relevant to every person and is vital to the continued existence of the planet. This paper documents the effects of an in-class presentation and exercise designed to introduce accounting students to the concepts of sustainability and corporate social responsibility.

*Maria H. Sanchez is a member of the faculty at Rider University*

*Fairleigh Dickinson University*

*Finance: Capitalization Thresholds*

The decision is made thousands of times a day in companies around the world: Should a recently purchased asset be expensed currently, or should it be capitalized and depreciated over its useful life? The Financial Accounting Standards Board (FASB) provides no specific guidance to companies regarding what the threshold level should be. But it does stress that financial statements must provide information that’s consistent and comparable across similar companies, as stated in FASB Concepts Statement No. 8, Conceptual Framework for Financial Reporting.

*Jonathan Schiff and Hannah Rozen are members of the faculty at Fairleigh Dickinson University.*

New Jersey Institute of Technology
Finance: Shareholder Activism

This chapter contributes to the growing discussion of shareholder activism as a curbing force on corporate managerial power. It explores how hedge funds, which are investment funds that function as private partnerships, are re-defining shareholder activism. Their relatively lightly regulated environment along with their ability and willingness to make use of financial leverage allows hedge funds to attain relatively large and influential investment positions with their portfolio firms. Corporate managers give priority to the strategic demands of hedge fund activism, due to the funds’ legitimacy and urgency. This chapter reviews a series of empirical articles, additional conceptual articles, and several recent reviews of hedge fund activism as the basis for its concerns and conclusions. While it was hoped that the age of shareholder activism would curb unbridled managerial power or managerialism, there is now concern regarding shareholderism, in which domination of the corporation by managers is sometimes supplanted by the domination of private investment funds, including hedge funds, as shareholders. Potentially negative effects of hedge funds activism on other shareholder groups including bondholders, employees, and non-hedge fund shareholders are discussed. The rapidly shrinking number of public firms in the U.S. suggests that the publicly held firm is increasingly at risk for several reasons, including the activism of private investment funds such as hedge funds. It is time to push harder than ever in legitimizing and institutionalizing broader conceptions of corporate purpose in terms of various stakeholder groups, as the stakes are large.

Marguerite Schneider is an adjunct professor at New Jersey Institute of Technology.

**Rowan University**

**Legal Studies: Commercial Speech**

This article, which received the “Best Article Award” for Volume XXV of the Southern Law Journal, examines the U.S. Supreme Court decision in Sorrell v. IMS Health Inc., 131 S. Ct. 2653 (2011), and its progeny. In Sorrell, the Court ruled Vermont’s prohibition on the sale and use of pharmacy records that disclosed the prescription practices of individual physicians without their consent violated the First Amendment. Sorrell is the first venture of the U.S. Supreme Court into First Amendment protection of commercial speech in several years and the first attempt by the Court to evaluate restrictions on health care information. Significantly, Sorrell determined that Vermont’s content - and speaker-based restrictions on commercial speech should be reviewed under heightened scrutiny, but went on to decide the case under Central Hudson by employing intermediate scrutiny. After examining Sorrell, this article reviews subsequent decisions - dealing with alcohol ads in college newspapers, food labels health claims, in-street employment solicitation, background consumer reports, and misdemeanor convictions for promoting off-label use of an FDA approved medication - which substantively discussed Sorrell to ascertain how the declaration of heightened scrutiny plays out. Analysis of these decisions indicates that the review of content - and speaker-based commercial speech restrictions will likely require a few additional steps in traditional commercial speech analysis.

**Edward J. Schoen is a member of the faculty at Rowan University.**

**Seton Hall University**  
**Legal Studies: Collective Bargaining**

This article considers issues raised in the seminal United States Supreme Court Yeshiva case in light of the decision of the National Labor Relations Board (NLRB) in November 2014 in *Pacific Lutheran* to reevaluate its import. The article discusses the Catholic Bishop case which provides the basis for a First Amendment analysis, as well as other important NLRB rulings, cases, and statutory materials. While the decision in *Pacific Lutheran* will no doubt be reviewed by the Ninth Circuit Court of Appeals and perhaps the United States Supreme Court, its reconsideration by the NLRB raises an important point: Is it time to review the Yeshiva decision itself in light of current realities and practicalities in higher education?

*John H. Shannon and Richard J. Hunter, Jr. are members of the faculty at Seton Hall University.*

**Fairleigh Dickinson University**

**Taxation: Pet Trusts**

Americans love their pets. The size of the U.S. pet market is a testament to this devotion. The American Pet Products Association estimates that Americans in 2014 spent $58.04 billion on their pets, which was more than three times the amount spent in 1994. Sixty-five percent of all U.S. households own over 300 million pets. As many of your clients may consider their pets to be valued members of their families, the initial estate-planning conference with a client should include a discussion of who will care for the pet on the client’s disability and/or death. Should the disabled or deceased client’s assets be used to pay for the care and maintenance of the pets? Should the selected caretaker of the pet(s) be compensated or receive a bequest for the services that he’ll render in caring for the pet(s)? For single individuals who don’t have family in close proximity, finding a caretaker or organization may be challenging. Fortunately, the law concerning whether an individual can create a trust for the benefit of an animal has evolved significantly over the past 25 years. Pet trusts are now recognized in 46 states and Washington, D.C. Prior to the enactment of these statutes, individuals couldn’t create pet trusts. Pet trusts were unenforceable or were treated as invalid, mainly due to violating the rule against perpetuities (RAP).

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**Rutgers University-Camden**

**Accounting: Integrated Financial Reporting**

This literature review and analysis examines the current state of the accounting profession as well as several themes situated to redefine how the accounting profession interacts with both organizations as well as external partners. As the business environment evolves and changes, reflecting the increasing globalization of business as well as the changing demands and requirements of stakeholder groups, the accounting professions must evolve and develop alongside businesses. Mega-trends such as sustainability, corporate governance, and stakeholder reporting have created an increasingly dynamic, interactive, and fluid business eco-system that requires both a new model for business practices and accounting procedures. This research reviews the existing literature on these separate fields and links them together to create an academically valid argument for a more integrated accounting function. In essence, accounting, and the information and analytic capabilities created by the accounting function, seems to be shifting to the role of strategic business decision maker. With relationships pertaining to virtually every business function, as well as existing expertise in quantifying qualitative information, designing metrics and KPIs, and reporting information to management, accountants link market forces to business decisions that move organizations forward.

*Sean Stein Smith is a member of the faculty at Rutgers University-Camden.*

**Rutgers University-Camden**  
**Accounting: Governance and Stakeholder Reporting**

As the global business environment continues to become both more interconnected and more complicated, organizations must adopt a more comprehensive view of financial performance. Corporate governance, in essence, is how the managerial team of an organization manages the affairs of the entity; how the organization creates economic value. Stakeholder engagement and reporting, in addition to traditional financial reporting, seeks to produce and deliver relevant information to all participants in the value creation process. Linking these mega trends together, those of governance and stakeholder engagement, is the finance and accounting function. By leveraging quantitative and analytic capabilities embedded within these functions, organizations are able to produce the flexible, relevant, and reliable information so necessary for transparency and value creation in a continuously evolving business environment.

