Thirteenth Annual Volume

Publications of New Jersey’s Business Faculty

October 2014

Sponsored by

The New Jersey Policy Research Organization Foundation
affiliated with The New Jersey Business and Industry Association

and

The Stillman School of Business
at Seton Hall University

Melody C. Puliti
Editor
October 2014

The NJPRO Foundation, the public policy research affiliate of the New Jersey Business & Industry Association (NJBIA), New Jersey Business Magazine and the Stillman School of Business at Seton Hall University proudly present our thirteenth 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 and NJBIA have a long and distinguished record of educating their 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 research works of business faculty within New Jersey that have been published in 2013. 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 2013. These authors have earned the Bright Idea Award for their research. We appreciate the efforts of Professor Barbara Boyington (Brookdale Community College), Vice Dean Nancy DiTomaso (Rutgers University – Newark and New Brunswick), Dean William Keep (The College of New Jersey) and Dean Andrew Rosman (Fairleigh Dickinson University), who helped us in the evaluation of the many worthy papers that were submitted. Congratulations to our award winners!

Here are the 2013 Bright Idea award winners:

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Several of this year’s winners are multi-year awardees. We commend Michael Alles, Agatha Jeffers, Marguerite Schneider and Miklos Vasarhelyi, who are being recognized for the third time, and Daniel Levin, who is earning his second Bright Idea Award.

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

Dr. Sara Bluhm
Executive Director and Treasurer, NJPRO
102 West State Street
Trenton, NJ 08608-1102
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ACKNOWLEDGEMENTS

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 Sara Bluhm, Executive Director and Treasurer, 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 and the staff at NJBIA for their efforts in promoting the publication and for the generous production of the Bright Idea Awards.

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 author of the Teaching Note for his 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, and Evonne Pinckney 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 thirteenth annual volume of *Publications of New Jersey’s Business Faculty*. Fifteen 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, the Affordable Care Act, Internet taxation, the minimum wage, the America Invents Act, and Chinese culture. My apologies to any New Jersey author whom I may have failed to recognize.

Copies of this volume will be distributed to authors via CD in order to conserve resources and to make the document more accessible in electronic form. The publication will also be made available in electronic form on both the Stillman School and NJPRO websites. 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.

Melody C. Puliti, Editor  
Stillman School of Business  
Seton Hall University  
400 South Orange Avenue  
South Orange, New Jersey 07079-2692  
(973) 761 - 7723  
melody.puliti@shu.edu
Table 1 - New Jersey Colleges and Universities with a Business Curriculum

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<td>William Paterson University of New Jersey</td>
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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.*

**Kean University**  
**Pedagogy: Green IT**

This teaching case discusses the challenges facing GreenField Software (GFS), a start-up company offering software products and services to support sustainability. The case describes the start-up process, the crafting of the firm’s strategy and structure, and the development of its products and services in the emerging ‘green Information Technology (IT)’ industry. It follows the key decisions made by the CEO and his executive team as they navigate a shifting and increasingly competitive marketplace. As GFS approaches the 2-year anniversary of its launch, the team must decide several key issues. These include whether to market their product as a business continuity solution or as a ‘green IT’ solution; what intellectual property will differentiate them from the competition; and how to respond to the changing needs of the marketplace.

*Thomas Abraham is a member of the faculty at Kean University.*

**Rutgers University-Newark and New Brunswick**

**Accounting: Collaborative Design Research**

In this paper we discuss Collaborative Design Research – a hybrid methodology for undertaking design science research in collaboration with industry partners – that has been applied to the area of Continuous Auditing and which also has wider applicability to AIS research. Collaborative Design Research has a role at the time in the evolution of a field when early adopting practitioners have made the decision to implement an innovation, but there is as yet no established product or set of best practices that makes it obvious what they should do. We discuss eight key issues facing researchers attempting to do collaborative design research: 1) choice of implementation partner (IP), 2) choice of projects, 3) managing expectations, 4) building on the expertise of the IP, 5) introducing innovation to the IP, 6) project evaluation and reassessment, 7) cost and resource management, and 8) publishing results.

*Michael G. Alles, Alexander Kogan, and Miklos A. Vasarhelyi are members of the faculty at Rutgers University-Newark and New Brunswick.*

*Rutgers University-Newark and New Brunswick
International Business: Technological Innovation*

This chapter explores the long-run evolution of Italy’s performance in technological innovation as a function of international technology transfer, reconstructing the different phases and dimensions of Italian innovative activity, tracking the transfer of foreign technological knowledge through a number of channels, analyzing the impact of imported technology. The study is based on a newly constructed dataset, over the 1861-2009 period, composed of variables related to innovation activity performance, foreign technology transfer, and domestic absorptive and innovative capability. The analysis highlights, also by econometric assessment, the significant contribution of foreign technology to innovation activity results. Machinery imports and the accumulation of technical human capital contributed positively to innovation activity; inward FDI contributed positively to productivity growth, but not to indigenous innovation activity results. Differences across channels of technology transfer and historical phases emerge, also in connection with the evolution of human capital endowment and domestic innovative capacity.

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

**Rutgers University-Newark and New Brunswick**  
*Accounting: Financial Reporting*

This dissertation proposes and tests a model for liquidity in the corporate bond market. It uses the second law of thermodynamics, to explain liquidity. In the academic literature from the physical sciences, it has been said that the principle of entropy gives rise to the regularities found in nature (Swenson 2000). The on-the-run phenomenon is regularly found in the bond markets. The on-the-run phenomenon is the yield difference observed when a new bond issue comes to market from the same issuer and gets a better price (lower yield given equivalent duration) from the market than the older issue. This is an apparent conflict with the no-arbitrage condition that two securities having the same risk and maturity must have the same price. This dissertation shows that this theoretical rule is, indeed, not violated. The yield differential is the illiquidity cost of the older issue that has increased as a result of progressing through stages which typically occur in an entropy process. This dissertation finds that a model employing an entropy measure largely explains the on-the-run phenomenon, by accounting for over two-thirds of the liquidity differential for on-the-run corporate bonds. Further, bond liquidity captured as entropy exhibits an equivalent explanatory impact on yield to maturity as credit risk. The study continues with a proposal to improve financial reporting by requiring firms to include aggregate entropy measures, by asset class, for all holdings of marketable securities, securities available-for-sale, and securities held-to-maturity, as a means of making financial reporting more relevant and informative. High entropy portfolios show superior performance in financial crisis periods, but will underperform low entropy portfolios in normal times.

*Anthony Anderson completed his dissertation at Rutgers University-Newark and New Brunswick. He is an assistant professor at Howard University.*

**New Jersey Institute of Technology**  
**Marketing: Customer Service**

Savvy company executives know that some of their greatest and potentially most enduring assets are their long-run customer relationships. Trying to sustain a competitive advantage with new products is a frustrating game, where short-term leads often erode quickly. But by satisfying customers, companies can nurture long-term relationships and customer loyalty. What’s more, a small increase in customer loyalty can make a big difference in company profits. McDonald’s, for example, calculated back in the 1990s that just one additional visit per week by “heavy users” would boost annual sales by more than $10 billion dollars. To attract and retain customers, retailers will need to meet or exceed customer expectations throughout the shopping and buying experience.

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

**William Paterson University and Montclair State University**

**Finance: Behavioral Finance**

This research study examines whether practitioners of money follow the precepts of the Finance profession. The theory of finance believes in the efficiency hypothesis. It states that an investor may not beat the averages consistently, and so s/he should invest in an index fund. We discover that practitioners of money believe they can surpass the return of an index, and, thus, they invest aggressively. One of the techniques they use is the analysis of industries. Thus, they analyze the external environment, the business cycle, the industry life cycle and finally the competitive environment.

*John Malindretos is a member of the faculty at William Paterson University. Moschos Scoullis is a member of the faculty at Montclair State University.*

**Stevens Institute of Technology**  
and Rutgers University-Newark and New Brunswick  
Management: Culture

Successful projects are often characterized by a unique spirit. Phase one results, based on 193 employees partaking in 60 projects across organizations, support a model positing that leader building activities affect employees’ emotions, attitudes, and behavioral norms that are focused on expected project outcomes, termed project spirit. Spirit affects employees’ contextual performance behavior, which in turn affects success as proposed. Phase two cases, designed to ground these results in technology-driven project contexts, highlight the value of managing the project’s intangible aspects captured by spirit. Quantitative and qualitative findings imply that leaders can be coached to execute behaviors that generate a project’s spirit, which boosts contextual performance behavior and increases project success.

*Zvi H. Aronson is a member of the faculty at Stevens Institute of Technology. Aaron J. Shenhar is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**Finance: Foreign Institutional Ownership**

Using foreign institutional ownership data in the U.S. from 1990 to 2007, we examine whether foreign institutional investors face liabilities of foreignness (LOF) in the U.S. stock market. We find that foreign institutional investors prefer low information asymmetry stocks more than domestic institutional investors and this preference for low information asymmetry stocks is particularly strong among foreign institutional investors from countries with high LOF. More important, we find that a change in foreign institutional ownership is negatively related to future returns, while this relation does not exist for domestic institutional ownership. The negative relation between the change in foreign institutional ownership and future returns is more pronounced when investors face a greater LOF in the U.S. stock market, for instance, when they are from countries with higher institutional distance, information asymmetry, unfamiliarity, and cultural differences. The negative effect of country-specific LOF factors on the return forecasting power of foreign institutional investors is more evident when they trade stocks with higher information asymmetry. Overall, these findings suggest that foreign institutional investors face significant LOF costs in the U.S. stock market, resulting in their poor ability to forecast returns.

*Jin-Mo Kim is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Management: Trade Associations**

Trade associations operate under the premise of advancing the shared interests of their member firms. How well do they fulfill this role? This article measures the activity of 148 major industry trade associations over time and relates this activity to the performance of the relevant industries and dominant firms within them. Findings suggest that trade association spending increases when the profitability of the four largest firms in an industry decreases, but spending is unrelated to the profitability of the industry overall. This implies that large firms exert control over trade association agendas and may use these communal organizations to advance their own interests rather than the shared interests of the entire industry. Moreover, it points to the need for further development of the currently anemic management literature on the activities of trade associations.

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

**Rutgers University-Newark and New Brunswick**  
**Marketing: Country Equity**

The notion “brand equity” has recently been extended to countries by researchers proposing the concept “country equity.” They suggest that countries, like brands, have equity, which affects consumers evaluative judgments of their products. Country equity is defined as the value that consumers associate with the name of a country. Despite the prolific research on both country of origin (COO) and brand equity over the past few decades, the extant marketing literature does not explain whether consumer-based equity of a brand is linked to the equity of its COO. Furthermore, whether this effect holds across different cultures is an important issue to be addressed. The purpose of this dissertation is four-fold. The first objective is to examine the effect of country equity on consumer-based brand equity and understand the mechanism that explains the process. In this context, seven variables are examined as the potential moderators of the country equity effect. The second goal is to examine whether the country equity effect holds across different cultures. The third objective is to contribute to our understanding of country equity and brand equity constructs by developing new and more comprehensive measures. The final objective is to introduce the relatively new concept “consumer mindfulness” to consumer behavior and international marketing literature and examine its role as the potential moderator of COO effect. *(continued on next page)*
This dissertation utilized survey method in order to test the structural soundness of the proposed model and 18 propositions that have been developed mainly based on associative network memory (ANM) model, cue evaluation theory, categorization theory and hierarchy of effects model. The data was collected from convenience samples of 509 college students in Turkey and the United States. Structural Equation Modeling (SEM) was used to test the proposed conceptual model and relationships among the constructs. From a managerial perspective, the results of this dissertation suggest that country equity represents an important part of the competitive advantage of firms in global markets. More specifically, it suggests that the mere association of products with a particular country significantly influences consumers brand image and quality perceptions, brand loyalty and willingness to pay a price premium. In this context, while firms with high country equity might achieve competitive advantage in the global markets and have strong bargaining power with channel members, firms with low country equity might face significant problems. Whether positive or negative, developed intentionally or by default, every country has equity. The strategic management of country equity and the recognition of its significance will be key to successful global marketing in the years ahead in which the global competition is expected to rise further. Considering the effect of country equity on consumer-based brand equity and the strategic role of country equity in global marketing, this research suggests that three key groups and individual firms should manage country equity and seek strategies to increase it in order to help firms from that country develop strong brand equity in the global markets, overcome entry barriers in foreign markets, have strong bargaining with channel members, and be less vulnerable to fierce global competition.

Ahmet Bayraktar completed his dissertation at Rutgers University-Newark and New Brunswick. He is an assistant professor at Gazi University in Turkey.

*Fairleigh Dickinson University
Management: Organizational Justice*

It has been estimated that in the United States there are 20,000 false felony convictions a year due to deficiencies in the forensic science and criminal justice systems (Koppl, 2010c). As many of these errors can be attributed to flaws in the processes by which forensic science decisions are made, the principles of procedural justice are a useful lens for analyzing these processes and recommending improved practices. In this secondary analysis of current research, decision-making processes in forensic sciences are analyzed using Leventhal’s six criteria for establishing procedural justice. Specifically, we assess the current state of forensic science, explain how some industry practices may be prone to error and bias, and provide practical suggestions for improving industry practices to better adhere to the principles of procedural justice. In addition, the implications of this analysis for practitioners outside of forensic sciences are discussed.

*Scott J. Behson is a member of the faculty at Fairleigh Dickenson University.*

*Rutgers University-Newark and New Brunswick Management: Organizational Behavior*

We advance previous research that has associated extraversion with high status and neuroticism with low status in newly formed task groups by examining how variations in personality affect status changes over time. By building on research that emphasizes the dark sides of extraversion and the bright sides of neuroticism, we challenge the persistence of extraverts’ advantage and neurotics’ disadvantage in task group status hierarchies. In a field and an experimental study, we find that extraversion is associated with status losses and disappointing expectations for contributions to group tasks and neuroticism is associated with status gains due to surpassing expectations for group-task contributions. Whereas personality may inform status expectations through perceptions of competence when groups first form, as group members work together interdependently over time, actual contributions to the group’s task are an important basis for reallocating status.

*Neha Parikh Shah is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**William Paterson University**  
**Marketing: Brand Equity**

As developing nations create new consumer bases, many companies are moved to expand their markets and introduce their brand names and branded products in these international arenas. In this paper we consider brands to be rent-generating assets. Customarily the owner of an asset collects the rents generated by that asset; however, in this paper we propose that in developing international markets there are situations where it is optimal for the owner of the brand to share rents with the distribution channel. The basic notion is that local intermediaries might be able to generate and increase the rent by taking actions that validate and enhance brand equity.

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

**Rutgers University-Newark and New Brunswick Finance: Net Asset Value**

We develop a model of trading by an informed fund manager compensated on the basis of her fund’s Net Asset Value (NAV). We show that she has an incentive to pump her portfolio by buying securities she already holds. Pumping leads to excessive trading and hurts long-term fund performance. It also biases upward measured NAVs and contributes to closed-end fund discounts. Despite such costs, it may still be optimal to base her compensation on NAV.

*Vikram Nanda is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Camden**  
**Marketing: Subsistence Marketplaces**

Consumer research holds potential for expanding society's understanding of how people experience poverty and mechanisms for poverty alleviation. Capitalizing on this potential, however, will require more exploration of how consumption experiences shape individual and collective well-being among the poor. This article proposes a framework for transformative consumer research focused on felt deprivation and power within the lived experience of poverty. The framework points to consumer choice, product/service experiences, consumer culture, marketplace forces, and consumption capabilities as research streams with potential to help alleviate poverty. Future research in these areas will expand pathways for transforming the lives of the poor by alleviating stress, engaging marketplace institutions, fulfilling life aspirations, leveraging trust and social capital, and facilitating creativity and adaptation.

*Julie A. Ruth is a member of the faculty at Rutgers University-Camden.*

**New Jersey Institute of Technology**

*Economics: Exchange Rate Neutrality*

This paper investigates the dynamic effects of the real U.S. dollar exchange rate on several macroeconomic aggregates for the United States. The literature on exchange rates suggests various scenarios for this nexus. One thesis is that the exchange rate is neutral for overall U.S. economic activity. Other theses emphasize the negative and positive effects of an undervalued and overvalued exchange rate on the economy. This research contributes to the literature in this area by employing econometric time series models that allow for the testing of the short-term and long-term effects of the real U.S. dollar exchange rate on several macroeconomic aggregates, mutatis mutandis. The empirical results are consistent with the thesis of a short-term exchange rate effect on several macroeconomic aggregates, but reject the notion of the long-term non-neutrality of the real dollar exchange rate. Econometric results are also consistent with a short-term effect only from one macroeconomic aggregate to the exchange rate and with another macroeconomic aggregate affecting the exchange rate in the long-term.

*Theologos Homer Bonitsis is a member of the faculty at New Jersey Institute of Technology.*

**Rutgers University-Newark and New Brunswick**

**Decision Sciences: Polynomials**

For any positive integer parameters a and b, Gurvich recently introduced a generalization mex of the standard minimum excludant mex = mex, along with a game NIM( a, b) that extends further Fraenkel's NIM = NIM( a, 1), which in its turn is a generalization of the classical Wythoff NIM = NIM(1, 1). It was shown that P-positions (the kernel) of NIM( a, b) are given by the following recursion: and conjectured that for all a, b the limits â„“( a, b) = ×( a, b)/ n exist and are irrational algebraic numbers. In this paper we prove that showing that $$\ell(a,b) = \frac{a}{r-1}$$, where r > 1 is the Perron root of the polynomial whenever a and b are coprime; furthermore, it is known that â„“( k a, kb) = kâ„“( a, b). In particular, $$\ell(a, 1) = \frac{\alpha_a}{2} \left(2 - a + \sqrt{a^2 + 4}\right)$$. In 1982, Fraenkel introduced the game NIM( a) = NIM( a, 1), obtained the above recursion and solved it explicitly getting $$x_n = \left\lfloor \frac{\alpha_a n}{2} \right\rfloor, \ y_n = x_n + an = \left\lfloor \frac{\alpha_a + a n}{2} \right\rfloor$$. Here we provide a polynomial time algorithm based on the Perron-Frobenius theory solving game NIM( a, b), although we have no explicit formula for its kernel.

*Endre Boros, Vladimir Gurvich, and Vladimir Oudalov are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Finance: Compound Sum Method**

The most common valuation model is the dividend growth model. The growth rate is found by taking the product of the retention rate and the return on equity. What is less well understood are the basic assumptions of this model. In this paper, we demonstrate that the model makes strong assumptions regarding the financing mix of the firm. In addition, we discuss several methods suggested in the literature on estimating growth rates and analyze whether these approaches are consistent with the use of using a constant discount rate to evaluate the firm’s assets and equity. The literature has also suggested estimating growth rate by using the average percentage change method, compound-sum method, and/or regression methods. We demonstrate that the average percentage change is very sensitive to extreme observations. Moreover, on average, the regression method yields similar but somewhat smaller estimates of the growth rate compared to the compound-sum method. We also discussed the inferred method sugested by Gordon and Gordon (*The Financial Analysts Journal* 53: 52-61, 1997) to estimate the growth rate. Advantages, disadvantages, and the interrelationship among these estimation methods are also discussed in detail.

*Ivan E. Brick and Cheng-Few Lee are members of the faculty at Rutgers University-Newark and New Brunswick.*

**William Paterson University**  
**Finance: Risk Exposure**

This paper seeks to examine the risk exposure taken by women who elect not to invest in their own human capital and how that decision impacts their overall risk exposure in the household portfolio. A randomly selected and nationally representative sample of more than 600 divorced women was used for the analyses. The paper seeks to quantify the effect of investments in human capital on the income of divorced women using data from the National Longitudinal Survey of Youth 79 (NLSY79). Results indicate that both years of education and prior work experience are significant positive predictors of income for divorced women. Results suggest that women who decline to invest in their own human capital face significant downside exposure to financial shocks such as divorce, death, disability, market downturns, or unemployment of their spouse.

*Lukas R. Dean is a member of the faculty at William Paterson University.*

**New Jersey Institute of Technology**  
**Finance: Management Earnings Forecasts**

We examine the announcement effects of hard (quantitative) and soft (qualitative) information contained in management earnings forecasts. Consistent with previous studies, we confirm a positive relation between the earnings surprise component of the announcement and the magnitude of the abnormal return. In contrast to previous studies, we examine the effect of soft information on abnormal returns while controlling for hard information. Our results show that soft information generally explains more of the announcement effect of earnings forecasts than does hard information. Overall, our findings contribute to the growing literature that examines the economic significance of qualitative information.

*James Cicon is a member of the faculty at New Jersey Institute of Technology.*

**Rutgers University-Newark and New Brunswick Management: Corporate Social Performance**

As a new perspective for understanding firm responsiveness to stakeholder concerns, we propose a strategic cognition view of issue salience—that is, the degree to which a stakeholder issue resonates with and is prioritized by management. Specifically, we explain how a firm’s cognitive structures of organizational identity and strategic frames use different core logics to influence managerial interpretation of an issue as salient. We then present a typology of firm responsiveness and suggest that firms will respond more substantially to those issues perceived as salient to both cognitive logics and more symbolically to those issues perceived as salient to only one logic. This article fills key gaps in our understanding of how firms manage and respond to stakeholders by focusing on the salience of the issue and incorporating strategic cognition as a key mediating mechanism.

*Ann K. Buchholtz is a member of the faculty at Rutgers University-Newark and New Brunswick.*

*Rutgers University-Newark and New Brunswick*

*International Business: Theory of the Firm*

Changes in the environment for international business activities have facilitated more open networked formations, both within and between firms. The spread of more open networks for innovation is increasingly blurring the boundaries between firms. Yet in contrast, more open relationships within large multinational corporations imply that some new boundaries are being correspondingly erected between different sub-units of the firm. A critical feature of more open structures is that internal and external networks have become more closely connected to one another.

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

*Rutgers University-Newark and New Brunswick
International Business: Foreign Direct Investment*

In this paper we argue that, contrary to other recent empirical evidence, FDI motivated by a technology seeking strategy is at least as likely to induce positive productivity effects in the host country as technology exploiting FDI. We support this proposition by three arguments: first, a number of recent empirical microeconomic studies have demonstrated that the R&D and innovation intensity of MNE subsidiaries with a technology seeking mandate is substantial, and even likely to outperform that of technology exploiting subsidiaries. Second, there is increasing theoretical and empirical evidence that productivity leaders rather than laggards engage in technology seeking FDI, implying high knowledge spillover potential. Third, it has been demonstrated that productivity spillovers are most likely to be mutual, flowing not only from the MNE to domestic firms but also the other way around. This implies that to successfully seek technology, subsidiaries also have to be prepared to diffuse some of their own.

*John A. Cantwell and Roger Smeets are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**

**International Business: MNC Subsidiary**

This study investigates the China-located subsidiaries of foreign-owned multinational corporations (MNCs) for patterns of intra-firm and interorganizational technological knowledge accumulation. We analyze U.S. patents attributed to those subsidiaries between 1996 and 2005 and argue that MNCs have recently tended toward open network structures, enabling subsidiaries in emerging markets to develop technological capabilities by searching for diversified inter-organizational knowledge sources beyond geographically local contexts to compensate for local limitations and deficiencies. Findings show that subsidiaries in China have gradually developed their technological capabilities through non-localized searches beyond their organizational, technological, and geographical boundaries. The study contributes to the literature on MNC organizational restructuring, subsidiary evolution, and subsidiary-level non-localized knowledge searches. The findings also have important implications for knowledge spillovers, MNC knowledge management, and government policies.

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

**Rider University Pedagogy: SOX**

This case discusses the potential consequences when small public companies are exempted from Sarbanes-Oxley Section 404(b) requirements for internal control audits. Students are presented with the real world case of Koss Corp., in which a large fraud was perpetrated over the course of five years by circumventing the company's internal controls. This case is appropriate for use in an auditing or fraud/forensic class. Students will examine the various facets of fraud and its prevention and detection, including the role of the external auditor, as well as appreciate the importance of internal controls in small companies.

_Nandini Chandar and Maria H. Sanchez are members of the faculty at Rider University._

**Fairleigh Dickinson University**  
**Finance: Semivariance Beta**

This paper uses empirical data from Singapore, South Korea, Hong Kong, and Taiwan to test the appropriateness of using downside beta as a measure of systematic risk. Contrary to what is found in the previous study on the U.S. market, our findings suggest that the explanatory power of downside beta to the stock returns in these markets is weak. This may be due to the positive skewness of stock returns in emerging markets in Asia. In addition, sorting stocks by downside beta does not lead to the capturing of additional priced risk than sorting on regular market beta. This result remains consistent after controlling for abnormal stock returns in the calendar month of January.

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

**Rutgers University-Newark and New Brunswick Management: Charisma Attribution**

Taking a follower-centric perspective, we examined how charisma attribution to a change leader was influenced by the well-being concerns and emotions of organizational members. We conducted three studies to examine how college business students and Executive Master of Business Administration (EMBA) students responded to a grading policy reform aimed at reducing grade inflation. We found that emotions and well-being concerns such as school year and grade point average influenced charisma attribution by the undergraduate students and that there was a greater divergence of emotional reactions and charisma attribution among undergraduate students than among the executive MBAs. Future directions for follower-centric leadership research on charismatic leadership are discussed.

*Chao C. Chen and Terri R. Kurtzberg are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**Management: Chinese Culture**

In this article we review research on Chinese guanxi and social networking in the past twenty years and identify the major perspectives, theories, and methodologies used in guanxi research at micro and macro levels. We summarize the main findings of over 200 journal articles on guanxi research in terms of its conceptual definitions and measurements, its antecedents and consequences, and its dynamics and processes. Furthermore, we identify the gaps between different levels of guanxi research and discuss future directions to advance our understanding of the complex and intricate guanxi phenomenon.

*Chao C. Chen is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Inventory Control**

We consider a stochastic inventory control problem in which a buyer makes procurement decisions while facing periodic random demand and two supply sources, namely, a long-term contract supplier and a spot market. The contract between the buyer and the supplier partially shields the latter from the vicissitudes of the spot market, in that the price paid by the buyer to the supplier is only partially linked to the spot price at the moment. After fulfilling the minimum-order commitment with the supplier, the buyer has the full freedom to source from both the supplier and the market. Procurement from the spot market also incurs a fixed setup cost. We show that an optimal policy consists of three different policy forms, with the realization of each depending on the buyer’s inventory level and the prevalent spot price. Certain conditions are identified under which monotone trends exist between policy parameters and the current spot price.

*Jian Yang is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**William Paterson University**

**Decision Sciences: Inventory**

In practice, vendors (or sellers) often offer their buyers a fixed credit period to settle the account. The benefits of trade credit are not only to attract new buyers but also to avoid lasting price competition. On the other hand, the policy of granting a permissible delay adds not only an additional cost but also an additional dimension of default risk to vendors. In this paper, we will incorporate the fact that granting a permissible delay has a positive impact on demand but negative impacts on both costs and default risks to establish vendor-buyer supply chain models. Then we will derive the necessary and sufficient conditions to obtain the optimal solution for both the vendor and the buyer under non-cooperative Stackelberg equilibrium. Finally, we will use two numerical examples to show that (1) granting a permissible delay may significantly improve profits for both the vendor and the buyer, (2) the sensitivity analysis on the optimal solution with respect to each parameter, and (3) the comparisons between Nash and Stackelberg solutions.

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

**The College of New Jersey**  
**Pedagogy: IFRS**

The switch from United States Generally Accepted Accounting Principles to IFRS is an extremely large undertaking which will have far reaching effects. Many studies have focused on the effect of possible adoption of IFRS from the perspectives of companies, accountants, or other business stakeholders. This paper attempts to obtain feedback regarding possible IFRS adoption from different angles, particularly from student perspective. Specifically, this paper surveys student comfort level on IFRS new standards as well as their opinions on how well the current curriculum teaches IFRS.

*Bea Chiang is a member of the faculty at The College of New Jersey.*

**The College of New Jersey**  
**Accounting: Nursing Care Costs**

A critical cost accounting issue relating to nursing costs is that nursing costs are currently averaged into the daily room rate in the hospitals. This accounting practice treats nursing units as cost centers as nursing costs are bundled into a per diem rate instead of billed separately. As a result, all patients in a given care unit of the hospital are presumed to consume the same amount of nursing care resources. This costing and billing system creates a mismatch between resources consumption and billed charges. The objective of this paper is to 1) demonstrate alternative ways to estimate nursing costs and 2) argue that a system of billing nursing costs separately better reflects the costs of patient care.

*Bea Chiang is a member of the faculty at The College of New Jersey.*

**The College of New Jersey**  
**Accounting: Security Exchange Commission**

The United States is one of the last countries to consider the convergence to International Financial Reporting Standards (IFRS). Currently there is not a strong global enforcing body in existence for IFRS. Countries that have converted to IFRS maintain their own standards of regulations. While a few global or multi-national systems look out for the interests of stockholders, none have enforcing power. The objective of this paper is to review current major global regulatory bodies and SEC structure and to provide suggestions regarding how to structure SEC to facilitate international regulatory and enforcement activities worldwide particularly after IFRS convergence in the United States.

*Bea Chiang is a member of the faculty at The College of New Jersey.*

**The College of New Jersey**  
**Accounting: Transfer Pricing**

Transfer pricing is a pricing method used for intercompany transactions for tax purposes. A standard called the arm's-length standard of transfer pricing was created to aid in setting a transfer price. The standard was created to simplify the process and help prevent double taxation for multinational companies. Over the years, the standard has caused issues for multinational corporations and the commissioner of the Internal Revenue Service in relation to arm's-length standard transactions. Cases between multinational corporations and the Internal Revenue Service will be reviewed to discuss the use of the arm's-length standard. The disagreements are between treatment of employee stock options, cost sharing agreements, and buy in payments in relation to the arm's-length standard. The analysis of these cases will show how the arm's-length standard of transfer pricing is diminishing in its effectiveness as it creates problematic issues. An alternative to the arm's-length standard is discussed. The paper suggests that the arm's-length standard of transfer pricing be modified or the formulary apportionment approach be implemented to alleviate potential problems created by the arm's-length standard.

*Bea Chiang is a member of the faculty at The College of New Jersey. Brian Del Gaudio is a recent graduate of The College of New Jersey.*

*Rutgers University-Newark and New Brunswick
Management: Innovation Implementation*

Innovations are expected to bring many benefits to organizations. However, unless an innovation is implemented successfully, its intended benefits will not be realized. Successful implementation requires users’ acceptance and use of the innovation adopted by the organization. Managers have been proven to be a critical factor affecting innovation implementation success; however, how managers could influence innovation implementation effectiveness has not been probed adequately in the innovation literature. This study examined the effect of influence strategies used by managers on innovation implementation effectiveness and further explored the role of innovation attributes and users’ characteristics in the influence process. Therefore, this study tried to investigate three research questions: (1) how do different influence strategies used by managers impact innovation implementation effectiveness; (2) how do users’ perceived innovation attributes affect the effectiveness of managers’ influence strategies; and (3) what is the impact of users’ characteristics on the effectiveness of influence strategies? Three hundred and one employees from two Taiwanese companies that adopted knowledge management systems (KMS) participated in this study. *(continued on next page)*
The results showed that the managers’ persuasive strategy was positively related to both users’ attitude toward using KMS and their actual usage, while the relationship-based strategy was negatively related to both users’ attitude and their usage. Managers’ use of the assertive strategy only resulted in users’ negative attitude toward using KMS, but had no effect on the actual usage. Both relative advantage and complexity mediated the relationship between influence strategies and innovation implementation effectiveness. Users’ intrinsic motivation resulted in users’ positive attitude, but had an effect on users’ usage. Users’ extrinsic motivation had no effects in predicting either users’ attitude or usage. Users’ power distance orientation had no effect on either users’ attitude or users’ usage, but positively moderated the relationship between influence strategies and users’ usage.

Hao-Hsuan Chiu completed her dissertation at Rutgers University-Newark and New Brunswick. She is an assistant professor at CUNY - Brooklyn College.

**Rutgers University-Newark and New Brunswick**  
**Accounting: Accounting Research**

Accounting publications serve as important channels of knowledge dissemination and discipline advancement. This dissertation examines the characteristics and citations’ intellectual structure of accounting research using bibliometrics and graphical data mining techniques. This assessment contributes to accounting thought development literature in three areas. The first essay examines the development of research characteristics and intellectual structure of *The Accounting Review* (TAR). Findings indicate that financial accounting has been the principal research area for recent TAR publications. Grounding theories have been drawn primarily from accounting, economics, and finance disciplines which are considered foundational to TAR research. Archival-primary, quantitative-regression and statistical modeling were found to be the most commonly applied methods. The top-cited and co-cited reference groups that led to the formation of TAR community are identified and compared across three temporal periods. The continuous development of technology has been identified as a significant influence on accounting as a profession. In the last twenty years, auditing tasks have gradually shifted from a traditional paper-and-pencil format to a more electronic form. **(continued on next page)**
The second essay examines the ways in which methods for continuous auditing research have progressed and the manner in which the intellectual community has approached its study. A synthesis is presented by providing an overview on the growth of continuous auditing since the late 1980s, classifying research content, and applying citation and co-citation analyses to identify influential research scholars, and revealing main reference clusters that contribute to the formation of the field. Acknowledging one of the important goals of accounting research is to understand human information processing, decision making and its consequences. This essay examines the development of behavioral accounting research field chronologically using taxonomic classification and comparative analysis approaches. A comprehensive four dimensional taxonomy is created to shed light on the characteristics of behavioral accounting research by systematically analyzing its research methods, accounting area, topical behavioral focuses and subtopical behavioral components. By comparing findings across six decades, this essay reveals multiple clustered attributes of behavioral accounting research (e.g., audit judgment, management controls, budgeting process, and auditor-client relationship) and its over time changes. Implications are addressed on emerging subfields and future research trend.

Victoria Chiu completed her dissertation at Rutgers University-Newark and New Brunswick. She is an assistant professor at SUNY - New Paltz.

Rider University
Pedagogy: Community Engagement

This paper discusses the importance of community engagement to universities. High level student-focused community engagement can be considered a type of service-learning, which is one method of experiential learning. It is believed that the student team consulting model is better structured and offers an improved learning experience for these activities than most service-learning projects. Research is examined from experiential learning and service-learning, and there is support for this argument. The paper concludes by discussing the Small Business Institute® model (SBI) of student team consulting and how the national Small Business Institute® Association can help schools and faculty use the SBI model to create more rewarding community engagement.

Ronald G. Cook and Diane K. Campbell are members of the faculty at Rider University. Amber Kopp is a graduate assistant at Rider University.

**New Jersey Institute of Technology and Rutgers University-Newark and New Brunswick Management: Innovation and Individual Effort**

An exploratory study of 2,308 R&D professionals working for U.S. based laboratories belonging to 24 large corporations finds inverted-U relationships between the technical, administrative and total hours R&D professionals work per week and the extent they innovate and help manage the innovation process. These relationships suggest that R&D professionals can increase the extent they accomplish these performance objectives by working up to an optimal number of weekly hours and by combining technical hours with up to an optimal number of administrative hours. When R&D professionals work 60 weekly hours by combining 50 technical hours with 10 administrative hours, they maximize the extent they innovate. When R&D professionals work 60 weekly hours by combining 35 technical hours with 25 administrative hours, they maximize the extent they help manage the innovation process. The implications of these findings for having R&D professionals increase the extent they accomplish these performance objectives and, therefore, develop their careers, are discussed.

*Rene Cordero is a member of the faculty at New Jersey Institute of Technology. George F. Farris and Nancy DiTomaso are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Seton Hall University**  
**Economics: Health Outcomes**

This article investigates the effect on health outcomes of the regulation prohibiting physicians from prescribing drugs without a prior physical examination. This requirement could improve health by reducing illegal access to prescription drugs. However, it reduces access to health care by making it more difficult for patients and physicians to use many forms of telemedicine. Thus, this regulation generates a trade-off between access and safety. Using matching techniques, we find that the physician examination requirement leads to an increase of 1% in mortality rates from disease, the equivalent of 8.5 more deaths per 100,000 people, and a decrease of 6.7% in injury mortality, the equivalent of 2.5 deaths per 100,000 people. The magnitude of these effects is larger in rural areas and in areas with low physician density and is accompanied by an 18% increase in the number of days lost each month to illness.

*Anca M. Cotet-Grecu is a member of the faculty at Seton Hall University.*

*Seton Hall University Economics: Oil Discoveries*

We show that previous results from the body of literature on the resource curse have primarily been driven by the collapse in oil prices during the mid-1980s. By exploiting cross-country variations in the size of initial oil endowments and the timing of oil discoveries, we find that there is a stable positive relationship between oil abundance and long-run economic growth. Using dynamic panel data methods, we also find that there is no evidence that higher oil rents hinder growth. However, to focus on material gain means that the welfare gain from oil is understated, because oil-rich countries benefit more by the reduction in infant mortality and the gain in longevity. Interestingly, such oil-led health improvements are more pronounced in non-democratic countries, where initial health conditions were poor and oil wealth is concentrated among the ruling elites.