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**Rutgers University-Camden**  
*Accounting: Integrated Financial Reporting*

The purpose of this article is to conduct a review of the literature surrounding the changing nature of financial reporting, specifically the rise of integrated financial reporting. In addition to reviewing existing literature, and leveraging quantitative statistics embedded within, this general review contributes to the existing literature on this topic. Sourcing from scholarly literature (using a multi-industry lens and view) results in several findings. First, the increasing frequency in usage of non-traditional reporting illustrates the marketplace demand for a more comprehensive view of financial performance. Second, there are several areas of nontraditional capital posed to rejuvenate the financial reporting model; financial, manufactured, intellectual, human, social and relationship, and natural. Third, the accounting profession appears to be well positioned to seize upon the convergence of the multiple trends to enhance the value accounting professionals bring, to both organizations, and the profession at large. Implications resulting from this research are of interest to both academic researchers and practitioners. Researchers, leveraging the literary sources included in this piece, as well as using this piece for future research, have a wide range of potential research areas and subjects. Practitioners can use the implications, findings, and evidence presented in this piece to argue for a more integrated accounting function.

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**Rutgers University-Camden**  
**Accounting: Integrated Financial Reporting**

As the global business environment continues to evolve and become increasingly complicated, businesses must adapt and evolve in order to remain competitive. Disruptive technologies and innovations have caused dramatic changes throughout numerous industries. Compounding these changes, non-traditional stakeholders such as NGOs, institutional shareholders, and supply chain partners, have begun to exercise greater influence over managerial decision making. In order to produce and report the information required by increasingly important non-traditional stakeholders, a new form of financial reporting is necessary. As integrated reporting, with embedded components of corporate governance and sustainability, increases in usage it provides finance an opportunity to evolve from gatekeeper to strategic partner.

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**Montclair State University**  
**Accounting: Accounting Ethics**

While the primary purpose of accounting information is to provide information on the economic activity of a firm, this paper develops the theory that accounting information can provide insights into the ethics of an organization and that business ethicists may find accounting data a useful trove for analysis. It is argued that the informational content of accounting measurements and disclosures includes ethical information regarding a reporting entity. A framework is developed for decoding accounting information such that ethical information regarding a firm can be revealed. The theory developed in this paper extends the information content of accounting information to non-financial information.

*Ronald J. Strauss is a member of the faculty at Montclair State University.*

Montclair State University
Management: Qihoo 360

This case discusses Qihoo 360's free business model, how it used this free model to overpower competitors, and how the model evolved over time. Qihoo 360 is a company that took just six years to become a company listed on the New York Stock Exchange (with a market value of over U.S. $2 billion). Qihoo 360 provides protection to users' Internet activities through its security solutions such as 360 Safe Guard and 360 Anti-Virus, which it offers for free. At Qihoo 360's Initial Public Offering (IPO) at the New York Stock Exchange (NYSE), Qihoo's founder Zhou Hongyi reflected on how Qihoo's free business model had brought its current success and speculates on its future challenges.

Yanli Zhang is a member of the faculty at Montclair State University.

**William Paterson University**

**Management: Corporate Social Responsibility**

Corporate social responsibility (CSR) is a topic of great interest at many levels. To society, CSR can be instrumental in moving toward sustainability and achieving other social goals. For organizations it is a way to do good while improving organizational reputation and brand equity. For an organization’s various stakeholders, social responsibility may be interpreted in narrow and specific ways. It is ideal for organizational CSR activities to align with the interests and concerns of the organization’s stakeholder groups. However choosing particular CSR activities and directions can be rather challenging if stakeholder groups have interests at odds with one another. In this paper we examine these conflicts and use reactive matching and proactive advocacy strategies to provide prescriptions to practitioners. This paper closes a gap in the literature by examining stakeholder group’s heterogeneity and conflict with, as well as among, the stakeholder groups in combination with ambiguity and uncertainty of CSR decision making.

*Stephen C. Betts is a member of the faculty at William Paterson University.*

_Fairleigh Dickinson University_  
**Pedagogy: Learning Style Preferences**

This study examines whether it may be practical to utilize student learning style profiles in evaluating whether an incoming freshman has selected an appropriate major as he/she begins a college career. The underlying hypothesis is that students in different academic majors (and ultimately careers) choose those majors because the student’s approach to absorbing the cognitive content of the discipline is congruent with the nature of the content itself. That is, a particular student’s learning style profile is a better match for some majors than others. This underlying hypothesis can be tested by observing whether different patterns of learning style profiles can be identified among students who have chosen different majors. To the extent that different learning style profiles are observed among students who have chosen different majors, a follow-up analysis would examine whether a student who displays a particular learning style profile that is common to the major that he/she has chosen would also exhibit stronger and more consistent academic performance as measured by longevity in the original major, college retention, overall GPA, GPA within the student’s major and time to graduation. The results of the analysis indicate that students who have chosen particular academic majors do indeed tend to have common learning style profiles.

_Frederick Englander and Zhaobo Bob Wang are members of the faculty at Fairleigh Dickenson University._

*Saint Peter’s University*

*Management: Community Well-Being*

The research here examines the relationship between embeddedness, social capital, and micro-business entrepreneurship in a somewhat worn, yet still active urban neighbourhood of northern New Jersey. Drawing on observations and in-depth interviews with micro-business owners, we focus on the ways in which connectedness to the neighbourhood shapes business opportunities, decision-making, and longevity. Our findings challenge individual-level explanations of business behaviour and contribute to a growing body of literature concerned with embeddedness and social capital in three ways: we elaborate on the concepts over-embedded and under-embedded to better specify the positions from which owners may be operating. We elaborate on the significance of integrated networks, where there is embeddedness, complemented by external, or arms-length ties. And in a context where the success of micro-businesses is vital to the well-being of the existing community, we conclude with a set of recommendations that call on policy makers, universities and other stakeholders to engage in bolstering the connectedness and social capital of current owners, especially those who are vulnerable to ongoing neighbourhood changes.

*Alex Trillo and Mary Kate Naatus are members of the faculty at Saint Peter’s University.*

**Rowan University and Rider University**  
**Finance: Stock Market Crashes**

The 1987 and 2008 stock market crashes were the two most significant market declines in U.S. history since the Great Depression. The S&P 500 lost 28.5 percent of its value, and the NASDAQ lost 24.6 percent of its value in the 1987 crash. The S&P 500 lost 23.7 percent of its value, and the NASDAQ lost 24.8 percent of its value in the 2008 crash. This study uses multivariate analysis of variance and logistic regression analysis statistical techniques to identify the financial characteristics of the firms that lost the most value in the 1987 and 2008 stock market crashes. Results show that beta is a reliable predictor of loss in stock market crashes and that firms with a high financial leverage tend to lose more value in major stock crashes. This study finds that investors who select stocks, stock portfolios, mutual funds, and ETFs with a high beta or stock in firms with a high financial leverage are likely to lose more than average value in a major stock market crash.

Ozge Uygur and Gulser Meric are members of the faculty at Rowan University. Ilhan Meric is a member of the faculty at Rider University.

**The College of New Jersey**  
**Economics: Competitive Behavior**

This paper investigates changes in competitive behavior that follow from changes in: (1) the impact of competitive behavior on others; and (2) the size of the competitive reference group. Using a 2 × 3 between-subjects design, we asked participants whether they would work more hours (i.e., "compete") in return for an increase in pay, varying: (1) group size – small (n = 4) or large (n = 40); (2) whether there is impact on others or not; and (3) given impact on others, whether there is future interaction or not. We find that when competitive behavior has no impact on coworkers (i.e., the baseline), the size of the competitive reference group does not influence the level of competitive behavior. If we allow the competitive choice to reduce the earnings of coworkers: (1) the level of competitive behavior falls relative to the baseline; and (2) increases in the size of the competitive reference group increase the level of competitive behavior. The level of competitive behavior falls further when respondents also anticipate future interactions with the reference group.