*Anca M. Cotet-Grecu is a member of the faculty at Seton Hall University.*

**Seton Hall University**

**Economics: Oil and Conflict**

This paper re-examines the effect of oil wealth on political violence. Using a unique historical panel dataset of oil discoveries, we show that simply controlling for country fixed effects removes the statistical association between the value of oil reserves and civil war onset. Other macro-political violence measures, such as coup attempts, are also uncorrelated with oil wealth. To further address endogeneity concerns, we exploit changes in oil reserves due to randomness in the success of oil explorations. We find little robust evidence that oil discoveries increase the likelihood of political violence. Rather, oil discoveries increase military spending in nondemocratic countries.

*Anca M. Cotet-Grecu is a member of the faculty at Seton Hall University.*

**Rutgers University-Newark and New Brunswick Economics: Gender Differences**

The literature shows that males react more favorably than females to competitive incentives. This well-known result, however, is based on experiments in which participants engage in only a one-shot contest. We conduct a series of math contests in elementary schools which are similar to past experiments except for one notable exception: subjects compete in five sequential contests, rather than a one-shot contest typically used. Although males outperform females in the first period contest, we find no evidence of a male advantage in subsequent periods. Females even outperform males in later periods. The data suggests that the relative over performance of low-ability males and the underperformance of high-ability females are primarily responsible for the first period results. Additionally, even the first period male advantage disappears when we reduce the time pressure or change the task at hand.

*Frank McIntyre is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Monmouth University Management: ICD-10 Standard**

The United States is facing a revolution in the health care system soon when the present coding system (International Classification of Diseases, Ninth Revision) will be replaced with what has for some years been the international standard: International Statistical Classification of Diseases, 10th Revision (ICD-10). The ICD-10 system will provide a tremendous opportunity for better capturing information in the increasingly complex delivery of health care. Although the transition to ICD-10 will undoubtedly result in substantial short-term costs, the long-term benefits make the transition imperative.

*David P. Paul, III is a member of the faculty at Monmouth University.*
Constance Crawford is a member of the faculty at Ramapo College of New Jersey.

**Rutgers University-Newark and New Brunswick Economics: Public Sector Economics**

Privatization of the postal sector has taken on significant momentum with the passage of the Postal Services Act of 2011, which enables the privatization of Royal Mail. Just as in the 1980s when the UK privatization of other network industries and associated regulatory reforms energized these sectors and had an impact well beyond the UK, the current UK proposal promises to have a widespread impact. So, this chapter’s reexamination of the topic of privatization of an incumbent postal operator (PO) with the traditional Universal Service Obligation (USO) is particularly timely. The 20th Anniversary Conference on Postal and Delivery Economics is an appropriate place to consider privatization drawing a full circle to the original conference at Coton House in Rugby in 1990, in which the discussion was inspired by the contribution of Roland Hill’s innovation of the Penny Post. Hill’s reforms coalesced with the other currents of the Industrial Revolution to provide the basis for a model of a postal system for industrial economies in the nineteenth and twentieth centuries. Now is the time for major reform in the postal sector to reflect the ‘Communications Revolution’, which is taking place at far greater speed than the Industrial Revolution. If the postal sector is to thrive in the Communications Revolution, further significant transformation of the sector, driven by commercialized and privatized POs, will be required to integrate various elements of traditional postal communications with the new communications infrastructure of the Internet and wireless technologies.

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

**Rutgers University-Newark and New Brunswick Economics: Postal Sector**

In our increasingly technology-focused world, demand for traditional postal services is steadily shrinking. This timely volume examines the many challenges that the worldwide postal sector is facing as a result of growing electronic competition, and offers expert recommendations for reshaping postal structures to strengthen their competitiveness in an electronic age. Drawn from a selection of papers presented at the 20th Conference on Postal and Delivery Economics in Brighton, UK, this book showcases expert contributions on the rapidly changing postal sectors in both the United States and Europe. Topics discussed include the various financial challenges posed by decreasing demand for postal services, recent changes in how postal services are provided, and new structures and modes of operation, such as privatization, that are currently affecting the industry. Contributors offer a thorough breakdown of the issues as well as ideas for keeping the postal sector alive in a world that is growing ever more reliant on purely electronic means of communication. Economists with an interest in regulatory economics, innovation and public sector economics will find this volume useful and informative, as will institutional libraries and industry professionals.

_Michael A. Crew is a member of the faculty at Rutgers University-Newark and New Brunswick._

**William Paterson University**

**Finance: Consumer Debt**

The effect of negative credit card behaviors is examined for association with other forms of consumer debt (automobile debt, installment debt, and personal loan debt). Data were collected using a combination of random digit dialing and convenience sampling from two cities. Respondents’ median age is 48 years old, ranging from 20-87. Results indicate that despite controlling for income, not paying off the monthly balance and reaching the maximum limit on credit cards are associated with a variety of other debts. Although consumers can increase lifetime utility by borrowing, less educated consumers are more vulnerable to less favorable sources of credit. Negative credit card behaviors can be easily identifiable signals of larger lurking issues related to consumer behavior or lack of financial literacy. Controlling for income, younger adults accrue significantly more installment debt, possibly suggesting that younger generations perceive a larger number of required appliances and electronics as being necessary to run the household than previous generations.

*Lukas R. Dean is a member of the faculty at William Paterson University.*

**Fairleigh Dickinson University Management: Affective Commitment**

This study examines the influence of mentoring support and perceptions of a supportive work-family culture on the level of work-family conflict (WFC), job satisfaction and affective commitment reported by employees in a Fortune 100 professional services organization. Main effects and interaction effects between mentoring and work-family culture were explored. Results indicate that the presence of a mentor is significantly related to affective commitment while a supportive work-family culture was associated with less WFC – both family interference with work and work interference with family – and greater job satisfaction and affective commitment. For both job satisfaction and affective commitment, there is an interaction effect that suggests a synergy between direct and contextual support. Implications for practice and future research are discussed.

*Scott J. Behson is a member of the faculty at Fairleigh Dickenson University.*

**Rutgers University-Newark and New Brunswick Marketing: Intercultural Competency**

Intercultural competency plays a pivotal role in creating a more equitable and just marketplace in which situations of marketplace vulnerability are minimized and resilience is enhanced. Intercultural competency is the ability to understand, adapt, and accommodate another’s culture. In this essay, the authors present a framework of intercultural competency development in multicultural marketplaces. They discuss resilience-building actions for multicultural marketplace actors, specifically, consumers, companies/marketers, community groups and nongovernmental organizations, and policy makers for three phases of intercultural competency development.

*Geraldine Rosa Henderson is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Fairleigh Dickinson University**  
**Marketing: Materialism**

This paper investigates the moderating role of China's one-child policy on the relationship between susceptibility to social influence from parents and peers and the levels of materialism of consumers. By comparing Chinese consumers who were born after the implementation of the one-child policy with their Indian and Thai counterparts, our study finds that the previously documented positive relationship between peer influence and materialism as well as the negative relationship between parental influence and materialism are greater for consumers from China than those from India and Thailand. We theorize that these differences are due to the ability and motivation of only-children to internalize the materialistic values from their parents and peers. Further, we demonstrate that these differences in social influence are restricted to in-group influences (i.e., parents and peers) and do not manifest in the case of out-group influences (e.g., salespeople).

*Yoshiko DeMotta is a member of the faculty at Fairleigh Dickinson University.*

**Montclair State University**  
**Accounting: Auditor Selection**

Previous research has set a firm position on quality and credibility of accounting information in the audit markets. Firth and Smith (1992), Firth and Liau-Tan (1998) and DeFranco et al. (2010) observed that brand name auditors provide higher assurance and credibility to the audited financial statements of companies with little or no trading history. However, in light of this reputable research, the established view from major professional accounting groups is that the audits are the same regardless of the audit firm implying auditing homogeneity (Niskanen et al., 2010). The results from this analysis indicated that the price of a privately held company did not vary as a function of the audit firm performing the audit. Two analyses were performed comparing private companies audited by the largest ten accounting firms vs. all others, and Big 5(4) firms opposed to the remaining.

*James A. DiGabriele is a member of the faculty at Montclair State University.*

**Rutgers University-Newark and New Brunswick**

**International Business: Financial Crises**

This paper provides evidence for the immediate or short-term responses to financial crises of U.S. multinational firm (MNE) subsidiaries. Using a real options perspective, we hypothesize that financial crises change the relative value of ‘within-country’ versus ‘across-country’ options for MNE subsidiaries. We suggest that relocating subsidiary output is an effective short-term response to local financial crises. We examine the effects of 83 financial crises (banking, debt and currency crises) on longitudinal data of U.S. MNEs’ subsidiary sales in over 50 countries in the period 1983–2005. Our results show market-switching effects. Particularly in the case of local currency crises we observe a refocus of the MNE’s subsidiary local sales toward export markets. The effect is maintained in the occurrence of twin financial crises. These results confirm our expectation that financial crises cause an increase in the value of ‘across-country’ option relative to ‘within-country’ option.

*Roger Smeets is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Finance: Protectionism**

This paper studies government reactions to large corporate merger attempts in the European Union during 1997 to 2006 using hand-collected data. We document widespread economic nationalism in which the government prefers that target companies remain domestically owned rather than foreign-owned. This preference is stronger in times and countries with strong far-right parties and weak governments. Nationalist government reactions have both direct and indirect economic impacts on mergers. In particular, these reactions not only affect the outcome of the mergers that they target but also deter foreign companies from bidding for other companies in that country in the future.

*Serdar Dinc is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Management: Racial Inequality**

Discussions of diversity and inequality in the labor force have tended to focus on negative mechanisms such as discrimination or prejudice, or in more recent research, the workings of implicit and unconscious bias. In this book, however, DiTomaso argues that inequality is reproduced, not by whites doing negative things to blacks and other non-whites, but by whites doing good things for each other through the mechanisms of favoritism and offering advantages to family and friends. Taking Gunnar Myrdal's work on the racial divide, *The American Dilemma,* as her departure point, DiTomaso interviewed a random sample of whites in three parts of the country about their job histories and perceptions about fairness and inequality. Most interviewees professed support for civil rights and equal opportunity, but they pursued group-based advantage—i.e. unequal opportunity, especially in efforts to secure jobs protected from market competition. Because helping friends and family members is a positive act rather than a negative one, the interviewees do not have to actively exclude blacks or other non-whites in order to gain the advantages of being white. That is, the ultimate white privilege is the privilege not to be racist while gaining the benefits of being white. DiTomaso finds that her interviewees accept the principles of civil rights but not the implementation of policies that would bring about greater equality. DiTomaso also links the importance of access to jobs that pay a living wage to explaining how the political engagement of different groups of white voters is affected by how civil rights policies impact their ability to provide job market advantages to family and friends. This tension between policies of “civil rights” and “labor rights” is evident in Republicans’ use of anti-civil rights rhetoric to attract white voters, and in the efforts of Democrats to bridge race and class issues as both parties endeavor to put together a “permanent majority” in the post-civil rights period. Drawing on her interviews, DiTomaso analyzes the landscape of post-civil rights politics in the interviewee views of public policy issues, especially with regard to fairness in the job market.

*Nancy DiTomaso is a member of the faculty at Rutgers University-Newark and New Brunswick.*

*Rutgers University-Newark and New Brunswick Management: Clock Time*

Time pacing, which refers to the regulation of intensity and direction of people’s attention and effort, is central to innovation management. However, in a study of complex product innovation in pharmaceuticals, we find that time pacing is a major source of conflict between managers and scientists over innovation management. Our analysis of this tension reveals that two very different forms of time pacing operate in this complex innovation. Clock-time pacing, which gauges progress by the predictable passage of clock time, is used by strategic managers to reduce unnecessary exploration, focus on necessary questions, and speed up the execution of steps. Event-time pacing, which gauges progress by the unpredictable achievement of learning events, is used by the scientists to develop a deep understanding of how a drug might behave in the body against a disease, to focus on learning by asking many questions, and to integrate emergent results into plausible patterns. We identify four dimensions that differentiate clock-time pacing from event-time pacing, which drive the tension between the two. We summarize negative effects that this tension can have on innovation if left unaddressed, and then suggest ways to integrate clock-time pacing with event-time pacing. We also discuss implications for Chinese management.

*Deborah Dougherty is a member of the faculty at Rutgers University-Newark and New Brunswick.*

Rutgers University-Newark and New Brunswick Management: Organizational Innovation

This chapter develops a framework for organizing for complex innovation. We focus on complex innovation because it comprises a new frontier in innovation management. Complex innovation is when innovators working on the creation of new products are faced with extreme uncertainty or unknown unknowns (Pisano, 2006). For complex innovators, the relationships between cause and effect that are so integral to putting a new product together are unknown, and must be discovered for each new product. Complex innovators do not know what particular elements might be part of the new product, how to design those elements or how to integrate them into a commercially viable product system. These innovators must discover a plausible pattern for their product as they innovate. Many pressing societal needs such as developing new energy systems and materials, overcoming poverty, assuring financial liquidity without crashing economies, creating environmentally sustainable operations and discovering drug therapies for unmet medical conditions are complex innovations that involve enormous risks, but also offer enormous societal benefits if these needs can be fulfilled. Organizing for complex innovation enables innovators to encompass more possibilities, explore more alternatives, and keep more options open as they search for workable patterns among virtually infinite possibilities.

Deborah Dougherty and Emilio DeLia are members of the faculty at Rutgers University-Newark and New Brunswick.

Rutgers University-Newark and New Brunswick
Accounting: XBRL

Since the mandate by the U.S. Security and Exchange Commission (SEC) to begin the interactive data reporting in June 2009, according to XBRL Cloud, an XBRL product and service provider, more than 4,000 filing errors have been identified. We examine the overall changing pattern of the errors to understand whether the vast number of errors may hamper the transition to the interactive data reporting. Using a sample of 4,532 filings that contain 4,260 errors, we document significant learning curves exhibited by the SEC XBRL filing environment, by the filers, and by the XBRL software vendors. Specifically, we find that the number of errors per filing is significantly decreasing as more quarters pass, when a company files more times, and when a higher version of software is used, suggesting that the SEC, the company filers, and the technology community all learn from their experiences and therefore the future filings are improved. Our findings provide evidence to encourage the regulatory body, the filers, and the XBRL technology supporting community to embrace the new disclosure requirement in financial reporting. The significantly decreased number of errors also helps address the information users’ concerns regarding the data quality of XBRL filings.

Miklos A. Vasarhelyi is a member of the faculty at Rutgers University-Newark and New Brunswick.

**Rutgers University-Newark and New Brunswick Management: Business Ethics**

Research on political ideology in law and psychology can be fruitfully applied to the question of whether business ethics is ideological, and, if so, what response is warranted. I suggest that legal and psychological research streams can be drawn upon to create a new genre of critical business ethics that differs from normative and empirical business ethics. In psychology, Moral Foundations Theory (MFT) suggests how the mainstream ideology within an academic field can be criticized as a reflection of a self-righteous, us-them mind-set. In law, Critical Legal Studies (CLS) suggests how a fields mainstream ideology can be criticized as a rationalization of the status quo. I suggest that the MFT and CLS criticisms of ideology can be joined to develop a critical approach to business ethics that seriously examines science on normatively charged topics, such as liberal-conservative differences and implicit attitudes, and that frames it in terms of alternative narratives.

*Wayne Eastman is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Augmented Lagrangians**

This paper develops a new error criterion for the approximate minimization of augmented Lagrangian subproblems. This criterion is practical since it is readily testable given only a gradient (or subgradient) of the augmented Lagrangian. It is also “relative” in the sense of relative error criteria for proximal point algorithms: in particular, it uses a single relative tolerance parameter, rather than a summable parameter sequence. Our analysis first describes an abstract version of the criterion within Rockafellar’s general parametric convex duality framework, and proves a global convergence result for the resulting algorithm. Specializing this algorithm to a standard formulation of convex programming produces a version of the classical augmented Lagrangian method with a novel inexact solution condition for the subproblems. Finally, we present computational results drawn from the CUTE test set—including many nonconvex problems—indicating that the approach works well in practice.

*Jonathan Eckstein is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Fairleigh Dickinson University**  
**Pedagogy: Learning Style Preferences**

This study examines the construct validity of the Productivity Environmental Preference Survey (PEPS) utilized by the Dunn and Dunn (2006) Learning Style Model (DDLSM) in order to discern the learning style preferences of respondents to the survey. This test is undertaken with the use of results from the Building Excellence (BE) survey instrument, a more recently developed DDLSM instrument. One of the important learning style preference variables that the PEPS and BE measure is whether a student subject prefers to learn (i.e., process information) in an ‘analytical’ or ‘global’ manner. The PEPS and the BE construct a variable to measure this preference for analytic or global learning along a scale which represents the subject’s cognitive processing behavior. The PEPS utilizes a more indirect approach to constructing this scale variable—relying on data from five other learning style preference patterns. The BE utilizes a more straightforward approach which constructs this scale variable directly, i.e., without the use of the five ‘discriminating’ learning style preferences.

*Frederick Englander and Zhaobo Wang are members of the faculty at Fairleigh Dickinson University.*

**Rutgers University-Newark and New Brunswick Economics: Proposition 16**

The academic achievement of student-athletes has been the subject of much public debate. The National Collegiate Athletic Association (NCAA) has claimed that student-athletes have an ‘excellent experience’ in college and that student-athletes in even the NCAA’s most competitive divisions graduate at higher rates than non-athletes. If true, this implies that intercollegiate athletics actually benefit student-athletes academically (NCAA Research Staff, 2009). However, there is little agreement on whether intercollegiate athletics make student-athletes better-rounded individuals or whether they simply make student-athletes ‘unpaid professionals’ (Zimbalist, 1999). The NCAA’s implementation of Proposition 16 added to the debate, as it contradicted the NCAA’s own claim that student-athletes graduate at a higher rate than the overall student population. In August 1995, Proposition 16 began to impose more-stringent academic standards for student-athletes, which raises the following question: if student-athletes were already reaching higher levels of academic achievement than the overall student population, why did the NCAA need to raise the scholastic bar for incoming freshmen? One explanation might be that the NCAA implemented Proposition 16 for all student-athletes when in reality the NCAA was targeting specific subgroups.

*B. Erin Fairweather is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**

**Decision Sciences: Integrated Supply and Distribution Problem**

We study a variation of the integrated supply-distribution problem that involves heterogeneous vessels, multiple time periods, and many customers. In each time period, a limited amount of supplies is allocated and shipped out to competing customers by vessels; each shipment has a fixed and variable cost. Whenever the supply for a time period is insufficient, shortage occurs and results in a shortage cost. Whenever a customer has unused supplies at the end of each time period, the excess is stored in local inventory and leads to an inventory cost. The problem is to find an integrated allocation and distribution schedule to minimize the total shortage, inventory, and shipping cost. We show that a special case of this problem with a single time period can be solved efficiently, upon which we then develop a greedy heuristic for the general multi-period problem. We also demonstrate the use of the proposed algorithm by solving a numerical example with five ports along the east coast.

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

*Fairleigh Dickinson University
Decision Sciences: Forecasting*

When utilizing optimal minimum expected cost forecasting in a hierarchical organization, the aggregate of lower level forecasts generally do not sum to the forecast of the higher level. The traditional forecast reconciliation approach uses proportional allocation for reconciliation. It has been shown that such a procedure generally eliminates forecast optimality. In this paper an optimality retaining reconciliation method is developed with focus on the asymmetrical Linex cost function.

*Alan Fask is a member of the faculty at Fairleigh Dickinson University.*

**Rutgers University-Newark and New Brunswick**

**Decision Sciences: Stochastic Dynamic Programming**

Prior to the start of an adaptive clinical trial, demand for an investigational drug can be highly uncertain. Treatment length, recommended dosages, and forecasted patient recruitment can fluctuate in response to early trial results. While initial demand forecasts can be very wrong, the factors influencing future demand can be learned during the trial. To take advantage of this learning, intra-trial production and/or packaging can be leveraged, but this is done at the expense of scale economies. In this paper, we study the balance between learning and economies of scale for adaptive clinical trials. We characterize the optimal production (or packaging) decisions and through analytical and numerical studies, we develop insights on the impact of fixed costs, learning rates in terms of forecasting future demand, inventory overage costs, and inventory underage costs on the value of having intra-trial flexibility and on decisions regarding quantity and timing of drug supply.

*Yao Zhao is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rowan University**  
**Management: Emergency Incidents**

This book was written to serve as both a preparation tool and resource for business, emergency service, and media professionals whose roles and responsibilities may involve information dissemination related to emergency incidents. It examines the roles, responsibilities, and challenges of emergency incident media coverage from the above three perspectives. It is crucial to deliver a timely, accurate, and professional message while ensuring effective incident management and resolution during times of crisis. Incident-specific incident management and media coverage job aids, as well as additional resources, are provided for use during various types of emergency incidents.

*Robert S. Fleming is a member of the faculty at Rowan University.*


**Rowan University**  
**Management: Emergency Incidents**

A comprehensive instructor package is available to assist in the successful delivery of twenty five lessons based on the textbook chapters, as well as six supplemental lessons. These materials are designed to encourage and support collaborative delivery by a team of instructors with backgrounds and experience in business, emergency services, and the news media. Numerous incident scenarios are included with guidance on the use of role play activities.

*Robert S. Fleming is a member of the faculty at Rowan University.*

**Rowan University Management: Information Dissemination**

This article considers the importance of information dissemination during and following the occurrence of a crisis that impacts a contemporary business organization. It emphasizes the expectations of organizational stakeholders regarding the provision of accurate, credible, professional, and timely information regarding such events and their impact on the business organization. The importance of a proactive approach to the preparation and dissemination of information in times of crisis in the interest of contributing to continued organizational success and survival is a theme throughout the article.

*Robert S. Fleming is a member of the faculty at Rowan University.*

**Rowan University**  
**Management: Emergency Management**

The success and survival of any organization is based on its ability to meet and, where possible, exceed the expectations of stakeholders. Challenges associated with service delivery consistent with these expectations can result from developments in an organization’s external environment. This article considers how contemporary emergency service organizations can successfully address the increasing service demands resulting from the aging of the “baby boomer” generation through engaging in a paradigm shift from traditional strategies to a proactive community risk reduction approach.

*Robert S. Fleming and Faye X. Zhu are members of the faculty at Rowan University.*

**Rider University**  
**Management: Hiring a Consultant**

This research investigates issues regarding the selection of corporate and institutional consultants. There is considerable information to assist those who conduct research, but little to facilitate the selection of others who perform it. This study integrates ideas found in the literature with those of the researcher who has been a consultant and a client, together with empirically generated executive input. The author conducts a series of personal interviews with corporate and institutional individuals on the client-consultant interface. The information comes from publicly-held and privately-owned organizations in both profit and not-for-profit sectors. The findings lead to an improved understanding of how consulting efficiencies can be enhanced.

*Ralph Gallay is a member of the faculty at Rider University.*

**Rutgers University-Newark and New Brunswick**

**Management: Ethical Decision Making**

In this dissertation, I develop a model of ethical decision making in organizations that integrates research in behavioral ethics with recent research in moral and social psychology. Through this model, I propose that ethical decision making is more automatic than controlled, more reflexive than reflective, and more unconscious than conscious. More specifically, I propose that organizational members respond to ethical dilemmas with cognitions determined foremost by their implicit beliefs, and that these beliefs interact with individual and contextual factors to influence unethical behavior in business and organizational contexts. This dissertation includes three studies. The purpose of the Pilot Study was to confirm the effectiveness of the experimental manipulation; the purpose of Experiment 1 and Experiment 2 was to explore the hypotheses developed in the theoretical model. The results of the Pilot Study confirmed the effectiveness of the manipulation. The results of Experiment 1 and Experiment 2, however, did not provide support for the hypotheses. This dissertation concludes with a discussion on the model and results. In the discussion, I discuss the insights that this dissertation offers into behavioral ethics research and the ethical decision making process. Further, I discuss the possible reasons for the null results, the limitations of the study, and the many opportunities for future research within the ethical impulse perspective.

*Joseph Gaspar completed his dissertation at Rutgers University-Newark and New Brunswick. He is an assistant professor at Quinnipiac University in Connecticut.*

**Fairleigh Dickinson University**

**Finance: Mergers and Acquisitions**

Examining how M&A fits in corporate growth strategies, *Maximizing Corporate Value through Mergers and Acquisitions* covers the various strategic reasons for companies entering mergers and acquisitions (M&A), with a look at those that are based on sound strategy, and those that are not. With insider guidance on what boards of directors should be aware of when evaluating proposed deals, *Maximizing Corporate Value through Mergers and Acquisitions* provides a sound foundation for understanding the risks involved in any mergers and acquisitions deal, before it's too late.

*Patrick A. Gaughan is a member of the faculty at Fairleigh Dickinson University.*

**Rutgers University-Newark and New Brunswick Management: Growth Probability Hypothesis**

To examine the impact of acquisition announcements on the stock market returns of rivals of the acquiring firms, we propose a growth probability hypothesis: when an acquisition is announced, it signals the potential for future growth in the acquirer’s industry to the market, resulting in positive stock market reactions to rivals of the acquiring firms. We test the growth probability hypothesis with a longitudinal sample of Chinese domestic and cross-border acquisitions during 1993-2008. The results provide robust support for this hypothesis as a means to explain market reactions to rivals of acquiring firms. We also empirically test and negate alternative theoretical explanations advanced in prior literature to explain positive market reactions to rivals of the target firms.

*Ajai S. Gaur is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**

**Information Technology: Mobile Technologies**

Advances in mobile technologies have allowed us to collect and process massive amounts of mobile data across many different mobile applications. If properly analyzed, this data can be a source of rich intelligence for providing real-time decision making in various mobile applications and for the provision of mobile recommendations. Indeed, mobile recommendations constitute an especially important class of recommendations because mobile users often find themselves in unfamiliar environments and are often overwhelmed with the “new terrain” abundance of unfamiliar information and uncertain choices. Therefore, it is especially useful to equip them with the tools and methods that will guide them through all these uncertainties by providing useful recommendations while they are “on the move.” In this dissertation, we aim to address the unique challenges of recommendations in mobile and pervasive business environments from both theoretical and practical perspectives. Specifically, we first develop an energy-efficient mobile recommender system which is to recommend a sequence of potential pick-up points for taxi drivers by handling the complex data characteristics of real-world location traces. The developed mobile recommender system can provide effective mobile sequential recommendation and the knowledge extracted from location traces can be used for coaching drivers and lead to the efficient use of energy. The experimentations on real-world spatio-temporal data demonstrate the efficiency and effectiveness of our methods. Moreover, we introduce a focused study of cost-aware collaborative filtering that is able to address the cost constraint for travel tour recommendation. *(continued on next page)*
Specifically, we present two ways to represent user's latent cost preference and different cost-aware collaborative filtering models for travel tour recommendations. We demonstrate that the cost-aware recommendation models can consistently and significantly outperform several existing latent factor models. In addition, we introduce a Tourist-Area-Season Topic (TAST) model. This TAST model can represent travel packages and tourists by different topic distributions, where the topic extraction is conditioned on both the tourists and the intrinsic features (i.e. locations, travel seasons) of the landscapes. Then, based on this topic model representation, we present a cocktail approach to generate the lists for personalized travel package recommendation. When applied to real-world travel tour data, the TAST model can lead to better performances of recommendation. Finally, we introduce the collective training to boost collaborative filtering models. The basic idea is that we compliment the training data for a particular collaborative filtering model with the predictions of other models. And we develop an iterative process to mutually boost each collaborative filtering model iteratively.

Yong Ge completed his dissertation at Rutgers University-Newark and New Brunswick. He is an assistant professor at University of North Carolina-Charlotte.
Gregory, D., & Scotti, D. J. (2013). A budget impact model to estimate the cost dynamics of treating high risk heart failure patients with advanced percutaneous cardiac assist devices: The payer perspective. *Journal of Managed Care Medicine, 16*(1), 61-69.

*Fairleigh Dickinson University*  
*Management: Heart Failure*

Treatment of heart disease is a major driver of health care spending in the United States. Temporary and timely use of hemodynamic support devices can be particularly beneficial to two high-risk patient populations: cardiogenic shock patients and those requiring hemodynamic support as an adjunct to high-risk coronary revascularization. The rate of adoption of advanced percutaneous cardiac assist devices (pVADs) for providing such support is steadily increasing. The objective of this study is to propose a budget impact model, from the third-party payer perspective, to estimate the separate and combined economic costs to health plans of covering this emerging trend in medical treatment. Clinical and financial inputs used to generate our results were obtained from a nationally recognized source of commercial claims data.

*Dennis J. Scotti is a member of the faculty at Fairleigh Dickinson University.*

**Fairleigh Dickinson University**

**Management: Heart Failure**

The economic burden of heart disease is heavy and growing. As advanced technologies for treating heart disease become available, decision makers need to be able to assess the relative value of such options against existing standards of care.

*Dennis J. Scotti is a member of the faculty at Fairleigh Dickinson University.*

**Ramapo College of New Jersey**  
**Management: Religious Affiliation**

How does religion affect an individual's likelihood of volunteering for social change causes? This study reports on findings from an analysis of the 2005 wave of the COPPS supplement to the PSID to examine the effects of religious tradition (affiliation) and religious attendance (religiosity) on social change volunteering. We find that adherents to the more liberal Christian denominations—mainline Protestant and Catholic—are more likely to volunteer with social change organizations than are Evangelicals. We also find that adherents to other minority religions such as Judaism and Buddhism and individuals with no religious belief are all more likely to volunteer with social change organizations than are Evangelicals. We find a positive and significant relationship between religious attendance and social change volunteering, but find little difference in the effect of religious attendance on social change volunteering between Evangelicals and other religious traditions (except for Catholics).

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

**Rutgers University-Newark and New Brunswick Marketing: Cross-Cultural Research**

This special issue reconceptualizes the meaning of cross-cultural research and challenges researchers to broaden their scope to include a variety of cultures, including virtual ethnicities. This introductory article provides commentary on the thirteen articles that follow in this special issue on cross-cultural research in business. Many of the articles follow the traditional cross-national approach. However, several take a broader view, recognizing that different cultures can take shape both outside and within national boundaries. This conclusion is particularly true in this age when digital technologies change the way humans interact and broaden human networks around which cultures form. Such cultures are virtual ethnicities built around fictive kin.

*Geraldine Rosa Henderson is a member of the faculty at Rutgers University-Newark and New Brunswick.*

*Fairleigh Dickinson University*

**Marketing: Stigmatized Group**

This article examines how and why members of a stigmatized minority group respond to in-group and out-group influences in their consumption decisions. Specifically, the authors demonstrate through a field survey that gay men are more [less] likely, compared with their straight counterparts, to conform to influences from in-group [out-group] members. Moreover, the authors show that these patterns are driven by differences across these two groups in both their horizontal and vertical collectivism values. In doing so, this article provides evidence of the influence of coping with continual threats to identity (as are faced by stigmatized minorities) on gay men's cultural values and explores the driving role of these values in gay men's susceptibility to influences from in- and out-groups that go beyond those based on majority–minority status.

*Yoshiko DeMotta is a member of the faculty at Fairleigh Dickinson University.*

**Rutgers University-Newark and New Brunswick**  
**Marketing: Islamic Spain**

Spain during the time period 711 to 1492 was one of the most brilliantly creative and affluent nations in western Europe. During this epoch, Spain was populated by Muslims, Christians, and Jews who served as rulers, military leaders, scientists, philosophers, mathematicians, astronomers, and merchants, as well as consumers. The highest levels of cultural creativity and affluence are traceable to those rulers who encouraged religious tolerance, regardless of their own religious affiliation. I propose that this historical pattern is a valid one for marketing systems in contemporary Muslim-Christian-Jewish societies. Enforcement of religious orthodoxy by the government appears to discourage cooperative entrepreneurial activities and to reduce affluence, whereas government support of interfaith endeavors is linked to advances in science, business, and the arts.

*Elizabeth C. Hirschman is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**Information Technology: Privacy Preserving Analysis**

With the rapid growth of computing, storing and networking resources, data is not only collected and stored, but also analyzed by different parties. This creates serious privacy problems while inhibiting the use of such distributed data. In turn, this raises the question of whether it is possible to realize value from distributed data without violating security and privacy concerns. Privacy-preserving data analysis has attracted considerable attention in recent years. Specifically, classification, clustering, association rule mining, outlier detection, regression among others, are securely implemented to analyze data privately held by multiple parties. The basic premise of such secure data analysis is that only the data analysis result can be revealed. As a fundamental problem found in many diverse fields, optimization is the study of problems in which one seeks to minimize or maximize a real function by systematically choosing the values of real or integer variables within an allowed set. Inspired from multiparty data analysis, the ubiquitous collection of data opens even greater opportunities in the optimization problems, applicable to the fields of operations research, computer science and mathematics. Collaborative optimization, when done properly with distributed data from different organizations, can facilitate them to improve the allocation of global resources without compromising on security.  
*(continued on next page)*
The primary goal of this dissertation is to develop privacy-preserving collaborative optimization techniques that would allow organizations to gain the maximum value from local information without (or with limited) information disclosure. While answering this problem, an inherent aim is to solve these fundamental problems underlying privacy-preserving analysis and secure multiparty computation (SMC) while making it more accessible and applicable. In this dissertation, we look at fundamental optimization problems such as linear programming, non-linear programming and some classic NP-hard problems. Particularly, we discuss the potential security and privacy concern in the collaborative formulations of them, which occur in the real world, such as logistics and scheduling in supply chain management. To securely solve them, we present efficient privacy-preserving methods along with formal security analysis for the proposed privacy notions. In addition, we identify a potential attack to an earlier work and amend the transformation method with enhanced security guarantee. We also address how game theoretic techniques can be used to solve some of the fundamental incentive problems underlying secure multiparty computation in collaborative optimization. The computation/communication cost analysis and the experimental results demonstrate the feasibility, applicability and scalability of the proposed approaches.

Yuan Hong completed his dissertation at Rutgers University-Newark and New Brunswick. He is an assistant professor at University at Albany – SUNY.

**Rutgers University-Newark and New Brunswick**

**Finance: Diversification**

Diversification benefits of three “hot” asset classes—Commodity, Real Estate Investment Trusts (REITs), and Treasury Inflation-Protected Securities (TIPS)—are well-studied on an individual basis and in a static setting. Using data from 1970 to 2010, this paper documents both that the three asset classes are in general not substitutes for each other, and that diversification benefits of each asset class change substantially over time. Therefore, all three asset classes ought to be included in investors’ portfolios. Furthermore, we show that the observed time variation in diversification benefits can be explained by time-varying return correlations. To see the implications of these findings for asset allocation in practice, we examine the out-of-sample performance of portfolio strategies, based on a variety of correlation structures. We find that the Dynamic Conditional Correlation (DCC) model (Engle, *J Bus Econ Stat* 20(3):339–350, 2002) outperforms other correlation structures, such as rolling-window, historical, and constant correlations. Our findings suggest that diversification benefits of the three asset classes should be examined in a dynamic setting, and that investors need to use appropriate correlation estimates to adjust for such time variation.

**Zhaodong Zhong is a member of the faculty at Rutgers University-Newark and New Brunswick.**

*Fairleigh Dickinson University*

*Pedagogy: Amortization*

Setting decimal places to two in Texas Instruments BA-II Plus financial calculator to be consistent with our currency denomination is insidious. It yields erroneous amortization answers that elude unsuspecting users. The only remedy to minimize the erroneous answers is to increase the decimal places to nine, the maximum permissible by the calculator.

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

**Seton Hall University**  
**Legal Studies: Constitutional Law**

This article discusses the use of movies in teaching the fundamentals of constitutional law. It describes the format of an academic “movie review” and provides the proper context of constitutional analysis by citing many of the ground-breaking constitutional law cases decided by the United States Supreme Court in recent decades. The paper concludes by applying the constitutional principles found in the Primer to two movies: *Inherit the Wind* and *Gideon’s Trumpet*. The paper is relevant for those outside the United States as well who may wish to inquire about the nature of teaching constitutional law principles in a non-traditional manner that may appeal to students who exhibit quite different learning modalities.

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

*Seton Hall University*

*Legal Studies: Uniform Commercial Code*

In the area of contracting, it is always safer to agree completely on all material (important) contract terms before performance is made or tendered—that is, either before payment is tendered or goods are shipped or accepted. However, in this less than perfect world, parties will frequently begin performance even before the terms of a deal have been completely worked out. This article will provide a discussion and statutory solution to the problem as seen in the Uniform Commercial Code Section 2-207. In addition, the article takes the discussion to the international contracting stage by referencing the United Nations Convention on Contracts for the International Sale of Goods.

*Richard J. Hunter, Jr. is a member of the faculty at Seton Hall University. Dennis DeAlmeida is a graduate assistant at the Stillman School of Business and a J.D. candidate at Seton Hall University School of Law.*

**Seton Hall University**  
**International Business: Turkish Economy**

This article will discuss a simple question: How has Turkey been affected by the European debt crisis? The article will discuss general economic conditions in Turkey and provide important economic indicators, describe the history of Turkey’s involvement with the European Union, and relate how Turkey avoided the worst negatives of the European crisis. The article argues that Turkish domestic demand has been the driving force behind Turkey’s economic growth, and describes the important role of Turkey’s Central Bank. The article concludes by discussing the relationship between the IMF and Turkey and the necessary structural reforms required for transforming the economy of Turkey, and the main strengths and weakness in the Turkish economy.