Donald Vandegrift is a member of the faculty at The College of New Jersey. Kristen Duke is a graduate of The College of New Jersey.

**The College of New Jersey**

**Economics: Tax Base**

We find that a new Walmart has no significant effect on the growth in the tax base in either the host or the adjacent municipality. By contrast, a new Target has a significant positive effect on the growth in the tax base per acre in the host municipality and in the adjacent municipality. The new Target raises the real tax base per acre in the host municipality by about 2.82 percent and in the adjacent municipality by about 5.87 percent. Seventy percent of the host municipality effect follows from changes in the nonresidential tax base.

*Donald Vandegrift is a member of the faculty at The College of New Jersey.*

**Seton Hall University**

**Decision Sciences: Data Analytics**

Today we all have access to a lot of data. Even more crucially, we also have easy access, through our personal computers and powerful free software packages, to the means to process the corpus of data and extract intelligence from it. Quite needlessly though, the necessary knowledge skills remain the exclusive preserve of a few, which this book sets out to change. Although most data analytics techniques have a mathematical basis, people with a grasp of high school mathematics can gain a deep intuitive understanding of the underlying techniques and apply them correctly and effectively. The book covers the following topics: quick introduction to R programming -- assumes no prior background in R; important data analytics concepts; exploratory data analysis and graphing with R; affinity analysis; classification techniques like K nearest neighbors, Naive Bayes and classification trees; regression techniques like simple and multiple linear regression; K nearest neighbors for regression and regression trees; time series analysis; and data reduction techniques like Principal Component Analysis (PCA) and cluster analysis (k-means clustering). After completing the book, readers would have had a huge amount of hands-on experience, with a great intuitive understanding of the underlying theory.

*Viswa Viswanathan is a member of the faculty at Seton Hall University.*

**Seton Hall University**

**Information Technology: SAP ERP Integration**

The comprehensive SAP ERP package represents a complete ERP solution to cover the information system needs of different types of organizations. Smooth integration across various modules is one of its key strengths. People using SAP ERP need a solid grasp of the individual modules and of the points of integration across modules. This book provides an overview of several important modules with special emphasis on their integration. If you work for an organization that uses SAP, this book can help you to gain a rigorous overview. The SAP TERP10 certification examination tests for a good understanding of important modules and for a deep appreciation of their integration. People planning to take the TERP10 certification examination will find this book to be an invaluable supplement to the official certification materials. Specifically, they will find it particularly useful to read this book before tackling the official material. The book offers numerous review questions along with suggested answers. As such it will be a very useful resource as you prepare for the TERP10 examination. The book covers the following modules and their key points of integration:

1. Financial accounting
2. Management accounting
3. Procurement
4. Material planning
5. Manufacturing
6. Sales order management
7. Inventory and warehouse management
8. Enterprise asset management
9. Human capital management
10. Project systems

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**Seton Hall University**  
*Decision Sciences: Data Analytics*

Data analytics with R has emerged as a very important focus for organizations of all kinds. R enables even those with only an intuitive grasp of the underlying concepts, without a deep mathematical background, to unleash powerful and detailed examinations of their data. This book empowers you by showing you ways to use R to generate professional analysis reports. It provides examples for various important analysis and machine-learning tasks that you can try out with associated and readily available data. The book also teaches you to quickly adapt the example code for your own needs and save yourself the time needed to construct code from scratch.

Viswa Viswanathan is a member of the faculty at Seton Hall University.

**Rutgers University-Newark and New Brunswick Management: Dormant Ties**

Recent research has shown that reconnecting long-lost, dormant ties can yield tremendous value, often more than active ties. Yet two key research questions remain unanswered: which of a person’s many dormant ties provide the most value, and which are advice seekers most inclined to choose as reconnection targets? In the current study, we asked executives to seek advice on an important work project from two dormant ties (their first, most preferred choice plus one selected randomly from their next nine most preferred choices) and to respond to surveys before and after their reconnections. This two-stage design allowed us to make causal inferences about the executives’ advice-seeking preferences and the value of reconnecting certain types of dormant ties. Our results show that the most valuable reconnections are to people who provide novelty (by not having spent much time together in the past and having higher status) as well as engagement (by being trustworthy and willing to help). Our executive participants, however, preferred neither novelty nor engagement. Rather, the prospect of reconnecting can make people feel anxious. To avoid this discomfort, executives preferred contacts with whom they had spent a lot of time together in the past, thereby actually reducing novelty. Thus, our findings identify critical biases in executives’ reconnection preferences as well as insights into how to make more effective reconnections. Our discussion presents broader implications of these findings for advice seeking and social networks.

Daniel Z. Levin is a member of the faculty at Rutgers University-Newark and New Brunswick.

Fairleigh Dickinson University, New Jersey Institute of Technology and Montclair State University
Pedagogy: Quantity Discount

Almost all Supply Chain and Operations Management textbooks cover the topic of quantity discount analysis in an inventory management chapter. However, it is a challenging topic for many undergraduate students since the calculations are somewhat complicated and many students are uncomfortable with any math-related topic. In order to determine whether it is appropriate to take the advantage of the quantity discount, the classical one-step EOQ model is expanded to a multistep procedure, as all relevant textbooks illustrate when explaining the use of quantity discounts. This chapter demonstrates an alternative way to teach students in order to facilitate their understanding of the topic more intuitively, and to allow the student to reach the optimal solution faster in most cases. Therefore, it is suggested that the method presented in this chapter may reduce students’ anxiety toward this topic. The simulation results show that with only two discount thresholds, this alternative method can save over 70% of the calculations. It can allow instructors to save time in the classroom and help students solve the problems faster when doing quantity discount problems on homework or exams.

Zhaobo Bob Wang is a member of the faculty at Fairleigh Dickinson University. Kenneth D. Lawrence is a member of the faculty at New Jersey Institute of Technology. Gary Kleinman is a member of the faculty at Montclair State University.

*Rutgers University-Camden Management: Job Embeddedness*

Using a longitudinal design this study examines the relationship between job embeddedness, organizational commitment and turnover intentions using a sample of South African professionals. Results show that job embeddedness had a positive relationship on organizational commitment and a negative relationship on turnover intentions. Furthermore, we find that this relationship was moderated by employees’ cultural values, specifically, collectivism and power distance. The results of this research provide new insights into the generalizability of job embeddedness theory to non-Western countries, such as South Africa. The study also extends extant embeddedness theory to understand how employee individual differences, in particular cultural values, influence the relationship between job embeddedness and employees’ job attitudes.

*Oscar Holmes, IV is a member of the faculty at Rutgers University-Camden.*

**Monmouth University**  
**Information Technology: Object Oriented Databases**

Computer Integrated Manufacturing (CIM) seeks to automate both manufacturing and information within an organization. However, a number of CIM’s have been reported to have difficulty in integrating the information module. This research focuses on designing the manufacturing part-design database in an object-oriented (OO) manner for rapid retrieval and extensibility of the part information. The part database serves as the prime input to the manufacturing module which then determines the part quantities, part types for production, part routings and overall production volume. The OO database strictly follows the CORBA protocol and was tested with a miniature CIM. The results indicate that an OO database is crucial to integrating the information in a CIM given the fluctuating market demand for parts.