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

**Seton Hall University**  
**Legal Studies: Franchise Relationship**

In Part II of our study, the authors deal with the myriad of legal issues that pervade the franchise relationship. Of particular interest are the differences between the sale of a franchise and the sale of a security; an analysis of the elements of the critical Franchise Disclosure Document (FDD); a detailed look at the franchise contract; some “special protections” available to automobile dealers and petroleum dealers in the United States; and the relationship between franchising and U.S. antitrust law (which provides a fertile area of litigation between franchisors and franchisees). The purpose of Part II is to inform the franchisee about the issues that will require professional attention by a competent and well-versed franchise contract advisor and legal expert.

*Richard J. Hunter, Jr. and Héctor R. Lozada are members of the faculty at Seton Hall University.*

*Seton Hall University
Legal Studies: Franchising*

Part I of this two-part study introduces the concept of franchising, outlines its unique elements, delineates the categories or types of franchises and lines of businesses involved in franchising, describes the benefits of franchising in the U.S. economy, provides a guide to the various types of fees associated with the franchise relationship, and discusses the issues surrounding performance measurement and master franchising. In Part II, the authors will discuss the important legal aspects of franchising centering on the franchise contract, important Federal Trade Commission required disclosures associated with the Franchise Disclosure Document (FDD), and aspects of antitrust law applicable to the franchise relationship.

*Richard J. Hunter, Jr. and Héctor R. Lozada are members of the faculty at Seton Hall University.*

**Seton Hall University**

**Legal Studies: The U.S. Consumer Product Safety Commission**

The U.S. Consumer Product Safety Commission (CPSC) is charged with protecting the public from unreasonable risks of injury or death associated with the use of the thousands of consumer products under the agency's jurisdiction. Deaths, injuries, and property damage from consumer product incidents cost the nation more than $900 billion annually. CPSC is committed to protecting consumers and families from products that pose a fire, electrical, chemical, or mechanical hazard. CPSC’s work to ensure the safety of consumer products—such as toys, cribs, power tools, cigarette lighters and household chemicals—contributed to a decline in the rate of deaths and injuries associated with consumer products over the past 30 years.

Richard J. Hunter Jr. is a member of the faculty at Seton Hall University. Melissa A. Montuori is a recent graduate of Seton Hall University.

Seton Hall University
International Business: Economic Transformation

This article is a discussion of the role and importance that foreign direct investment (FDI) has played in the Polish economy in light of the process of economic transformation accomplished in Poland since 1989. Much of the background information has been extrapolated from our prior research into the topic conducted over the past 30 years. The article discusses the positive aspects of FDI, outlines its main “players” in the Polish economy, offers suggestions relating to necessary preconditions for successful FDI activities, and describes the introduction of FDI within the larger context of economic reforms in Poland that dealt with the negative derivative traits of the former command-and-control economy.

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

**Seton Hall University**  
**International Business: Privatization in Poland**

In its simplest form, privatization is de-statism—that is, removing the state as the owner of property and assets. From the outset of the transformation process in Poland, significant limitations to the privatization process existed. A developed market infrastructure was absent. Businesses that were being prepared for privatization lacked the ability to conduct market research, and advisory and consulting services were in short supply. Procedures and benchmarks for property valuation were almost non-existent. The financial infrastructure was immature and data on the profitability of firms being prepared for privatization was problematic. In addition, both the quality and level of competency of civil servants (the nomenklatura) and private managers remained low—largely due to the negative legacy of Poland’s communist past.

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

Seton Hall University
Economics: Special Economic Zones

Can the benefits of a cross border Special Economic Zone improve employment and productivity on Native American reservations and the neighboring United States areas? Is there a positive spillover of technology and skills capability building in domestic and foreign neighboring areas? This article will analyze successful economic growth and development projects utilizing SEZ’s and positive economic growth in areas directly neighboring successful SEZ projects globally due to spillover. Through the Nelson-Phelps model, once the absorptive capacity has increased, the innovative capacity will develop, providing the foundation for organic sustainable economic growth in both the domestic and neighboring foreign regions. The important aspects for a foreign investment to have positive spillover are strong linkages by matching the needs of domestic organizations with capabilities of foreign firms within SEZ. The pillars of inward investment policy to facilitate and encourage spillover of technology and skills transfer will include exposure, education, communication, and innovation.

Richard J. Hunter, Jr. is a member of the faculty at Seton Hall University. George Saldana is a recent graduate of Seton Hall University.

**Seton Hall University**

**International Business: Economic Transformation**

The process of lustration, or “truth seeking,” as carried out in Poland and in other nations of Central and Eastern Europe, cannot be isolated from its economic and political context. In fact, it may be argued that the process of lustration is only understandable in understanding the context of societal frustration felt acutely in the wake of the collapse of communist regimes in the region, most especially in the period immediately following upon 1989. Many individuals looked to fix blame for their nation’s dismal economic performance and the lack of individual liberties and rights that characterized their former regimes. In this scenario, responsibility could be laid directly at the feet of the bureaucracy and the state apparatus that had served to deliver the nations of the region into poverty, repression, and a demoralizing lack of hope for their futures. Thus, it is important to focus on the background of transformation which led both to fundamental economic and political changes and the role that lustration played in the process of bringing about societal change. This study focuses upon the issues surrounding lustration as it was conceived, applied, and implemented in Polish society.

*Richard J. Hunter, Jr. is a member of the faculty at Seton Hall University. Robin O’Brien-Lichtenstein is an adjunct professor at Seton Hall University.*

**Seton Hall University**
**Legal Studies: Presidential Trade Promotion Authority**

This commentary traces the historical origin and nature of presidential trade promotion authority in the context of the GATT and later through the aegis of the WTO and its relationship to congressional authority under the Commerce Clause. The paper looks at issues relating to “fast track authority” (so-called “Fast Track I”) in the context of NAFTA and the use of “Fast Track II” authority in conjunction with other trade agreements. The paper analyzes TPA/Fast Track procedures and focuses on the 2007 Congressional “grand Bargain” under which authority which had technically expired, was used in some recent trade negotiations.

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

*Seton Hall University*  
*Legal Studies: Due Process*

This article raises the important question regarding the legal status of the NCAA as a “state actor” which would subject it to constitutional due process requirements. The article is written within the context of two important cases: *Tarkanian* and *Brentwood Academy*. The authors take the position that the dissenting judges in *Tarkanian* and the majority in *Brentwood* essentially “got it right” and they provide an analogy to settled Supreme Court precedents that will provide the Supreme Court with a path to bring the NCAA under the aegis of the constitution—at least as far as providing members institutions, athletic administrative personnel, and athletes a modicum of due process protections.

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

**Rutgers University-Newark and New Brunswick**

**Accounting: Professional Skepticism**

Both researchers (e.g., Nelson 2009) and regulators (e.g., the PCAOB) have emphasized the importance of exercising the appropriate level of professional skepticism when conducting an audit. However, professional skepticism remains a hard concept to define and measure. In addition, it is often difficult to determine if a lack of skepticism is the primary cause of audit deficiencies and if so, what factors led to the lack of skepticism. The purpose of this paper is threefold: (1) extend the work of Nelson (2009) by synthesizing research related to auditors' professional skepticism to identify antecedents to both skeptical judgment and skeptical action, (2) identify areas where research is lacking on a particular dimension and suggest avenues for future research, and (3) discuss the implications of research findings for regulators and auditing professionals. We adopt two foundational aspects of the framework introduced in the seminal paper by Nelson (2009), which proposes that lack of skepticism can either be the result of a failure in problem recognition (lack of skeptical judgment) or a failure to act on a problem recognized (lack of skeptical action). We organize research studies into four categories of antecedents: studies relating to auditor characteristics, evidence characteristics, client characteristics, and environmental characteristics. We find that while research studies provide insights into both the antecedents to skeptical judgments and actions, the majority of research efforts to date have focused on the antecedents to skeptical judgments and on auditor characteristics in particular. Research findings have implications for practice, but in order to understand how skeptical judgment translates into skeptical action, additional research on skeptical action will need to be conducted.

*Helen Brown-Liburd is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**

*Decision Sciences: Brand Drug*

In this paper, we present a mathematical model to compare the effectiveness of the resell distribution agreement (Buy-and-hold and Fee-For-Service) and the direct distribution agreement (Direct-to-pharmacy) for the U.S. pharmaceutical supply chain and its individual participants. The model features multi-period production-inventory planning with time varying parameters in a decentralized setting. While the resell agreements are asset-based, the direct agreement is not. We show that the DTP agreement achieves the global optimum for the entire supply chain by eliminating investment buying and thus always outperforms the BNH and FFS agreements. We also show that the DTP agreement is flexible because it allows the manufacturer and the wholesaler to share the total supply chain profit in an arbitrary way. We further provide necessary conditions on the fee structure of the DTP agreement for all supply chain participants to be better off. We demonstrate the applicability of the model in the U.S. pharmaceutical industry using real-world data. We also discuss general conditions for the direct agreement to outperform the resell agreement beyond pharmaceutical supply chains.

*Yao Zhao is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**

**Accounting: Continuous Monitoring**

This chapter aims to analyze the academic and professional utilization of continuous monitoring (CM) with subsequent tentative implementation in a medium-sized Italian company. The study focuses on the possible role of CM techniques in the system of internal controls over financial reporting. The primary research questions are as follows: (1) Are recent regulatory changes related to corporate governance creating opportunities to implement the CM approach? (2) What are the obstacles to applying the CM techniques in the Italian corporate governance model and the market for audits of accounts? and (3) What is unique about applying CM to small and medium-sized organization in the current IT environment? Using a case study method can provide initial answers to those questions and indicate possible firm-level benefits of CM (i.e., efficiency, better decision making, and cost savings) as well as benefits for stakeholders (i.e., more reliable financial reporting).

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

**Rutgers University-Newark and New Brunswick**  
**Accounting: Auditing**

The increasing utilization of computerized systems in businesses has led to the generation and storage of massive databases. In light of the availability of such big data, auditing is moving from the traditional sample-based approach to audit-by-exception. The literature is abundant with studies that propose various machine learning, statistical, and data mining techniques that have proved to be efficient in identifying exceptions. However, such techniques often inundate auditors and management with large numbers of exceptions. This dissertation, composed of three essays, attempts to help them overcome the human limitations of dealing with information overload by proposing methodologies to detect and subsequently prioritize such exceptions. These prioritization techniques can help auditors and management to direct their investigations towards the more suspicious cases, or exceptional exceptions. The first essay evaluates the quality of auditors’ judgment of business processes’ risk levels using historic data procured from internal controls risk assessments of a multinational company. I identify the exceptions where auditor assessments deviate from the value predicted by an ordered logistic regression model. Subsequently, I propose two metrics to prioritize these exceptions. (*continued on next page*)
The results indicate that the prioritization methodology proved effective in helping auditors focus their efforts on the more problematic audits. In the second essay I propose a framework where I use a weighted rule-based expert system to identify exceptions that violate internal controls. These exceptions are then prioritized based on a suspicion score, defined as the sum of the risk weightings of all the internal controls that were violated by that specific record. Finally, the exceptions are ranked by decreasing order of suspicion score. The third essay addresses the problem of data quality from a duplicate records perspective. I present the various techniques used to detect such duplicates, and focus on the issue of duplicate payments. I use two real business datasets as an illustration. Finally I propose a prioritization methodology where each duplicate candidate receives a cumulative score based on multiple criteria. The results show that my prioritization methodology can help the auditors to process duplicate candidates more effectively.

Hussein Issa completed his dissertation at Rutgers University-Newark and New Brunswick. He is an adjunct professor at Rutgers University-Newark and New Brunswick.

**Rutgers University-Camden**  
**Finance: Mergers and Acquisitions**

Are there skill differences in mergers and acquisitions? To investigate this question, we focus on persistence in the performance of corporate acquirers. We find persistence only when successive deals occur under the same CEO and conclude that skill differences in acquisitions reside with the CEO, not with the firm as a whole. These differences are economically meaningful. An acquirer that was successful in its last deal and kept its CEO earns 1.02% more on its next deal than does a previously unsuccessful firm that kept its CEO. This percentage difference is equivalent to a $175 million difference in value creation.

*David Pedersen is a member of the faculty at Rutgers University-Camden.*

**Rutgers University-Newark and New Brunswick**

**Accounting: Process Mining**

Process mining aims to extract knowledge from the event logs maintained by a company’s ERP system. The objective of this paper is to make the case for why internal and external auditors should leverage the capabilities process mining offers to rethink how auditing is carried out. We do so by identifying the sources of value added of process mining when applied to auditing, which are as follows: 1) process mining analyzes the entire population of data and not just a sample; 2) critically that data consists of meta-data—data entered independently of the actions of auditee—and not just data entered by the auditee; 3) process mining allows the auditor to have a more effective way of implementing the audit risk model by providing effective ways of conducting the required walkthroughs of processes and conducting analytic procedures; 4) process mining allows the auditor to conduct analyses not possible with existing audit tools, such as discovering the ways in which business processes are actually being carried out in practice, and to identify social relationships between individuals. It is our argument that these sources of value have not been fully understood in the process mining literature, which has focused on developing it as a statistical methodology rather than on applying it to audit practice. Only when auditors and audit researchers appreciate what is new and unique about process mining will its acceptance in auditing practice become feasible.

*Michael G. Alles and Miklos A. Vasarhelyi are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Montclair State University**

**Accounting: Sustainability**

In recent years, there has been increased use of sustainability (green) practices in corporations. The question arises of whether sustainable practices are worth it to corporations and to their shareholders. Further, many question whether the enactment of sustainability measures result in increased value of companies. We use a small sample of companies to undertake an exploratory study of whether sustainability (green) measures add value to corporations. Quantitative metrics and ratios are utilized as proxies of company value. The results of our analysis indicate some positive relationships between sustainability initiatives and a company’s value. These results are encouraging and suggest that companies may indeed increase their value by enacting sustainable (green) initiatives. The analysis in this paper can be of considerable benefit to corporate executives and compliance officers, government standard setters, regulators, environmental groups, investors, creditors and a host of other interested parties.

*Agatha E. Jeffers and Laurence A. DeGaetano are members of the faculty at Montclair State University.*

Rutgers University-Newark and New Brunswick Management: Merit Attribution

Favor exchange is known to be essential for building personal relationships (guanxi) in China. In two studies, we explore the effect of supervisory favors on subordinates’ trust in supervisor; we further explore how subordinates’ attributions of supervisory favors affect trust in supervisor independently and in interaction with supervisory favors. We find evidence that supervisory favors has a positive effect on trust in the supervisor; merit attribution of supervisory favors has a positive effect on trust in the supervisor but personal favor attribution has a negative effect; merit attribution also moderates the effect of supervisory favors such that supervisory favors has a stronger positive effect on trust in the supervisor for subordinates who make higher merit attribution than for those who make lower merit attribution. Theoretical and practical implications are discussed.

Chao C. Chen is a member of the faculty at Rutgers University-Newark and New Brunswick.

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Cyrus Derman**

Optimization under uncertainty refers to scientific methods that are used in many different ways in a wide range of fields including statistics, economics, finance, insurance, psychology, sociology, engineering, operations, management science and information sciences. Cyrus Derman participated and played an important role in the formation of this area with his contributions, his writings and his students; as of May 2013, he has 262 descendants listed at the Mathematics Genealogy Project. A comprehensive review of his scientific contributions is provided in this volume. Initially we planned to have a single volume. However, we received so many excellent contributions that it has become necessary to publish them in two volumes. Thus, this is the first volume of a two volume series in celebration of Cy Derman’s contributions in the field. We would like to express our gratitude to the authors that contributed to this volume. Some of them had the good fortune to know and learn from Cy Derman.

Michael N. Katehakis and Jian Yang are members of the faculty at Rutgers University-Newark and New Brunswick.


**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Cyrus Derman**

This article provides a brief biographical synopsis of the life of Cyrus Derman and a comprehensive summary of his research. Professor Cyrus Derman was known among his friends as Cy.

Michael N. Katehakis and Jian Yang are members of the faculty at Rutgers University-Newark and New Brunswick.

*Rutgers University-Newark and New Brunswick and New Jersey Institute of Technology Management: Budget Process*

This article examines what happened in Korean and American case studies when cities introduced citizen involvement into the budgeting process. The aim was to explore the innovation process: what happens when organizations implement important changes that affect many people and have not often been tried before by similar entities? The case studies show how organizations need to fine tune the innovation over time to the specifics of a given situation. The idea business can learn from the research is that organizations not only need to explore and innovate but they need to “exploit” the innovation, that is to say be open to the need to fine tune it in light of how it actually works in particular circumstances.

*Soojin Kim is a Ph.D. candidate at Rutgers University-Newark and New Brunswick. Hindy Lauer Schachter is a member of the faculty at New Jersey Institute of Technology.*

**Rutgers University-Newark and New Brunswick Marketing: Multicultural Marketplaces**

Today’s marketplaces are increasingly multicultural as more individuals negotiate complex cultural identities. Brands play a role in materializing individual identities – however, little is known about how culture-based brand appeals might affect consumers’ identity dynamics, positively or negatively. The paper provides a framework and a model that examines the interaction between three different types of multicultural marketplaces (assimilation, separation, and mutual integration) and different voices that brands might use in their cultural appeals (Branding Ignorance, Branding Tolerance, and Branding Engagement). It identifies how these different voices (strategies) might exacerbate consumer vulnerabilities in different types of marketplaces and provides recommendations for how to use culture-based branding appeals in a benevolent manner.

*Geraldine Rosa Henderson is a member of the faculty at Rutgers University-Newark and New Brunswick.*

Rutgers University-Newark and New Brunswick
Decision Sciences: Global Coffee Supply Chains

Many of the world’s poor still directly or indirectly depend upon agricultural commodities for their income, most of them as small-scale producers. Price volatility and agro-climatic risks over the past several decades, however, have threatened the efforts of most producers to secure sustainable livelihoods. This is particularly true for small-scale producers who constitute 70% of the world’s coffee production. Recently, there has been renewed focus on producer organizations as important means of linking producers to markets and ultimately reducing poverty. Yet strategies for producer organizations to make better use of what is already produced, such as improving post-harvest marketing and inventory management, have not received much attention. Does collective marketing by small-scale coffee producers improve the prices they receive in world trade? How should they hedge the price risk and judiciously decide how much to sell and carry in inventory? What is the impact of such a hedging strategy relative to the current “selling-all” practice? This dissertation attempts to answer these and other questions by combining empirical and analytical studies. (continued on next page)
Part I of the dissertation estimates the effect of collective marketing by Kenya Cooperative Coffee Exporters (KCCE) on coffee prices at the auction. We use a ‘difference-in-differences’ approach to compare coffee prices received by small-scale producers with a comparable group (estates) of producers, both before and after the formation of KCCE. We find evidence to suggest that collective marketing tends to increase coffee prices for small-scale producers. We also apply a life-cycle assessment of the coffee supply chain to identify the greatest source of greenhouse gas emissions and suggest strategies for improvement. In Parts II and III, we provide decision support for post-harvest marketing and inventory management for producer organizations in Kenya and Colombia. Based on empirical evidence, we model KCCE as a price taker and Colombia Coffee Growers Federation (CCGF) as a price maker and derive their optimal inventory hedging strategy for various cost structures. Applying the models to empirical data, we show that for KCCE the optimal hedging strategy outperforms the selling-all strategy quite significantly; while for CCGF, the optimal hedging strategy only outperforms the current practice marginally.