*Charles Willow is a member of the faculty at Monmouth University.*

**Rider University**  
**Pedagogy: Pathways Commission**

Significant time and talent have been applied in recent years toward the enhancement of the quality of accounting education. The Pathways Commission has been visible in sponsoring the pursuit of a national strategy to guide future “higher education for the accounting profession.” Pathways reports to date cover diverse issue areas and assert the value of academic/practice partnering. Attention is placed also on the need to create a national implementation structure to assure the sustainability of future gains. This paper provides evidence derived from author experiences in developing past academic/practice partnering activities. These pursuits reflect the value of a focus on pathways to relationship building involving interactions by a variety of interested participants (stakeholders) for mutual benefit. Insights are shared on the development of multiple partnering vehicles. Experiences suggest the potential for transfer gains among local initiatives and extensions to national venues. Implications for possible national Pathways-related implementation are suggested.

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Rider University
Pedagogy: Survey Research

This paper provides best practices evidence from a sample of accounting educators in the U.S. recognized formally for their teaching excellence. These teaching exemplars were surveyed and asked to list, in their own words and in ranked order of importance, “a minimum of three and up to five factors or qualities of your teaching that you believe have helped distinguish you as an effective teacher.” We received 453 responses to this question from our sample of 105 award-winning accounting educators. A content analysis of these responses suggests the following major characteristics of teaching effectiveness in accounting (in decreasing order of perceived importance): class session learning environment, student focus, preparation and organization, importance of the practice environment, passion and commitment to teaching (as a profession), and the design of the course learning environment. Response break downs suggest the existence of contextual effects: differences in importance ratings for selected characteristics of teaching effectiveness were observed with respect to respondent professorial rank, years of full-time teaching experience, and gender. Results shine a light on teaching effectiveness in accounting education providing, for the first time, both evidence of the perceived relative importance of specific characteristics, as well as insights on pedagogical knowledge to guide educator classroom pursuits.

Donald E. Wygal is a member of the faculty at Rider University.

**Montclair State University**

**Taxation: Corporate Inversion**

This article discusses “corporate inversions,” which are a tax strategy that takes advantage of a lower tax rate in another foreign country. In this context, the article notes that corporate inversions have significant adverse effects in the United States that result from deficiencies in the U.S. tax system.

*James G.S. Yang is a member of the faculty at Montclair State University.*

**Montclair State University**  
**Taxation: Foreign Workers in China**

This article examines the taxation of foreigners working in China and notes that tax law classifies income as ordinary and investment income. The article also considers Chinese versus foreign-source income, income effectively connected with a Chinese trade or business and foreign tax credits, and compares Chinese and U.S. tax rules.

*James G.S. Yang is a member of the faculty at Montclair State University.*

*Montclair State University*

**Taxation: Corporate Inversion**

The U.S. tax system is complicated, especially the sections that deal with international transactions. Recently, many U.S. multinational corporations have moved their headquarters to other countries in a transaction known as a “corporate inversion.” The primary objective of a corporate inversion is to avoid the U.S.’s high tax rate on foreign earned income. Corporate inversions avoid this tax rate by causing foreign corporations owned by U.S. shareholders to earn income through a chain of corporations that does not include a U.S. corporation. This article discusses this very complicated strategy. It also provides an example of calculating a tax rate reduction by using a corporate inversion. Further, it scrutinizes the new corporate inversion regulations and Notice 2014-52, 2014-42 IRB 712.

*James G.S. Yang and Leonard J. Lauricella are members of the faculty at Montclair State University.*
There is a brand new tax regime--net investment income tax. The tax rate is 3.8% on unearned income which consists of three different categories: 1) dividends, interest, annuities, royalties and rents; 2) passive income; and 3) capital gains from sales of nonbusiness-use properties. However, there are exclusions. The taxable amount is the lesser of the net investment income, or the modified adjusted gross income in excess of a threshold amount which is $250,000 for married taxpayers filing a joint return, $200,000 for unmarried, or $125,000 for married filing a separate return. This tax also applies to an estate or trust. This article provides many examples which illustrate how this net income tax is carried out. This article further offers many tax planning strategies in an effort to mitigate this extra tax burden.

James G.S. Yang is a member of the faculty at Montclair State University.

**Montclair State University**

**Taxation: E-Business**

This article explores the development of sales tax on e-business. It points out that the problem was rooted in the fact that the seller is required to collect and remit the tax to the buyer’s state government. If the seller and the buyer do not reside in the same state, the buyer’s state government has no jurisdiction over the seller, unless there is a “physical presence” of the seller in the buyer’s state. A state government can require an out-of-state seller to collect sales tax from the in-state buyer only when there is “physical presence.” However, what constitutes “physical presence” can become very controversial and complex. This article discusses many court cases. As Internet commerce was incorporated into the business operations, a great many transactions were executed online. The concept of “physical presence” became even more complex, as websites and digitized products became more commonplace. A new concept of “economic nexus” has evolved under many state statutes. Now an out-of-state seller may be required to collect sales tax from an in-state buyer, regardless of “physical presence.” In 2013 the United States Senate enacted the “Marketplace Fairness Act of 2013.” This embraced the concept of “economic nexus.” This legislation could potentially end or at least greatly simplify all controversies in e-business taxation. This paper further notes that the concept of “economic nexus” may be extended to the arena of state income tax.

James G.S. Yang, Peter L. Lohrey, and Leonard J. Lauricella are members of the faculty at Montclair State University.

**Montclair State University**

**Accounting: Financial Accounting Standards**

In 2009 the Financial Accounting Standard Board issued Statement Numbers 141R and 160. They have completely changed the subject of consolidated financial statements. The most important impact is the measurements of goodwill and noncontrolling interest. In the past the account of goodwill represents only the parent company. Now under the new accounting standards it encompasses both the parent and the noncontrolling interest. In the past the noncontrolling interest did not include goodwill. Now it must include goodwill as well. This paper formulates an equation to measure the difference between the old and the new standards for these two accounts. it also offers many examples for illustrative purposes.

*James G.S. Yang and Wing W. Poon are members of the faculty at Montclair State University.*

**Montclair State University**

**Taxation: Unearned Income**

The Health Care and Education Reconciliation Act of 2010 has created a new tax regime known as net investment income tax – which has its own tax base and tax rate. The tax base consists of interest, dividends, passive income and capital gains from stock. The net investment income tax rate is 3.8% in addition to the regular income tax rate. However, there is a threshold amount. Net investment income is taxable only to the extent of the lesser of the net investment income or the taxpayer's adjusted gross income in excess of a threshold amount of $200,000 for a single payer or a head of household, or $250,000 for a married couple filing a joint return. This article investigates the tax problem created when the net investment income comes from a foreign country. Specifically, we focus on the foreign tax credit aspect. Due to the difference between the net investment income tax rate and the regular income tax rate this article introduces the concept of “rate differential portion” that places the two sources of income on a comparable basis. Because of this new tax regime, there is now a new foreign tax credit in addition to the regular foreign tax credit on dividends and long-term capital gains. This paper presents an example. In addition, we also develop many tax planning strategies for the purposes of maximizing the use of the foreign tax credit.

James G.S. Yang, Ronald J. Strauss, and Peter Lohrey are members of the faculty at Montclair State University.

**Rutgers University-Newark and New Brunswick Finance: Banking Relationship**

This paper uses Taiwanese data to examine the impact of firm-level corporate governance mechanisms on firms’ average cash holdings. Specifically, it examines how a firm’s number of banking relationships and the percentages of managerial ownership and board ownership impact the firm’s level of cash holdings. We document that higher percentages of managerial ownership and board ownership are associated with higher levels of corporate cash holding. Our results are consistent with the notion that managerial incentives and board monitoring are substitutes for each other. The substitution effect is especially pronounced when firms have poorly incentivized managers. We find that firms with a larger number of banking relationships are associated with lower levels of cash holdings. We find no evidence of a bank monitoring free rider problem. We also document a lifecycle effect in the drivers of cash holdings: there are substantial differences in the drivers of cash holdings for firms that have been in business for more than 5 years relative to those that have not been in business less than 5 years.

*Ben J. Sopranzetti and Cheng-Few Lee are members of the faculty at Rutgers University-Newark and New Brunswick.*

*Rutgers University-Newark and New Brunswick*  
*International Business: Subsidiary Exploration*

This study identifies two categories of exploration for competence-creating subsidiaries of contemporary multinational corporations (MNCs) by taking both the subsidiary’s and the MNC’s existing knowledge into consideration. While subsidiary exploration not new to the MNC (SE1) brings in knowledge that is only new to the focal subsidiary but not new to the rest of the MNC, subsidiary exploration new to the MNC (SE2) experiments knowledge that is new to both the subsidiary and the rest of the MNC. The combination of SE1 and SE2 reconciles the MNC’s and the subsidiary’s interests by balancing exploration and exploitation at the MNC-level and by balancing exploration and integration at the subsidiary-level. Our empirical test of 53 world’s largest firms in Electrical Equipment industry shows that SE1 and SE2 are complementary in improving both the subsidiary’s and the MNC’s innovative performance. This study contributes to the organizational learning and MNC literature. Managerial implications are also discussed.

*John A. Cantwell is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**New Jersey Institute of Technology**  
**Marketing: Market Exploration**

This paper examines three different ways to balance market exploration and market exploitation in product innovation. First, following the knowledge-based view, we examine whether market exploration and market exploitation have differential effects on various new product outcomes based on their different learning mechanisms. We find that market exploration facilitates new product innovativeness, whereas market exploitation is more beneficial for new product development speed. This indicates that market exploration and market exploitation influence new product financial performance via distinct paths. Second, we examine the interaction between market exploration and market exploitation on new product outcomes. Our findings indicate that the joint effects of market exploration and market exploitation reduce new product development speed and have no significant impact on new product innovativeness. Third, we examine the contingent role of customer need tacitness in influencing the effects of market exploration and market exploitation. Our results show that customer need tacitness strengthens the effects of market exploration on both new product innovativeness and new product development speed. In contrast, it weakens the effect of market exploitation on new product innovativeness, and has no significant influence on new product development speed. Our results provide specific guidelines for managers regarding how to achieve a balance between market exploration and market exploitation in product innovation.

_Haisu Zhang is a member of the faculty at New Jersey Institute of Technology._

*Montclair State University*

*Management: Incentives*

Organizational control is an important while challenging topic. Both the organizational economics and management literature have studied extensively the mechanisms of organizational control and have each arrived at important insights. However, these two literatures have developed largely separately and do not communicate with each other. By combining insights from both organizational economics and management literature, the authors assess the strengths and weaknesses of each of the three types of organizational control methods: incentives, monitoring, and social control. They conclude that as jobs nowadays are increasingly more complex, organizations need to combine the three control mechanisms to motivate their employees to achieve the cooperative behaviors and to fulfill the goals of the organizations.

*Yanli Zhang is a member of the faculty at Montclair State University.*

**Rider University**

**Marketing: Consumer Privacy Protection**

Given the unique cultural-political context of China, this paper aims to investigate two research questions: What has been the development trajectory of policy-making on consumer privacy protection in China, and what factors have shaped its development over the years? This paper adopts a historical approach and examines the development of Chinese consumer privacy policy during four periods: 1980s, 1990s, 2000s and 2010-present. Chinese policy-making on consumer privacy protection has made steady advancement in the past few decades due to factors such as technological development, elite advocacy and emulation of other markets; however, the effects of these factors are conditioned by local forces. To date, most studies of consumer privacy issues have focused on Western countries, especially the European Union and the USA. A better understanding of how consumer privacy policy has developed in China provides important lessons on the promotion of consumer privacy protection in other developing countries.

*Gao Zihong and Susan O'Sullivan-Gavin are members of the faculty at Rider University.*
SECTION 3: TEACHING NOTES

This section contains examples of excellence in the classroom.

What do Tom Brady, Peyton Manning, and the NFL have to do with Finance? Creating an Integrated Sports Finance Class

Dana M. Benbow
David Perricone
Centenary University

In this teaching note we discuss the genesis, construction, and results of an approach to course development for a deeper, cross-disciplinary understanding of applied finance in the sports industry.

Background - We perceived a curricular gap between the development of financial concepts and tools in Principles of Finance and the practical application of those concepts and tools in sports management practice. The business core Principles of Finance provides a survey of financial management principles and theory and applications in business. However, many Sports Management students find the theory and applications abstract and tend to believe the knowledge and skills unnecessary in sports management although obvious in so many industry transactions and decisions.

Our conclusion was that the students lacked engagement with sports-related financial decisions and decision-making models due to the broad nature of the underlying Principles course. Therefore, we designed a cross-disciplinary course in Sports Finance focused on demonstrated and practical application of finance across the sports management industry.

The initial conduct of this course was as a two-credit elective class that met once a week for an hour and forty minutes (Centenary University is on a four-credit system).

Design – The course design utilizes multiple teaching modalities – simulation, business cases, practitioner interaction, as well as lecture – to engage students more deeply with material and applications. Furthermore, we examine multiple sports, venues, and functions within the industry to establish a broad perspective of applied finance in sports management. (Continued on next page)
The core components as originally designed are summarized as follows:

- Students become franchise owners of a professional football team starting with the selection of and purchase of a franchise. The course leverages the work of Karl Einhoff’s EconFantasy simulation game to provide students with an interactive decision making environment modeled on the economics of the NFL\(^1\). Students developed an understanding of the dynamics of supply and demand in setting prices and the impact of various merchandise and broadcast contracting arrangements on revenues. A key component of the game is the franchise level income and expense statement coupled with a constructed balance sheet.

- Business cases utilized focus on multiple financial decisions from contracts for major baseball stars, to ticket pricing for a start-up minor league franchise, to major college program athletic budget expense reductions.

- Conference calls conducted with practitioners focused on examples of where finance and financial decisions play a part in the day-to-day decisions made in their roles.

- Discussion of Moneyball focused on use of analysis and basic economic principles to guide strategic decision making\(^2\).

Several student activities were included in the course design in conjunction with the above components. The key activities we viewed as important to support engagement are as follows:

- Bidding for sports franchise rights as franchise owners and participating in a player draft auction,

- Owner organization of the league (by-laws, procedures, etc.) and the basic operational structure for the league including revenue-sharing agreements and salary caps,

- Owner presentations of mid-year and end-of-year reports to a Board of Directors,

- Individual and group presentations on business cases including emphasis on supporting research and construction of persuasive arguments to the case audience (e.g., owners, general managers, senior management, etc.),

- Conference calls with current practitioners across the sports industry (e.g., not-for-profit event management, local recreational management, NBA sports analytics, among others) with focus on student led questions and answers, and

- Guest lecture by Centenary University Provost who had just completed an expense reduction exercise at the institution including significant changes to the athletic budget. (This directly dove-tailed with a business case asking students to generate expense reductions for a Division I college athletic budget).

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Additionally, we utilized a fundamental design feature of co-teaching to ensure students had examples from both finance and sports management perspectives and the direct interaction of the two in practice. Furthermore, since most of the activities directly connect to areas of sports management that students were familiar with, we expected greater engagement than a conceptually focused approach might generate.