Rose Karimi Kiwanuka completed her dissertation at Rutgers University-Newark and New Brunswick. She is an assistant professor at Africa Nazarene University, Kenya.

**Fairleigh Dickinson University**

**Economics: Gross Returns**

The universe of economic agents cannot deliver an excess investment rate of return. The foremost cause of municipal bond fund underperformance is above-average expenses. After the deduction of investment management costs, investors collectively underperform market averages. Differences in expense ratios are a significantly influential factor in explaining municipal bond funds’ relative returns. Expenses are a deadweight loss to investors. High expenses impede and impair the objective of creation of wealth and reinforce and amplify the disparity between gross returns and net returns. Investors should exercise caution before committing investment capital to high-cost municipal bond funds. Since investors are unlikely to foretell the best-performing municipal bond mutual funds, they should be alert to a signpost that increases the probability of identifying winners-funds that levy below-average financial intermediation expenses.

*Richard Kjetsaa and Maureen Kieff are members of the faculty at Fairleigh Dickinson University.*

**Fairleigh Dickinson University**  
**Economics: Government Bond Funds**

Investors should exercise caution before committing investment capital to high-cost government bond funds. Costs are millstones that lacerate and impede investment performance. Given the relatively narrow range of outcomes (compared with equity funds), costs and net returns are inextricably interlinked. Expenses are a deadweight loss to investors. There is a reduced probability that government bond funds can generate economic returns that outpace Treasury bond market benchmarks. Differences in expense ratios are a significantly influential factor in explaining bond funds’ relative returns.

*Richard Kjetsaa and Maureen Kieff are members of the faculty at Fairleigh Dickinson University.*

**Rutgers University-Newark and New Brunswick Legal Studies: Preferential Trade Arrangements**

This article examines the consequences of the international community's and, more specifically, the United States' efforts to help Jordan develop through the use of Preferential Trade Arrangements (PTAs). Specifically, it looks at how an effort to encourage garment and apparel manufacturing in Jordan, through special tariff reductions that are not generally available to other trading partners of the U.S., led to some unintended and undesirable results from the perspective of labor rights compliance and development. The article concludes that PTAs that intend to promote development and labor rights need to examine the specific labor market and economic context of trading partner countries to determine how to best design trade policy.

*Kevin Kolben is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Accounting: Predictive Audit**

The traditional audit is retroactive in nature and requires some time to process and is subject to substantial latency. This study contributes to the assurance literature by proposing an audit framework that is more responsive to current business needs. Using the traditional continuous auditing as a basis, the first essay proposes the predictive audit framework. The predictive audit is a forward looking process that utilizes predictive analytics to estimate possible outcomes of business activities, and allow auditors to execute their work proactively. The predictive audit differs from the traditional audit in several aspects such as control approach, objective, and frequency. The preventive audit is defined as a predictive audit with filtering rules to block highly probable faulty transactions prior to their execution. *(continued on next page)*
The second essay examines the application of the predictive audit on a bank’s real business data set to determine potential irregularities. This study aims to assist internal auditors concerning the validity of sales transactions. The possible outcome of the sales transaction is identified using three machine learning techniques: decision trees, logistic regression, and support vector machine. The results show that logistic regression outperforms other algorithms. With a proper sales variables selection, the predictive model could accurately predict results with high accuracy, true positive rates, as well as a reasonably low false positive rate. The robust results of the predictive audit can be used as a baseline to create screening rules for the preventive audit. In the third essay, the predictive audit is deployed to determine the possible results of credit card sales transactions. Consequently, the filtering rule constructs are derived from the predictive model. These rules can be implemented at the beginning of the business process as the preventive audit to flag or block transactions before they are executed. Alternatively, the filtering rules can be applied to the results of the predictive audit to reduce a number of transactions that auditors have to investigate. The rules significantly increase the possibility of discovering problematic transactions.

Siripan Kuenkaikaew completed her dissertation at Rutgers University-Newark and New Brunswick. She is an assistant professor at the University of Thai Chamber of Commerce.

*Rutgers University-Newark and New Brunswick*

*Accounting: Auditing*

Assurance is an essential part of the business process of the modern enterprise. Auditing is a widely used assurance method made mandatory for public companies since 1934. The traditional (retroactive) audit provides after-the-fact audit reports, and is of limited value in the ever changing modern business environment because it is slow and backwards looking. Contemporary auditing and monitoring technologies could shorten the audit and assurance time frame. This paper proposes the predictive audit, a forward looking contemporary audit that will bring the assurance processes, financial and non-financial, closer to the corresponding events. Rather than merely looking backward to historical data and past errors or anomalies, a predictive audit will identify possible exceptions proactively by comparing each transaction to a normative model before that transaction is executed. The paper also discusses the possibility of performing a predictive audit in a preventive manner – a preventive audit where transactions are blocked prior to execution.

Siripan Kuenkaikaew completed her dissertation at Rutgers University-Newark and New Brunswick. Miklos A. Vasarhelyi is a member of the faculty at Rutgers University-Newark and New Brunswick.

**William Paterson University**  
**Management: Career Success**

This investigation identifies and analyzes the tactics and upward mobility strategies utilized by men and women who successfully advanced into senior leadership positions. Although much of the leadership research over the past 50 years has focused on career success antecedents that existed prior to employment such as college reputation, intelligence, industry strength, personality traits and gender, the application of how successful individuals of either gender, combine and manipulate different strategies to advance is not well understood. Our study provides evidence that successful career men and women behaved similarly on a majority of 15 identified key upward mobility tactics. We conducted 187 interviews with CEOs, presidents, managing directors and other leaders in 136 organizations using consensual qualitative research (CQR) and quantitative analysis. The results bring into focus these high-achieving men and women as formidable and equally-proficient career competitors. Practical implications and directions for future research are discussed.

*Robert L. Laud is a member of the faculty at William Paterson University.*

**William Paterson University**  
**Pedagogy: MBA Curriculum**

The question of MBA (master of business administration) curriculum relevancy has extended over many years, but surprisingly there has been little cohesive effort on the part of business schools to modify their approach in preparing students for successful practice management. Our research provides support to the growing concern that managerial and behavioral skills education has been overshadowed by the quantitative orientation emphasized in most MBA programs, despite the weak relationship found between MBA curricula and career success. The results of our study, based upon the perceptions of successful executives, revealed a set of prioritized managerial advancement skills as essential to their business success. However, these skills have not been widely embraced by business schools facing well-entrenched structural impediments to curricula change. We offer some prescriptive measures to help address these issues, with the intention of elevating the relevancy of the MBA curriculum.

*Robert L. Laud is a member of the faculty at William Paterson University.*

**Rutgers University-Newark and New Brunswick Management: Multi-Business Firms**

We identify and examine the efficacy of organizational mechanisms through which diversified firms are effectively managed without loss of control. Building on the resource based view of business groups, we argue that business groups in emerging markets use these mechanisms more often and derive more benefits from the use of these mechanisms than the diversified U.S. firms. Empirical results based on samples from Korea and the U.S. show that structural mechanisms such as strategic control and contingency arrangements, do not affect divisional performance, whereas socio-cultural mechanisms, such as shared values and corporate-level training, have significant effect on divisional performance. We also find that Korean chaebols have leveraged socio-cultural mechanisms better than large U.S. firms, and thus, have an advantage in continuing to diversify.

*Ajai S. Gaur is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**

**Finance: Financial Management**

The Encyclopedia of Finance, Second Edition, comprised of over 1,000 individual definitions and chapters, is the most comprehensive and up-to-date resource in the field, integrating the most current terminology, research, theory, and practical applications. Showcasing contributions from an international array of experts, the revised edition of this major reference work is unparalleled in the breadth and depth of its coverage. Part I provides readers with a basic framework for getting up to speed quickly, and has been updated to include over 200 new terms and essays. Part II features 24 new chapters and offers a more in-depth look at the topic through key developments and findings. Part III has also been expanded through the addition of four new appendices. From “asset pricing models” to “risk management,” the Encyclopedia of Finance, Second Edition, serves as an essential resource for academics, educators, and students.

*Cheng-Few Lee is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**Finance: Disequilibrium**

Breeden [*J. Financial Econ.*, 1979, 7, 265–196], Grinols [*J. Finance, 1984, 39*(5), 1571–1595] and Cox et al. [*Econometrica, 1985, 53*, 363–384] describe the importance of including the supply side in capital asset pricing. Black [*Am. Econ. Rev., 1976, 66*, 767–779] derives a dynamic, multi-period CAPM, integrating endogenous demand and supply. Based upon the papers of Black and Lee et al. [*Q. Rev. Econ. Finance, 2009, 49*, 811–828], we first derive a simultaneous equation asset pricing model. Then we test the simultaneous equation asset pricing model in terms of the disequilibrium models developed by Fair and Jaffee [*Econometrica, 1972, 40*, 497–514], Amemiya [*Econometrica, 1974, 42*, 759–762], and others. We also discuss two methods of estimating an asset pricing model with a disequilibrium price adjustment effect. Finally, using price per share, dividend per share, and shares outstanding, we empirically test the existence of a price disequilibrium adjustment process with international index data and U.S. equity data. We find that a disequilibrium price adjustment process does, in fact, exist in our empirical data. Our results support the finding of Lo and Wang [*Rev. Financial Stud., 2000, 13*, 257–300] that trading volume is an important factor in capital asset pricing.

*Cheng-Few Lee is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Multivariate Risk Measure**

A recent paper by Prékopa (2012) presented results in connection with Multivariate Value-at-Risk (MVaR) that has been known for some time under the name of p-quantile or p-Level Efficient Point (pLEP) and introduced a new multivariate risk measure, called Multivariate Conditional Value-at-Risk (MCVaR). The purpose of this paper is to further develop the theory and methodology of MVaR and MCVaR. This includes new methods to numerically calculate MCVaR, for both continuous and discrete distributions. Numerical examples with recent financial market data are presented.

*Jinwook Lee and András Prékopa are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**

**Decision Sciences: Multi-Stage Operations Scheduling Problem**

We consider a capacitated multi-stage operations scheduling problem encountered in a real life supply chain for disaster relief, consisting of component suppliers, a packaging contractor, local distribution centers, and many customer demand points. Each customer order has a due date and can be fulfilled by either existing inventory at distribution centers or a new assembly operation at the packaging contractor. The problem is to find a production and distribution schedule to minimize the total tardiness in fulfilling the customer orders, which is computationally a difficult problem, especially when supply chain lead time is involved. In this paper, we present a polynomial time algorithm that solves this problem optimally when the order sizes are identical. The proposed solution process is based upon decomposition, and is demonstrated step-by-step through a numerical example. Future extensions of this study are also discussed.

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

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Operations Scheduling**

We study a scheduling problem with the operations that require renewable as well as non-renewable resources. After an operation has been completed, the non-renewable resource is depleted whereas the renewable resource can be made available for the next operation. Of both the renewable and the non-renewable resources limited amounts are available and they need to be transported to the locations where they are needed. The operations have deadlines, and the availability of the renewable resources depends on the sequence of the operations. Such operations scheduling problems are commonly encountered in the practices of emergency logistics that deliver medical services to the affected areas after a disaster, where renewable resources typically refer to medical teams and non-renewable resources refer to medical supplies. We present a complexity classification for our problem and show where the borderline lies between NP-hardness and polynomial time solvability. We analyse the structural properties of our problem, provide strongly polynomial-time solutions for four special cases and list the cases that are computationally intractable. Finally, we propose a framework of heuristic procedures for solving more general versions of this problem.

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

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

This chapter explores the firm-level technology orientation construct and highlights the importance of a small firm’s dynamic capabilities in knowledge learning and management. Technology orientation (TECHOR) is comprised of three sets of technology-oriented activities: the allocation of technology resources, the development of technology competence, and the ability to sense and respond to technology opportunities that influence technology adoption and utilization. As firms engage in more of these activities, they will have higher levels of technology orientation. Antecedents to TECHOR include external forces (technology policy and industry characteristics) and internal dynamics (role of management, interdepartmental connections, and organizational factors). Consequences include customer outcomes (technology learning, perceived quality, and loyalty), employee outcomes (technology learning, job satisfaction, and performance) and organizational outcomes (firm performance and competitive advantage). Small firms that can deliver the appropriate match between the required technology-oriented activities, technology adoption, and utilization are the ones that are likely to survive and thrive.

*Can Uslay is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**

**Decision Sciences: Transportation**

Logistics customer service has received considerable attention over the past several decades. Evidence exists that superior logistics customer service leads to better overall firm performance. Yet mixed findings were observed, and this relationship has been tested across multiple operationalizations and diverse industry settings, which may contribute to these mixed findings. There is thus a need for a systematic analysis that examines all of the prior evidence in an aggregate inquiry of logistics customer service. Meta-analysis, which is a relatively under-utilized methodology in supply chain management research, is applied to provide a quantitative examination of 37 sample studies and an assessment of overall population effects. The main contribution of this research is that we statistically aggregate and summarize existing research on logistics customer service. In addition, moderators that affect the relationship between logistics customer service and firm performance are examined. The results provide evidence that logistics customer service has a significant positive relationship with firm performance; however, significant heterogeneity was detected. This points to areas in need of additional research in order to obtain generalizable evidence.

*Rudolf Leuschner and Dale S. Rogers are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Supply Chain Integration**

As supply chain activities become more dispersed among customers, suppliers and service providers, there is an increased need for customers and suppliers to work together more closely. Supply chain integration (SCI) has been a highly researched topic during the last 20 years. A metaanalytic approach is used to provide a quantitative review of the empirical literature in SCI, and examines relevant design and contextual factors. Eighty independent samples across 86 peer-reviewed journal articles, yielding a total of 17,467 observations, were obtained and analyzed. While general support exists in favor of the positive impact of SCI on firm performance in the literature, this research helps clarify mixed findings that presently exist. Our results indicate that there is a positive and significant correlation between SCI and firm performance. Additional subgroups and moderators are tested and provide nuanced views of the scope and specific dimensions of SCI, firm performance and their relationships.

*Rudolf Leuschner and Dale S. Rogers are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**International Business: Diaspora**

Less-developed countries benefit from being connected to technologically and economically advanced countries. The well-documented mechanisms for this cross-national flow of knowledge all involve interfirm connections, such as trade, foreign direct investment (FDI), and alliances. We examine the potential of a different mechanism – interpersonal ties abroad – that has only recently become practicable, owing to advances in communication and transportation technologies, globalization, and increased migration. We investigate when business knowledge obtained from interpersonal ties in more-developed countries is more useful than locally sourced knowledge. Using a sample of South African managers, we find that knowledge from more-developed countries is not always more useful. Rather, overseas knowledge is preferable when novel and accessible: that is, when new-to-the-industry knowledge is needed, when there is already a strong tie, and when the knowledge does not involve a long discussion. Conversely, local knowledge is preferable when new-to-the-industry knowledge is not needed, when the interpersonal tie is a weak tie, and when a longer discussion is warranted. This study demonstrates the value of connections between individuals in countries at different levels of development as sources of useful knowledge, and suggests that international business research will benefit from exploring further the networks of individuals in addition to those of firms.

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

*Rutgers University-Newark and New Brunswick Finance: Option Theory*

We address questions about Chapter 11 stocks regarding their trading environment, fundamental value, and performance. First, there exists active trading for Chapter 11 stocks throughout the bankruptcy process. Second, equity value after filing is positively related to asset value, asset volatility, risk-free rate, and expected duration and is negatively related to liabilities. Furthermore, the return correlation between bankrupt stocks and their matching samples exhibits non-linearity similar to out-of-money call options. Third, investing in Chapter 11 stocks incurs large losses. Consistent with heterogeneous beliefs and limits to arbitrage, stocks with higher levels of information uncertainty and more binding short-sale constraints experience more negative returns.

Zhaodong Zhong is a member of the faculty at Rutgers University-Newark and New Brunswick.

**New Jersey Institute of Technology**  
**Management: Healthcare Management**

A case study of how the organizational change process known as Positive Deviance was used to fight healthcare-associated infections at Maine Medical Center highlights the human and social aspects of leadership in a complex adaptive system. It illustrates that leadership can shape self-organization in a manner that facilitates creative, productive, desirable outcomes. We found influential roles of anxiety, attachment, and relationships in facilitating organizational leadership. We describe how the process of leadership permeated the Medical Center’s hierarchies and networks and reflected emergent power dynamics, which included contemporizing some aspects of traditional managerial authority. The study contributes to the management literature by clarifying the dynamics and qualities associated with change in complex human systems and illuminating what constitutes complexity-informed leadership and how it can be practiced.

*Marguerite Schneider is a member of the faculty at New Jersey Institute of Technology.*

**Rutgers University-Newark and New Brunswick Economics: Economies of Scale**

This paper empirically considers economies of scale that firms must reach to be considered viable ongoing entities. These are estimated from the selling prices of actual firms in two broad industries — service and manufacturing. For service firms, the minimum size is $10 million in annual revenues and for manufacturing firms, it is smaller at $6 million in sales to reach economies of scale. Traditional economic theory considers firms becoming more efficient with increasing size until they reach an optimal economy of scale. Until they reach that size, we show that they cannot be considered truly ongoing firms and cannot be valued directly as the present value of future earnings. When firms are also independent of their owner/manager, we consider that a viable ongoing entity exists.

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

*Rutgers University-Newark and New Brunswick
Finance: Hedge Funds*

Hedge funds are quite likely the most important investment vehicles in the financial markets today since they control roughly $2 trillion in assets and account for the bulk of trading volume across many asset classes. This article provides its readers a firm understanding of the hedge fund industry, their most common investment strategies and the trends shaping the field. It also provides detailed examples of three specific hedge fund strategies: dual share class arbitrage, pairs trading, and activist investing. Hedge funds in their various forms may play a useful role in most individual and institutional portfolios due to the prospect of higher risk adjusted returns, as well as the lack of correlation with traditional stock and bond portfolios. In short, they may improve the Markowitz Efficient Frontier of most portfolios. The industry is still evolving and its continued growth will likely result in the compression of fees, increased liquidity, improved transparency, and increased regulation.

*John M. Longo and Cheng-Few Lee are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Seton Hall University and Rider University**  
**Marketing: Interactive Marketing**

Over the past year the debate on the challenges that online privacy pose to global marketers has intensified. As a result, there is a push in the U.S. and the European Union to protect consumer online privacy and this push is being countered by a move by online advertisers and marketers to self-regulate. In this article, the authors outline tactics that marketers pursue that have come under serious scrutiny over the past two years. Also addressed are legal and voluntary measures that are being considered, and recent infractions that are cause for concern. The article concludes by addressing areas that remain unclear regarding privacy protection and consumer trust.