Discoveries/Observations –

In reflecting on the outcomes and effectiveness of this first offering, we arrived at several discoveries and observations formative for future course design. First and foremost, we are convinced Sports Finance as we envision it, must be conducted as a full, four-credit class. While students expressed a high level of satisfaction with the course and the knowledge and experience gained, they also commented on the workload. If anything, we have identified more learning experiences to further develop the foundation of knowledge application. Thus, we submitted curriculum change to this effect and plan to run future classes as a four-credit offering.

Additionally, there were several discoveries during the *EconFantasy* simulation indicative of key moments of student learning. When students bid for franchise rights during the initial auction, the prices roughly aligned with the stated relative market shares thus demonstrating students had a foundational understanding of how to value markets.

However, the students as owners decided to establish a very high salary cap and then allowed that cap to frame their bids for free agent players during the draft. Students lost the concept of the relationship between the dollar spent to win the player’s contract and the likely revenue stream they would generate during season operations (e.g., Tom Brady contracted at $11 million and Peyton Manning undrafted or three wide receivers contracted for $15 million apiece).

Some of the mid-season corrections made by students demonstrate an internalization of the draft experience and application of financial decision making. For instance,

- Sales of players (assets) at a premium to narrow franchise loss positions,
- Trading high value contracted players and replacing with free agents at minimum contract values, and
- Utilizing supply/demand concepts to generate increased ticket and concession revenues for more competitive games as students gained experience.

Also, as student franchise owners explored approaches to contracting for media rights (individually or as a league) and sharing merchandise revenues, ticket sales and concession revenues, the dynamics of franchise self-interest versus potential synergies of a league level contract emerged. Given the majority of small market franchises, small market teams blunted large market teams in negotiation sessions. However, students also demonstrated increased focus on fairness and equity issues in the development of fines and penalties.

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During the middle of the season as students prepared for mid-season reviews with their ownership boards, we saw students recognizing the importance of financial discipline for the operation of their franchises. Financial analyses and strategic plans framed the actions of several franchises as students tried to position their franchise for both economic and on-field success. Since the economic result of the franchise carried meaningful weight in the grading of the simulation, the transition and increased focus had both logic and incentive.

Another observation was that our intuition that *Moneyball* might serve as a well-understood platform for demonstrating financial concepts played out. Student-led discussions of the readings in *Moneyball* aligned with the simulation as the course focus turned to the use of analysis to understand financial results in the Income Statements and how to make the many financial decisions needed each week in operating the franchise. Students increased reference to *Moneyball* in explaining actions and phenomena as the course developed demonstrating the anticipated bridge to applications.

**Future Developments**

As we plan for a second offering of the Sports Finance course, there are several focal points for increased learning development. For instance, the proposed syllabus develops an in-depth analysis of the *EconFantasy* game at the outset with a focus on the economics of ticket pricing, merchandise pricing, player contract valuation, and revenue sharing. The intent is to more intentionally develop the underlying supply/demand and market principles that drive the overall economic model before application in the simulation.

Furthermore, students will borrow the funds to purchase their franchises thus adding a fixed financial charge to the weekly income statement. They will also submit a business plan to the ownership board prior to beginning the player auction. This will increase our ability to assess the relationship between strategy and action during the auction and pricing processes more clearly demonstrating applied financial principles.

The student franchise owners will also continue to present mid-year and year-end formal reports to their boards. In addition to the obvious assessment of student’s ability to connect strategy, tactics, and results in numeric, financial terms, the intent is to model for students the expectations of a professional presentation of financial results in a sports management setting. We plan to include outside experts on the panel to increase the “real world” experience.

**Conclusion**

While this was an exciting course to design and teach, all evidence indicates significant opportunity for further development. The very positive student reaction and clear acknowledgement and demonstration of increased application of financial management concepts in context further underscores the value of this course design in the Sports Management program.
INFO 400 – Business Analytics Capstone Practicum

Rashmi Jain, Hal Ravinder  
Montclair State University

The INFO 400 Capstone Practicum is one of the five core courses of the Business Analytics (BA) concentration. It is meant to be taken at the end of the student’s program of study in the concentration. The concentration requires 27-credits of course work.

The practicum is like an internship and is conducted at a business organization. It is different from an internship because there is a clearly-defined business problem that has to be solved during the practicum. This business problem has to be amenable to the techniques of business analytics – the general subject of study in this concentration.

The purpose of the practicum is to give students an opportunity to understand problem-solving in an information-centric business environment. This encompasses (i) understanding the problem and clarifying its scope, (ii) outlining a problem-solving approach or technique, (iii) understanding the data needed and the data available, (iv) using appropriate techniques to solve the problem, and (v) understanding the business implications of the solution and explaining it to the business users.

The practicum gives students the opportunity to use the concepts and techniques they have learned in their BA concentration, and understand their possibilities and limitations. Students have to communicate, interact, and work with various levels of the host organization to understand the problem, its scope, the organization’s expectations, and various solution approaches that might be feasible.

Thus both the student and the host organization have a stake in the practicum. The host organization has a live problem that needs to be solved and the student has the academic tools needed to solve the problem. The student gets to experience problem-solving in a real business or professional environment while the organization gets a first-hand look at a potential employee.

The practicum is thus a low-risk environment for both the student and the business. It is performed under the supervision of an experienced member of the BA faculty who has been closely involved in defining the scope of the project, the time-line, and the deliverables. This faculty member tracks progress, identifies issues, and serves as a resource to both the student and the business organization.

In the most recent capstone practicum, our students helped a manufacturer of telecommunications equipment understand how to visualize existing data so that its sales organization could easily identify competitive opportunities. The students were also able to identify gaps in the organization’s data collection efforts that prevented it from fully utilizing the predictive capabilities of data. A roadmap was created for upgrading the organization’s capabilities to allow it to handle ‘big data.’ The organization was so pleased with the results of this practicum that it offered full-time employment to the students. The organization is now hosting more practicums in order to build on the foundation laid down by the first group of students.
Linking Business to Course Work Professionally

Dean Janice Warner

Georgian Court University

The School of Business & Digital Media’s academic programs all have the goal of giving every student the opportunity to work professionally through internships, via group projects in capstone courses and via independent projects.

Professional Practices provides graduating seniors in the Digital Communication major the opportunity to create and implement a digital communication campaign for a local business. Clients include non-profit and small local businesses in the Ocean and Monmouth County area. The purpose of the course is for students to apply all of the concepts and skills they have learned. Community partners benefit from the ideas, energy and labor of the students.

Students learn how to manage a project from conception to implementation spanning the fifteen week semester working closely with the clients who approve creative vision and creative content suggestions. Project management, leadership, teamwork, creative execution, research, video and sound editing, social media management, project management, and client relationship skills are refined.

As part of the course outcomes students are expected to research client needs, complete a SWOT analysis, and identify key social media strategy, platform and content needs. All teams develop, produce, and promote a minimum of two social media videos, one podcast, and one press release or newspaper article for specific social platforms. Students are expected to show outcomes of the campaign using social media analytics and audience engagement rates.

For undergraduate Accounting and Business students, direct business impact is made through a partnership with the Lakewood Development Corporation. In their capstone class, students have developed a strategy for growth for small businesses including a retail boy’s clothing store, His Place Jr., and a service provider, Madison Electrolysis. The students worked in teams to complete an industry scan and internal analysis for each business, and then prepare concrete recommendations backed up with plans for achieving them. The results were presented to the businesses and the Lakewood Development Corporation who provided seed funding to implement the student recommendations.