Héctor R. Lozada is a member of the faculty at Seton Hall University. Susan O’Sullivan-Gavin is a member of the faculty at Rider University. Gary H. Kritz is a member of the faculty at Seton Hall University.

*Kean University*  
*Decision Sciences: Optimization Via Simulation*

We consider a constrained optimization problem over a discrete set where noise-corrupted observations of the objective and constraints are available. The problem is challenging because the feasibility of a solution cannot be known for certain, due to the noisy measurements of the constraints. To tackle this issue, we propose a new method that converts constrained optimization into the unconstrained optimization problem of finding a saddle point of the Lagrangian. The method applies stochastic approximation to the Lagrangian in search of the saddle point. The proposed method is shown to converge, under suitable conditions, to the optimal solution almost surely as the number of iterations grows. We present the effectiveness of the proposed method numerically in three settings: (1) inventory control in a periodic review system, (2) staffing in a call center, and (3) staffing in an emergency room.

_Eunji Lim is a member of the faculty at Kean University._

*Kean University*

*Finance: Mergers*

Using a sample of 8,000 targets in the U.S. and Western Europe over the 1997-2009 period, we find that private targets receive significantly higher payments from bidders than public targets. We find that the private valuation premium is inversely related to the size of the target. We also find that the private valuation is relatively high when the target has better access to debt in its home country. Also, the private valuation premium is relatively high when the bidder country stock market is more fully developed and relatively low when the bidder has ample access to debt.

*Jurica Susnjara is a member of the faculty at Kean University.*

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**Seton Hall University**  
**Economics: Formula One Racing**

Starting a race in first place, pole position, is the goal of every race driver. This is even more pronounced in Formula One (F1) racing as the road courses they race are more difficult to pass on, providing an additional advantage to starting on the pole. However, their unique standing starts also create a bottleneck at the first turn, which often leads to contact between cars. Because F1 cars are not designed to make contact, this contact can greatly impact a driver’s position on the track. We find that there are certain positions on the starting grid that are more likely to make contact with other drivers than other positions. Specifically the starting position with the highest odds to make contact at the first turn is position 10. This creates the incentive for drivers to avoid this position, which means if they are unable to qualify higher than this position, the incentive exists for drivers to intentionally adjust their behavior to avoid these high-risk (of making contact) positions.

*Laurence M. McCarthy and Kurt W. Rotthoff are members of the faculty at Seton Hall University.*

**Seton Hall University**

**Management: Catholic Health Care**

Successful Catholic health care executives are adept at switching hats—dealing with a ministry issue, then dealing with a leadership issue—as they navigate their day. However, true ministry leadership is like the sweet spot of a tennis racket: The power comes from the center, where all the interwoven strands come together. The question is, how do mission-driven organizations develop leaders who can confidently continue the healing ministry of Jesus as embodied by its founding religious communities while, at the same time, they are adapting and creating the resources needed to be successful in the rapidly evolving future of U.S. health care? This article describes the approach taken by Catholic Health East, a multi-institutional Catholic health system with more than 60,000 employees from Maine to Florida.

*Elizabeth A. McCrea is a member of the faculty at Seton Hall University.*

**Seton Hall University**  
**Pedagogy: Entrepreneurship Education**

Common pedagogical approaches to entrepreneurship education include business plan writing, case studies, consulting, and simulations. Yet, in effect, these learning vehicles are simply proxies for the venture launch process. Operating under the assumption that learning entrepreneurship is a complex endeavor best addressed by a portfolio of pedagogical techniques, some instructors have experimented with launching student businesses in addition to traditional approaches. The challenge is how to do this with inexperienced undergraduate students within the confines of a 15-week semester. Included in the article are an outline of the process, a qualitative assessment of student learning, and suggestions for further research.

*Elizabeth A. McCrea is a member of the faculty at Seton Hall University.*

*Seton Hall University*

*Finance: Financial Reporting*

The timeliness of financial reporting has been an important topic in the accounting literature for decades. There is a tradeoff between the timeliness of reporting and the value of the information being reported. Prior to the advent of the Internet, reporting had to be done using print media. However, now that many companies post their annual report and quarterly reports on the Internet, it is possible to report in a more timely fashion than has previously been possible. The problem is that companies in some countries do not make full use of this disclosure tool. They sometimes take many months to make the information available to the general public. The present empirical legal study examines the timeliness of financial reporting in the Russian banking sector and compares it to the SEC benchmark.

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

**Rutgers University-Newark and New Brunswick Legal Studies: Pretrial Detention**

This article uses the nationally representative State Court Processing Statistics on felony defendants to analyze how judges decide if defendants should be held pretrial. We find a large (11 percentage points) racial gap in hold rates within a county. Judicial decisions are significantly influenced by the probability that the defendant will be rearrested pretrial for a violent felony. Controlling for this probability causes the racial gap in hold rates to disappear. Bail amounts follow the same pattern. The most plausible sources of bias—mismeasurement of the control probabilities or selection bias—likely either do not matter or cause an upward bias.

*Frank McIntyre is a member of the faculty at Rutgers University-Newark and New Brunswick.*

New Jersey Institute of Technology
Marketing: International Strategic Alliances

Relationship marketing literature suggests that concepts such as trust, integration, and relationship openness tend to increase cooperation and commitment among channels of distribution partners. However, can relationship marketing theory be extended to international strategic alliances in the manufacturer-distribution channel context? More specifically, can cooperation and commitment among international distribution channel partners be fostered using similar management practices on a cross-national basis? Given the scant research on strategic alliances in international distribution channels, this investigation seeks to validate empirically the effects of strategic integration, trust, and relationship openness among international channel partners as determinants of cooperation and commitment, which in turn affect overall channel performance. Research propositions postulating the linkages among the focal constructs within a conceptual model of cooperation and commitment in international distribution alliances are developed to provide insights and guidelines for manufacturers in selecting and working with international distributors as strategic alliance partners.

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

**Rutgers University-Newark and New Brunswick**

**Decision Sciences: MARM Processes**

This paper introduces a new class of real vector-valued stochastic processes, called MARM (Multivariate Autoregressive Modular) processes, which generalizes the class of (univariate) ARM (Autoregressive Modular) processes. Like ARM processes, the key advantage of MARM processes is their ability to fit a strong statistical signature consisting of first-order and second-order statistics. More precisely, MARM processes exactly fit an arbitrary multi-dimensional marginal distribution and approximately fit a set of leading autocorrelations and cross-correlations. This capability appears to render the MARM modeling methodology unique in its ability to fit a multivariate model to such a class of strong statistical signatures. The paper describes the construction of two flavors of MARM processes, MARM + and MARM −, studies the statistics of MARM processes (transition structure and second order statistics), and devises MARM-based fitting and forecasting algorithms providing point estimators and confidence intervals. The efficacy of the MARM fitting and forecasting methodology will be illustrated on real-life data in a companion paper.

*Benjamin Melamed and Xiang Zhao are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Decision Sciences: MARM Processes**

MARM (Multivariate Autoregressive Modular) processes constitute a versatile class of multidimensional stochastic sequences which can exactly fit arbitrary multi-dimensional empirical histograms and approximately fit the leading empirical autocorrelations and cross-correlations. A companion paper (Part I) presented the general theory of MARM processes. This paper (Part II) proposes practical MARM modeling and forecasting methodologies of considerable generality, suitable for implementation on a computer. The purpose of Part II is twofold: (1) to specialize the general class of MARM processes to a practical subclass, called Empirically-Based MARM (EB-MARM) processes, suitable for modeling of empirical vector-valued time series, and devise the corresponding fitting and forecasting algorithms; and (2) to illustrate the efficacy of the EB-MARM fitting and forecasting algorithms. Specifically, we shall consider MARM processes with iid step-function innovation densities and distortions based on an empirical multi-dimensional histogram, as well as empirical autocorrelation and cross-correlation functions. Finally, we illustrate the efficacy of these methodologies with an example of a three-dimension time series vector, using a software environment, called MultiArmLab, which supports MARM modeling and forecasting.

*Benjamin Melamed and Xiang Zhao are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Economics: Student Achievement Scores**

We theorized that student test score performance will be positively related to the percentage of school district revenues raised from local taxes and with salary levels of school district administrators. Using both fixed and random effects panel analyses, we examine data for 217 kindergarten-to-Grade 12 school districts in New Jersey for the years 2002–2009. Our results support the inference that increases in the percent of school funds raised locally have a positive influence on student test scores. However, the results for our hypothesis involving administrative costs were mixed. Administrative salaries and administrative spending were found to be positively related to test score performance in the one-way time fixed effects model, but not in the two-way models. Finally, classroom spending and the student–faculty ratio were found to be positive and significant in some of the tests, although not robust to alternative specifications.

*Yaw M. Mensah, Michael P. Schoderbek, and Savita P. Sahay are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rider University and Rowan University**  
*Finance: Financial Characteristics*

Comparing the financial characteristics of different groups of firms with financial ratios has been a popular methodology in finance. In this paper, we compare the financial characteristics of German and French manufacturing firms with the MANOVA (multivariate analysis of variance) statistical technique. Germany and France are members of the European Union and they have fully integrated economies with a common currency and yet, we find that financial characteristics of German and French manufacturing firms are significantly different. German manufacturing firms have significantly higher liquidity, asset turnover, and equity ratios compared with French manufacturing firms. Despite a high level of economic integration, German and French manufacturing firms appear to preserve their deep-rooted country business traditions. German manufacturing firms lower their technical insolvency risk by maintaining a significantly higher level of liquidity compared with French manufacturing firms. German manufacturing firms also reduce their bankruptcy risk by using more equity financing and less debt financing compared with their French counterparts. The profitability and sales growth ratios of manufacturing firms in the two countries are not significantly different. Although asset turnover ratios are higher in German manufacturing firms than in French manufacturing firms, French firms are able to boost their return on equity to the level in German manufacturing firms by using more debt financing and financial leverage.

*Ilhan Meric, Kathleen Dunne, and Wayne Smeltz are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.*

**Rider University and Rowan University**  
**Finance: Economic Integration**

Empirical studies show that firms in different countries with integrated economies tend to have similar financial characteristics. In this paper, we test this hypothesis with U.S., Canadian, and Mexican manufacturing firms. The U.S., Canada, and Mexico are members of NAFTA (the North American Free Trade Agreement) which went into effect in 1994. We find that, despite about two decades of economic integration, the financial characteristics of U.S., Canadian, and Mexican manufacturing firms are still significantly different. U.S. manufacturing firms generally have more liquidity and less technical insolvency risk, higher profitability and sales growth rate, and they use less fixed assets in production compared with their Canadian and Mexican counterparts.

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

**Rider University and Rowan University**  
**Taxation: Double Taxation**

The United States has one of the highest corporate tax rates in the world. The authors in this article demonstrate that raising dividend and capital gains taxes with the Fiscal Cliff deal at the beginning of 2013 had a depressing effect on the stock market and adversely affected corporate investments, and show that it is possible to offset this adverse effect—and to encourage corporate investments, spur economic growth, and reduce unemployment—by lowering the corporate income tax rate.

Ilhan Meric and Ira B. Sprotzer are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.

**William Paterson University**
**Management: Eurocentrism**

It is perhaps a truism that modern organizational theory has tended to objectify the colonized nations, and the subjects of imperialism. Even the critical traditions in OT tend to be mired in Eurocentric assumptions, and many of the issues that affected the ‘victims of globalization’ simply did not figure in OT debates till the 1980s. In the 1990s, when organizational theorists focusing on workers and subjects from the poorer South began expressly to ‘write back’, i.e. theorize eloquently on how they could restore their own agency in organizational life, they found a contingent ally in *Organization*. Not that the Journal did not have its blind spots in this regard, but since its inception in 1994, it has published a number of articles that sought to give voice to those who decentered OT’s Eurocentric assumptions. In this brief essay, we attempt to chart that partnership, and speak about a possible role for *Organization* in furthering this quest.

*Raza Mir and Ali Mir are members of the faculty at William Paterson University.*

**Rutgers University-Newark and New Brunswick**

**Accounting: Big Data**

This article describes big data and discusses its emerging importance in accounting and assurance processes. In developing the conversation, applications of big data collection and analysis routines in contexts such as business operations, surveillance activities, and the evolving SEC audit quality model are described. Relative to accounting, we depict how pertinent information derived from big data is able to be maintained in corporate database systems so as to ultimately enhance traditional financial records, thus improving business measurement and reporting. In the auditing domain, we enumerate several examples whereby evidence in the form of big data could assist in the assurance process. In essence, we develop the position that big data is becoming and will continue to become increasingly instrumental in improving the quality of both accounting and assurance in the evolving real-time global economy.

Kevin C. Moffitt and Miklos A. Vasarhelyi are members of the faculty at Rutgers University-Newark and New Brunswick.

*Rider University*

*Decision Sciences: Inventory*

One of the most important responsibilities of a supply chain manager is to decide “how much” (or “many”) of inventory items to order and how to transport them. This paper presents four mixed-integer linear programming models to help supply chain managers make these decisions for multiple products subject to multiple constraints when suppliers offer quantity discounts and shippers offer freight discounts. Each model deals with one of the possible combinations of all-units, incremental quantity discounts, all-weight and incremental freight discounts. The models are based on a piecewise linear approximation of the number of orders function. They allow any number of linear constraints and determine if independent or common (fixed) cycle ordering has a lower total cost. Results of computational experiments on an example problem are also presented.

*John Moussourakis and Cengiz Haksever are members of the faculty at Rider University.*

**Rutgers University-Newark and New Brunswick Management: Knowledge Intensity**

Relying on relational capital theory and transaction cost economics (TCE), this study identifies factors that impede or promote alliance formation in small to medium-sized enterprises (SMEs). Environmental uncertainty and knowledge intensity impede firms’ R&D alliance formation; the focal firm’s overall trust in partners enhances alliance formation. Trust interacts positively with environmental uncertainty and knowledge intensity to affect alliance formation in SMEs. The findings reflect data from a longitudinal sample of 854 German SMEs, captured over eight years from 1999 to 2007.

*Ajai S. Gaur is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Fairleigh Dickinson University**  
**Accounting: Undisclosed Foreign Accounts**

The U.S. Treasury Department and the IRS have been cracking down on U.S. citizens who have hidden foreign accounts. The draconian penalties and possible criminal liability associated with IRS discovery of a hidden foreign account suggests that owners of these accounts and their advisors must carefully consider all possible avenues for compliance. Proactively dealing with this issue prior to IRS discovery of the account could possibly avoid criminal prosecution and the harshest penalties. This article guides practitioners through the possible scenarios available to report foreign accounts voluntarily and what the potential avenues and outcomes are if the IRS finds the account before the account owner has come forward.

Scott H. Novak is a member of the faculty at Fairleigh Dickinson University.

**Rutgers University-Newark and New Brunswick**  
**Marketing: Food Deserts**

Solutions to food insecurity need to address not only the lack of physical availability of food, as currently suggested by the literature, but also affordability, quality, and safety to be truly comprehensive. Marketing ensures that all consumers have equal access to products and services and that all relevant information is available so consumers can make educated consumption choices. This paper develops an urban food security model to help diagnose urban food systems and their shortcomings. Current understandings of food deserts and food swamps are clarified. The concept of food brownfields, places where conditions lead to above-average safety risks associated with food consumption, is introduced. Conditions in food-insecure communities are explored and contrasted to those in food-secure areas. These disparities inform our suggestions on how to provide innovative mechanisms to achieve true food security in poor urban areas. Policy-driven recommendations and future venues of research are subsequently advanced.

*Arturo E. Osorio, Maria G. Corradini, and Jerome D. Williams are members of the faculty at Rutgers University-Newark and New Jersey.*

**Monmouth University Management: Medical Malpractice Insurance**

During the last medical malpractice insurance crisis, many U.S. physicians faced significant problems with medical malpractice liability insurance. Despite these well-known problems, little is known about how this crisis affected access to and delivery of care. Physicians practicing in New Jersey were surveyed regarding changes in health care delivery by service type and specialty, perceived changes in medical malpractice premiums, and the effect of these changes in premiums on physicians’ perceptions of service delivery and practice satisfaction. These physicians’ perceptions had a major impact on the availability and delivery of health care services in the state.

*David P. Paul, III is a member of the faculty at Monmouth University.*

**Monmouth University**

**Management: Hospital at Home**

A healthcare delivery system which partially substitutes for inpatient hospital care—Hospital at Home—is becoming widespread worldwide, but has only recently gained a foothold in the United States. An overview of this system is presented along with results of outcomes research associated with it. The technologies driving this system are discussed, and a rationale for its more widespread adoption in the U.S. is made. This relatively new approach to healthcare delivery provides important information for current and future providers of hospital inpatient care as this part of this market continues to evolve into an outpatient model.

*David P. Paul, III is a member of the faculty at Monmouth University.*

**Rutgers University-Newark and New Brunswick Management: Entrepreneurial Strategy**

This dissertation examines the implemented strategy differences between entrepreneurial actors with different status positions embedded in socially stratified environmental contexts. Using a three study-model, I empirically examine my theory that groups of actors embedded within the same context but holding different status positions within it will develop different organizational identities and engage in divergent entrepreneurial strategies based on their differential access to resources for their entrepreneurial ventures. I find that differences are evident in the implementation of strategic actions between groups of enterprises primarily composed of actors with divergent status positions as it relates to their primary entrepreneurship types, value creation emphases (social or economic), social interest orientations, and levels of social responsibility (or evident concern for social ills), as demonstrated in study one; in their social issue emphases strategies, as demonstrated in study two; and in their decisions to engage in entrepreneurship and their responses to economic adversity, as demonstrated in study three. Each of these studies supports the central proposition of this dissertation that stratification as an environmental context and the status positions it assigns to groups of entrepreneurial actors produces heterogeneous entrepreneurial strategies. Considering that all human societies are centered upon some form of social stratification or categorical ranking system, this research also questions whether generalist theories for predicting and interpreting entrepreneurial actions even within the same national cultures are as useful to scholars as once thought, and poses that more specific insights on what influences entrepreneurship may be gained from utilizing more diverse research samples.

Patrice Perry-Rivers completed her dissertation at Rutgers University-Newark and New Brunswick. She is an assistant professor at St. Francis College in New York.