At the end of their MBA program, students are required to complete a final capstone project in order to demonstrate their acquired skills and show how they can implement them into their business endeavors. To do so, they are given the choice between a classroom simulation and an individual strategic management project. The classroom simulation allows students to integrate their skills acquired in the MBA program and use them to develop a successful corporate strategy. The strategic management project then takes the exercise a step further, by allowing students to not only integrate their skills but apply them to a real-world company. (Continued on next page)
(Continued from previous page) Students who opt for the project work one-on-one with a faculty advisor to examine issues within the company they currently work for and develop a strategic plan for improvement. During the Summer 2015 semester, one student created a business plan for the store where she is employed, a national women’s clothing retailer, that aimed to reduce costs by utilizing more mall resources after business began plummeting as the result of a move from a small strip mall to a large mall.

The student’s recommendations included using all available marketing tools the mall offered to target new/potential customers and to generate more outreach to previous customers by showing them how they could receive better service at their new location. The student’s managers have already begun to implement some of her ideas, which have shown positive results.

Another student, a Verizon employee, had the opportunity to plan and execute the implementation of unique software that uses a Geospatial map application to track road construction permits within the Verizon operating footprint to better manage operations and plan for risk avoidance. The project led to a successful implementation of the application as a core part of the management and communications processes within NJ. Currently, the student is spearheading efforts to expand it nationally.

From the business community point of view, real solutions are being provided by Georgian Court students at all levels. Undergraduates, in exchange, are developing practical skills including project management, teamwork, verbal and written communication abilities.

Graduate students are able to demonstrate to their employers that they not only have earned the MBA credential but they can apply their knowledge to improving the business for which they work.
SECTION 4: PUBLICATIONS BY COLLEGE

This section contains the individual citations sorted in alphabetical order by college. Within colleges, the citations are sorted in alphabetical order by discipline. The disciplines are Accounting, Decision Sciences, Economics, Finance, Information Technology, International Business, Legal Studies, Management, Marketing, Pedagogy, and Taxation. The abstract for a given publication may be found in Section 2. Section 2 lists the publications alphabetically in order of the last name of the first author appearing in the citation.

In this section, the layout of the information for each publication is given below. Multiple citations from the same school are placed under a single heading.

**College and/or University:**

**Citation of the Publication**

*Discipline: Specific application*
**Fairleigh Dickinson University:**


*Accounting: Fair Value Estimates*


*Accounting: Venture Capital Funds*


*Economics: Restructuring*


*Finance: Capitalization Thresholds*


*Finance: Electric Cars/Hybrid Vehicles*


*Finance: Hybrid vs All-Electric Car*


**Fairleigh Dickinson University (continued):**


*Finance: Oil Firms*


*Information Technology: Electronic Voting*


*Management: Leadership Ratings*


*Management: Mentoring*


*Management: New Jersey Health Initiatives*


*Marketing: Institutional Logics*
**Fairleigh Dickinson University (continued):**


**Marketing: Regifting**


**Pedagogy: Integrity of Online Testing**


**Pedagogy: Learning Style Preferences**


**Pedagogy: Mathematics for Business**


**Pedagogy: Quantity Discount**


**Pedagogy: Student Performance**
Fairleigh Dickinson University (continued):


*Taxation: Pet Trusts*
Georgian Court University:


Economics: Board Composition
Monmouth University:


*Information Technology: Object Oriented Databases*
Montclair State University:


**Accounting: Accounting Ethics**


**Accounting: Accounting Standards**


**Accounting: Financial Accounting Standards**


**Accounting: Sarbanes-Oxley**


**Accounting: Sustainability Reporting**
Montclair State University (continued):


**Economics: Convergence**


**Economics: Exchange Economy**


**Economics: Liberal Borrowing**


**Finance: Emerging Markets**


**Finance: Exchange-Traded Funds**


**Finance: Fixed-Income Exchange-Traded Funds**
Montclair State University (continued):


**Information Technology: Electronic Voting**


**Information Technology: Perceived Privacy Breach**


**Information Technology: Rapid Development**


**Legal Studies: Divorce**


**Management: Incentives**


**Management: Qihoo 360**
Montclair State University (continued):


Management: Xiaomi Inc.


Pedagogy: Business Analytics


Pedagogy: Quantity Discount


Taxation: Corporate Inversion


Taxation: Corporate Inversion


Taxation: E-Business
Montclair State University (continued):


**Taxation: Foreign Workers in China**


**Taxation: Net Investment Income Tax**


**Taxation: Unearned Income**
New Jersey City University:


*Economics: Psychological Ownership*
**New Jersey Institute of Technology:**


**Decision Sciences: Corporate Performance**


**Decision Sciences: Effective Size**


**Decision Sciences: Euclidean Distance**


**Finance: Shareholder Activism**


**Marketing: Market Exploration**
New Jersey Institute of Technology (continued):


Pedagogy: Business Education

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Pedagogy: Quantity Discount
Ramapo College of New Jersey:


**Management: Entrepreneurship**


**Pedagogy: Conscientiousness**
Rider University:


**Finance: European Stock Markets**


**Finance: Green Score**


**Finance: Post-Crash Market Reversal**


**Finance: Stock Market Crashes**


**Finance: 2008 Stock Market Crashes**


**Marketing: Consumer Privacy Protection**
Rider University (continued):


**Marketing: Fair Trade**


**Pedagogy: Corporate Social Responsibility**


**Pedagogy: Pathways Commission**


**Pedagogy: Survey Research**
Rowan University:


*Decision Sciences: Absorptive Capacity*


*Decision Sciences: Data Envelopment Analysis (DEA)*


*Finance: Green Score*


*Finance: Post-Crash Market Reversal*


*Finance: Stock Market Crashes*


*Finance: 2008 Stock Market Crashes*
Rowan University (continued):


*Information Technology: Software Defect Prediction Model*


*Legal Studies: Commercial Speech*
**Rutgers University-Camden:**


*Accounting: Foreign Ownership*


*Accounting: Governance and Stakeholder Reporting*


*Accounting: Integrated Financial Reporting*


*Accounting: Integrated Financial Reporting*


*Accounting: Integrated Financial Reporting*


*Decision Sciences: Cognitive Capability*
Rutgers University-Camden (continued):


**Finance: Corporate Cash Holdings**


**Management: Diversity**


**Management: Diversity**


**Management: Job Embeddedness**


**Management: Nonprofit**


**Management: Organizational Identity Strength**
**Rutgers University-Newark and New Brunswick:**


*Decision Sciences: Absorptive Capacity*


*Decision Sciences: Hospital Operations*


*Decision Sciences: Hospital Operations*


*Finance: Banking Relationship*


*International Business: Eclectic Paradigm*


*International Business: Multinational Country Subunits*
Rutgers University-Newark and New Brunswick (continued):


*International Business: Subsidiary Exploration*


*Management: Dormant Ties*


*Management: Sustainability*


*Management: White Privilege*


*Pedagogy: Intermediate Accounting*
Saint Peter’s University:


Management: Community Well-Being


Pedagogy: Business Education
Section 4: Publications by College

Seton Hall University:


Accounting: Financial Measures


Decision Sciences: Data Analytics


Decision Sciences: Data Analytics


Decision Sciences: Force-Based Model


Economics: Diabetes Insurance Mandates


Economics: Kuznets Curve
Seton Hall University (continued):


**Economics: Non-Economic Damages Caps**


**Economics: Sequential Order Judging**


**Finance: Investment-Cash Flow Sensitivity**


**Finance: Portfolio Investing**


**Finance: Tax Evasion**


**Information Technology: SAP ERP Integration**
Seton Hall University (continued):


International Business: Expatriate Employees


International Business: State Central Planning


Legal Studies: Collective Bargaining


Legal Studies: Equal Protection


Legal Studies: Foreign Corrupt Practices Act (FCPA)
Seton Hall University (continued):


**Legal Studies: National Labor Relations Act**


**Legal Studies: Products Liability**


**Management: Global Superpower**


**Management: Opportunity Formation**


**Pedagogy: Focus Group Research Center**
Stevens Institute of Technology:


*Finance: Link Mining*
Stockton University:


Marketing: Environmentally Sensitive Behavior
**The College of New Jersey:**


*Accounting: AACSB Accounting Accreditation*


*Accounting: Computerized CPA Examination*


*Accounting: Environmental Accounting*


*Economics: Competitive Behavior*


*Economics: Education in Rural Georgia*
The College of New Jersey (continued):


**Economics: Tax Base**


**Marketing: Fair Trade**


**Marketing: Interactive Branded Overlays**


**Marketing: Narrative Communication**


**Marketing: News Ticker Effectiveness**


**Pedagogy: Financial Institutions, Investments & Management**
William Paterson University:


Decision Sciences: Supply Change Management

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International Business: Multinational Corporations

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Management: Corporate Social Responsibility

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Management: CSR Initiatives

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Management: Firm Performance
**William Paterson University (continued):**


**Management: Offshoring**


**Marketing: Interfirm Relations and Shareholder Value**


**Marketing: Micro-Blogging**


**Marketing: Stackable Discounts**


**Pedagogy: Entrepreneurship Programs**
**William Paterson University (continued):**


*Pedagogy: Role-Plays and Sales Education*

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*Pedagogy: Teamwork*
SECTION 5: PUBLICATIONS BY DISCIPLINE

This section contains the individual citations sorted in alphabetical order by discipline. The disciplines are Accounting, Decision Sciences, Economics, Finance, Information Technology, International Business, Legal Studies, Management, Marketing, Pedagogy and Taxation. The abstract for a given publication may be found in Section 2. Section 2 lists the publications alphabetically in order of the last name of the first author appearing in the citation.

In this section, the layout of the information for each publication is given below.

**Discipline: Specific Application**

Citation of the Publication
Section 5: Publications by Discipline

**Accounting: AACSB Accounting Accreditation**


**Accounting: Accounting Ethics**


**Accounting: Accounting Standards**


**Accounting: Computerized CPA Examination**


**Accounting: Environmental Accounting**


**Accounting: Fair Value Estimates**

Accounting: Financial Accounting Standards


Accounting: Financial Measures


Accounting: Foreign Ownership


Accounting: Governance and Stakeholder Reporting


Accounting: Integrated Financial Reporting


Accounting: Integrated Financial Reporting

Section 5: Publications by Discipline

**Accounting: Integrated Financial Reporting**


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**Accounting: Sarbanes-Oxley**


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**Accounting: Sustainability Reporting**


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**Accounting: Venture Capital Funds**


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**Decision Sciences: Absorptive Capacity**


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**Decision Sciences: Cognitive Capability**

Decision Sciences: Corporate Performance


Decision Sciences: Data Analytics


Decision Sciences: Data Analytics


Decision Sciences: Data Envelopment Analysis (DEA)


Decision Sciences: Effective Size


Decision Sciences: Euclidean Distance

Decision Sciences: Force-Based Model


Decision Sciences: Hospital Operations


Decision Sciences: Hospital Operations


Decision Sciences: Supply Change Management


Economics: Board Composition


Economics: Competitive Behavior

**Economics: Convergence**


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**Economics: Diabetes Insurance Mandates**


---

**Economics: Education in Rural Georgia**


---

**Economics: Exchange Economy**


---

**Economics: Kuznets Curve**


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**Economics: Liberal Borrowing**


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**Economics: Non-Economic Damages Caps**

Economics: Psychological Ownership


Economics: Restructuring


Economics: Sequential Order Judging


Economics: Tax Base


Finance: 2008 Stock Market Crashes


Finance: Banking Relationship

**Finance: Capitalization Thresholds**


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**Finance: Corporate Cash Holdings**


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**Finance: Electric Cars/Hybrid Vehicles**


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**Finance: Emerging Markets**


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**Finance: European Stock Markets**


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**Finance: Exchange-Traded Funds**

**Finance: Fixed-Income Exchange-Traded Funds**


**Finance: Green Score**


**Finance: Hybrid vs All-Electric Car**


**Finance: Investment-Cash Flow Sensitivity**


**Finance: Link Mining**


**Finance: Oil Firms**


**Finance: Portfolio Investing**


**Finance: Post-Crash Market Reversal**


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**Finance: Shareholder Activism**


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**Finance: Stock Market Crashes**


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**Finance: Tax Evasion**


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**Information Technology: Electronic Voting**


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**Information Technology: Object Oriented Databases**

**Information Technology: Perceived Privacy Breach**


**Information Technology: Rapid Development**


**Information Technology: SAP ERP Integration**


**Information Technology: Software Defect Prediction Model**


**International Business: Eclectic Paradigm**


**International Business: Expatriate Employees**

International Business: Multinational Corporations


International Business: Multinational Country Subunits


International Business: State Central Planning


International Business: Subsidiary Exploration


Legal Studies: Collective Bargaining


Legal Studies: Commercial Speech

**Legal Studies: Divorce**


---

**Legal Studies: Equal Protection**


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**Legal Studies: Foreign Corrupt Practices Act (FCPA)**


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**Legal Studies: National Labor Relations Act**


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**Legal Studies: Products Liability**


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**Management: Community Well-Being**

Management: Corporate Social Responsibility


Management: CSR Initiatives


Management: Diversity


Management: Diversity


Management: Dormant Ties


Management: Entrepreneurship

Management: Firm Performance


Management: Global Superpower


Management: Incentives


Management: Job Embeddedness


Management: Leadership Ratings


Management: Mentoring

**Management: New Jersey Health Initiatives**


**Management: Nonprofit**


**Management: Offshoring**


**Management: Opportunity Formation**


**Management: Organizational Identity Strength**


**Management: Qihoo 360**

**Management: Sustainability**


**Management: White Privilege**


**Management: Xiaomi Inc.**


**Marketing: Consumer Privacy Protection**


**Marketing: Environmentally Sensitive Behavior**


**Marketing: Fair Trade**

**Marketing: Institutional Logics**


**Marketing: Interactive Branded Overlays**


**Marketing: Interfirm Relations and Shareholder Value**


**Marketing: Market Exploration**


**Marketing: Micro-Blogging**


**Marketing: Narrative Communication**

Marketing: News Ticker Effectiveness


Marketing: Regifting


Marketing: Stackable Discounts


Pedagogy: Business Analytics


Pedagogy: Business Education


Pedagogy: Conscientiousness

Pedagogy: Corporate Social Responsibility


Pedagogy: Entrepreneurship Programs


Pedagogy: Financial Institutions, Investments & Management


Pedagogy: Focus Group Research Center


Pedagogy: Integrity of Online Testing


Pedagogy: Intermediate Accounting

**Pedagogy: Learning Style Preferences**


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**Pedagogy: Mathematics for Business**


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**Pedagogy: Pathways Commission**


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**Pedagogy: Quantity Discount**


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**Pedagogy: Role-Plays and Sales Education**


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**Pedagogy: Student Performance**

**Pedagogy: Survey Research**


**Pedagogy: Teamwork**


**Taxation: Corporate Inversion**


**Taxation: Corporate Inversion**


**Taxation: E-Business**


**Taxation: Foreign Workers in China**

**Taxation: Net Investment Income Tax**


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**Taxation: Pet Trusts**


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**Taxation: Unearned Income**