**Rutgers University-Newark and New Brunswick**

**Accounting: Auditor Independence**

In this study of auditor perceptions, we examine sanction severity for a broad array of workplace sanctions, ranging from informal to formal, and stemming from multiple sources (clients, coworkers, audit partners, professional bodies). We also probe perceptions of violation detection, with a specific focus on the individuals most likely to detect a violation (coworker, audit partner, client, professional body). Through detailed examinations, we are able to identify gaps in patterns of sanction severity and sources of detection. While the profession assigns the most severe sanctions, our study suggests auditors believe the violations associated with professional sanctions are more likely to be detected by the client rather than the coworker or the audit partner. We assert that such perceptions could lead to vulnerabilities in the power and effectiveness of professional sanctions.

*Danielle E. Warren is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**

**Accounting: Embodied Conversational Agents**

In today’s increasingly complex business environment, accounting firms face additional pressures regarding cost reduction, engagement scope, and attention to quality. This paper proposes that embodied conversational agents (ECAs) are particularly well suited to automate and augment accounting interviews to save costs, streamline the interviewing process, and maintain quality. An ECA is an autonomous computer interface capable of human-like interactions such as interviews. This paper describes how an ECA can be used to augment accounting-related interviews and the advantages and disadvantages of doing so. This paper also presents the ECA Self-Disclosure Model with propositions of how self-disclosure can be influenced by an ECA through reciprocal behavior and rapport building. The model and propositions are supported by the computers-as-social-actors (CASA) paradigm (Reeves and Nass 1996). This paper concludes by discussing limitations of ECA use in the real world and by recommending how the model and propositions can be tested empirically in future research.

*Kevin C. Moffitt is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Accounting: Transfer Pricing**

Aggressive state audits and adjustments relating to intercompany transactions—specifically those involving intercompany royalty payments and service charges—could affect multistate corporations that engage in transfer pricing. Many states generally follow the transfer-pricing methodology under Internal Revenue Code (IRC) section 482 by enacting laws that adopt IRC section 482 or by granting analogous authority to their revenue commissioners. In order to challenge advanced-pricing agreements and other IRS taxpayer agreements for state tax purposes (specifically those related to the ownership and location of intangible property), some states have extended their authority.

*Harvey Poniachek is a member of the faculty at Rutgers University-Newark and New Brunswick.*

*Rider University Management: Career Management*

In western economies with aging populations, organizations are increasingly challenged to understand and manage employees’ retirement expectations. At the same time, employees’ relationships to retirement decisions and the age at which they expect to retire are likely to change as their careers unfold. This article seeks to inform the careers and management literatures on factors contributing to retirement intentions at different career stages. Using a sample of mid- and late career professionals with MBAs, we find that mid-career professionals expect to retire three years earlier than those in late career (age 62 versus age 65). Work centrality is associated with intentions to retire later, while positive retirement attitudes and higher income are associated with intentions to retire earlier. Furthermore, the expected retirement age is more sensitive to income at mid-career (than at late career) and is more sensitive to work centrality at late career (than at mid-career). We discuss implications for careers research and for human resource management practice.

Joy A. Schneer is a member of the faculty at Rider University.

**Rutgers University-Newark and New Brunswick**  
**Finance: Equity Market Indices**

This paper analyses the Dow Jones daily industry sector total return indices for the last 18 years and the Data Stream daily industry sector price indices over the past 30 years. We show how broad movements in both sets of data can be described in terms of five underlying variables and how interactions between individual industrial sectors can be revealed using structural equation modeling. In addition we show how these factors can be used to construct investible factor portfolios that can be used to take a position in the securities market and how normal investment tools such as the capital asset pricing models should be used to construct an optimal investment portfolio. Whilst the methodologies used are somewhat mathematical our aim is not to explain the math, but to show a way in which the tools are applied and the results interpreted.

*James P. Winder is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**International Business: Knowledge Management**

The innovative activities of multinational corporation (MNC) operations overseas can be represented as two types: either competence exploiting (CE) – exploiting the core competence base of the parent group – or competence creating (CC) – creating new competencies that were not already among the strengths of the relevant parent company. To a large extent, the share of these two types of activities determines and reflects a given subunit’s strategic role within its MNC. This research examines (1) the patterns of MNC subunits’ knowledge sourcing in terms of the technological and geographical dispersion of knowledge sources; (2) the extent to which MNC subunits’ technological fields of expertise are distinct from those of their parent companies, and how this technological distinctiveness is related to their knowledge sourcing patterns; and (3) how MNC subunits’ profiles of CC and CE activities (in terms of their overall technological distance from their parent companies, and the degree to which they are engaged in CC versus CE activities) evolve over time, reflecting the evolution of their knowledge creating role and status within their international group.  
*(continued on next page)*
Attention is focused on the heterogeneity of firm-specific evolutionary paths in the patterns of knowledge accumulation that support CC activities, controlling for the industry-specific determinants, location-specific factors, and MNC group structural influences on such technological trajectories. This study proposes a dynamic model in which the extent to which a subunit is likely to take up CC activities is influenced by the technological and geographical dispersion of that subunit’s knowledge sourcing. The results show a consistently positive relationship between the technological and geographical dispersions of knowledge sourcing, an effect that is moderated by the extent of subunit specialization in general purpose technology (GPT) fields, and the geographical proximity between dispersed knowledge sources. We also find a positive relationship between the technological dispersion of knowledge sourcing and the technological distinctiveness of subunits. However, the geographical dispersion of knowledge sources has a negative relationship with subunit technological distinctiveness. A typology of subunit strategic roles is proposed, based upon the evolutionary trajectory of a subunit’s share of CC activities and its technological distance from its parent company.

Xiaoyu Pu completed her dissertation at Rutgers University-Newark and New Brunswick. She is an assistant professor at SUNY – Oswego.

**Fairleigh Dickinson University**

**Marketing: Consumer Psychology**

Although the use of color in promotional ads is ubiquitous in the market, little is known about the impact of color on price perception. This research reports findings from four studies that assessed the impact of red on consumers’ perceptions of savings. These studies reveal that the effect of red versus black prices on perception of savings is moderated by gender. Male consumers perceived greater savings when prices were presented in red than when presented in black (studies 1a and 1b). The effect persists in a multi-ad context (study 2). However, this effect of red abated when the level of involvement in the task was high (study 3). Women appeared to be naturally inclined toward greater elaboration of the ad and showed greater price recall. Theoretical and practical implications are discussed.

*Rajesh Chandrashekaran is a member of the faculty at Fairleigh Dickinson University.*

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Supply Chain Management**

We consider a continuous-review inventory problem for a retailer facing constant customer demand for a single product. This retailer is assumed to follow the well known and widely used order-up-to policy in making replenishment decisions, and can order from two suppliers who differ in reliability and costs. Supplier 1, the primary supplier, is cheaper, but is subject to random disruptions. Supplier 2, the backup supplier or the contingent source, is more expensive, but is perfectly reliable. If Supplier 1 is available when the inventory level at the retailer reaches the reorder point, the retailer orders from Supplier 1. Otherwise, it will wait for a while to see if Supplier 1 can recover from the disruption quickly. If so, it will still get replenishment from Supplier 1 to take advantage of its lower charge. However, the retailer will reroute to the backup supplier if Supplier 1 still does not recover from the disruption when the cap of waiting (the maximal waiting time of the retailer if Supplier 1 is disrupted) is reached. We analytically study the optimal sourcing and replenishment decisions at the retailer, and the impacts of various problem parameters on the optimal decisions. We also conduct extensive numerical experiments to compare different sourcing and replenishment decisions the retailer can make and get further managerial insights into the problem.

*Lian Qi is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Seton Hall University**  
**Marketing: Cell Phones**

The primary objective of the present research is to investigate the drivers of technological addiction in college students-heavy users of Information and Communication Technology (ICT). The study places cell phone and instant messaging addiction in the broader context of consumption pathologies, investigating the influence of materialism and impulsiveness on these two technologies. Clearly, cell phones serve more than just a utilitarian purpose. Cell phones are used in public and play a vital role in the lives of young adults. The accessibility of new technologies, like cell phones, which have the advantages of portability and an ever increasing array of functions, makes their over-use increasingly likely. College undergraduates from two U.S. universities completed a paper and pencil survey instrument during class. The questionnaire took approximately 15-20 minutes to complete and contained scales that measured materialism, impulsiveness, and mobile phone and instant messaging addiction. Factor analysis supported the discriminant validity of Ehrenberg, Juckes, White and Walsh's (2008) Mobile Phone and Instant Messaging Addictive Tendencies Scale. The path model indicates that both materialism and impulsiveness impact the two addictive tendencies, and that materialism's direct impact on these addictions has a noticeably larger effect on cell phone use than instant messaging. The present study finds that materialism and impulsiveness drive both a dependence on cell phones and instant messaging. As Griffiths (2012) rightly warns, however, researchers must be aware that one's addiction may not simply be to the cell phone, but to a particular activity or function of the cell phone. The emergence of multi-function smart phones require that research must dig beneath the technology being used to the activities that draw the user to the particular technology.

*Stephen F. Pirog is a member of the faculty at Seton Hall University.*

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Reverse Logistics**

Companies and their supply chain managers can no longer afford to treat reverse logistics as an afterthought. There is just too much at stake in terms of brand protection, sustainability requirements, and ultimately profitability. In short, reverse logistics needs to become a core competency. The practical insights offered here will help you develop that competency.

*Dale S. Rogers is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rowan University**

**Decision Sciences: Inventory Management**

Inventory can take up as much as 50% of investment capital for companies in manufacturing and retail industries and thus has always been of interest to scholars and practitioners. A number of studies have centered on the optimal level of inventory management. However, the strategic effect of inventory on the firm performance is still questionable because of its unidimensional proxy measure of optimal level of inventory leanness and performance implication, particularly across countries with different business characteristics and focuses. This study attempts to investigate the relationship between inventory management and firm performance using a multi-dimensional aspect of inventory management with respect to lean management practices across countries. The major finding of this study is that there exists some complementarities between the scope and implication of inventory management for lean strategy across countries, particularly in U.S. and Japanese firms.

*James Jungbae Roh and Jooh Lee are members of the faculty at Rowan University.*

**Rutgers University-Newark and New Brunswick**  
**Finance: Bond Market Liquidity**

This paper examines the impact of shifting liquidity and institutional trading in the corporate bond market on inferences regarding informational efficiency. We find that when institutional trade dominance and other bond trading features are accounted for, stock leads evidenced in earlier studies surprisingly disappear. Short windows after firm-specific news releases are examined, and bond trading advantages are shown to be pronounced particularly when equity market liquidity is low (during after-market hours). Cross-sectionally, the effect of credit risk and other firm/bond level characteristics are determined. Finally, ‘top bonds’ are identified, and their common ex ante identifiable characteristics are determined.

*Tavy Ronen and Xing Zhou are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Seton Hall University**  
**International Business: Poland and the Euro**

Poland’s membership in the European Union has implied eventual acceptance of the euro as Poland’s national currency. It is now apparent that after many fits and starts, the two issues may not be inextricably bound together. In fact, Poland may continue its EU membership and still not convert to the use of the euro anytime soon. Several questions are apparent: Is the future of the EU tied to the future of the euro? Does the further economic and political deterioration of Portugal, Italy, Ireland, Greece, and Spain threaten the very existence of the EU as an institution? As of fall 2012, 68 percent of Poles do not support euro adoption; only 25 percent signaled their support. Reality now requires answers to a basic question: if Poland rejects the euro and the EU continues its decline, can Poland chance a return to the uncertainties of a Europe that might suffer the negative consequences of its own disintegration? This is the policy question that Poland and other nations have to face if the euro fails or if Poland embarks on a “go-it-alone” policy and retains the zloty as its currency.

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

**Rowan University**  
**Legal Studies: Snyder v. Phelps**

This article examines the U.S. Supreme Court’s decision in *Snyder v. Phelps*, which was related to the applicability of the U.S. Constitution First Amendment in protecting protests of public protestors at a funeral against tort liability. It describes the courts’ ruling holding that speech on a public sidewalk, about a public issue, cannot be liable for a tort of emotional distress, even if the speech is found to be outrageous. It highlights that *Snyder* clarifies court’s decision in *Hustler Magazine, Inc. v. Falwell*, which provided the U.S. First Amendment protection to political satire and parody. It analyzes the well planned and executed protests of the Westboro Baptist Church in Topeka, Kansas, which largely dictated the outcome of *Snyder*.

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

*Rutgers University-Newark and New Brunswick

Finance: Securities Regulation*

**Demutualization and Exchange Regulation: Involuntary Delisting in New York and Toronto:** Exchanges have undergone significant transformations due to increased competition but some changes have created conflicts of interest, particularly when deciding which firms to delist. On the New York Stock Exchange (NYSE), delisting is an autonomous decision whereas on the Toronto Stock Exchange (TSX), external regulators have a larger role. After collecting data from involuntarily delisted firms that continue to trade on smaller listing markets between 2002 and 2009, I create a sample of 195 NYSE and 39 TSX firms. I calculate the percentage spreads on firms from both exchanges and find that spreads are larger and more volatile on the NYSE than on the TSX. These results are stronger after 2006, when the NYSE went public. Similar results are obtained when I look at firms that were delisted for trading below minimum quantitative standards.

**Transparency and the Impact of the National Market System:** Transparency has been promoted by the SEC as a measure that can reduce transaction costs and increase liquidity. However, empirical studies have shown that the benefits of transparency have not been entirely positive across different markets. This paper contributes to the transparency literature by measuring the effects on transaction costs after the implementation of the National Market System NMS. The paper looks at a sample of 2,882 firms that have trading information 60 days before and after NMS and were incorporated to the NMS between 1982 and 1989. The paper shows that spreads decrease by 5 percent and spreads of a matching sample also decrease but at a smaller magnitude. Another effect of transparency is a reduction of 41 percent in the volatility of returns after firms start trading on the NMS. This paper also shows that the effects of transparency are much stronger after removing firms that are already trading at very low spreads prior to NMS.

* Alejandro Serrano completed his dissertation at Rutgers University-Newark and New Brunswick. He is an assistant professor at University of Texas - Pan American.*

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Administrative Model**

Over the years, Role Based Access Control (RBAC) has received significant attention in system security and administration. The Temporal Role Based Access Control (TRBAC) model is an extension of RBAC that allows one to specify periodic enabling and disabling of roles in a role enabling base (REB). While decentralized administration and delegation of administrative responsibilities in large RBAC systems is managed using an administrative role based access control model like ARBAC97, no administrative model for TRBAC has yet been proposed. In this paper, we introduce such a model and name it AMTRAC (Administrative Model for Temporal Role based Access Control). AMTRAC defines a broad range of relations that control user-role assignment, role-permission assignment, role-role assignment and role enabling base assignment. Since the first three are similar to those in ARBAC97, the role enabling base assignment component has been discussed in detail in this paper. The different ways by which role enabling conditions of regular roles can be modified are first explained. We then show how to specify which of the administrative roles are authorized to modify the role enabling conditions of any regular role. An exhaustive set of commands for authorization enforcement along with their pre and post-conditions is also presented. Together, this would facilitate practical deployment and security analysis of TRBAC systems.

Jaideep Vaidya and Vijayalakshmi Atluri are members of the faculty at Rutgers University-Newark and New Brunswick.

**Ramapo College of New Jersey**  
**Legal Studies: America Invents Act**

According to a survey by the Young Invincibles, a group that focuses on youth entrepreneurship, fifty-four percent of U.S. 18-to-34 year olds are interested in starting a business or have already done so. Therefore, it is fairly common for both undergraduate and graduate students to approach faculty in departments of science or business for help in patenting, trademarking, copyrighting or otherwise protecting their ideas. Generally, students are surprised to learn that there is no Easy Button®, like the one featured in Staples® commercials, when it comes to applying for a patent. Unlike the processes of applying for a trademark or copyright, applying for a patent is costly, difficult, and usually requires some professional assistance. Unfortunately, this process has not gotten any easier as a result of the passage of the Leahy-Smith America Invents Act (AIA). In fact, it is probable that obtaining a patent will become more expensive and more difficult. This new act of more than 150 pages and 137 sections, lobbied for by corporations and intended to improve the quality of patents issued, represents a major change to U.S. patent law. It has been characterized as “the most comprehensive revision of U.S. patent law in more than 50 years,” and it harmonizes U.S. patent practice more closely with that of the rest of the world. Students are aware of the Act due to its prominent visibility in the popular press and on the Internet. However they are generally not clear as to what it entails and how it will affect them, the very focus of this article.

Cherie Ann Sherman and Philip M. Anderson are members of the faculty at Ramapo College of New Jersey.

**Rutgers University-Newark and New Brunswick Decision Sciences: Inventory Penalty Functions**

This paper addresses the problem of inventory penalty pricing under the risk-neutral valuation principle. The underlying production-inventory system has a constant replenishment rate and a compound renewal demand stream (i.e., iid demand interarrival times are independent of iid demand sizes), and is subject to underage and overage penalties. Our pricing approach treats the penalties as a series of perpetual American options, and constructs auxiliary martingale processes in terms of the inventory process. We provide a necessary and sufficient martingale condition for general compound renewal demands. Explicit expressions of penalty functions for underage and overage are obtained for the case where demand arrivals follow a Poisson process.

*Michael N. Katehakis and Benjamin Melamed are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Seton Hall University**

**Decision Sciences: Computer Simulation in Health Care Management**

Organizations re-engineer their business processes to contain costs, improve efficiency and stay competitive in the marketplace. With escalating health care costs, hospitals also seek ways to contain costs and provide quality health care services. Hospitals have traditionally emphasized breakthroughs in health care procedures and technology to stay competitive. As competition among hospitals continues to intensify, however, patients may perceive little difference in healthcare procedures and technology used by different hospitals. Consequently, hospitals come to understand that process re-engineering could be a better solution to achieve competitive advantage. Just as many businesses successfully reduce costs and gain competitive advantage by re-engineering their business processes, hospitals can re-engineer the way certain health care processes are carried out to achieve efficiency and cost containment. Computer simulation, which has proven successful in improving various business processes, can also be an effective tool in searching for more efficient processes in hospitals.

*Sung J. Shim is a member of the faculty at Seton Hall University.*

**Rutgers University-Camden**
**and Rutgers University-Newark and New Brunswick**

**International Business: Family Ownership**

We examine the impact of firm-level governance structure on the innovation and internationalization strategies of emerging market firms. We propose that in the case of emerging market firms, governance is a response to the prevailing institutional environment and affects the innovation and internationalization strategies of firms. Based on a longitudinal sample of 16,337 firm-year observations of Indian listed firms over a year time period from 2002 to 2009, we find a positive effect of family ownership and group affiliation on R&D intensity and new foreign investments. Institutional ownership also positively affects new foreign investments, but has no effect on R&D intensity. Further, we find that R&D intensity interacts with family ownership, institutional ownership and group affiliation in affecting new foreign investments.

*Deeksha A. Singh is a member of the faculty at Rutgers University-Camden. Ajai S. Gaur is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Fairleigh Dickinson University**  
**Accounting: Structured Payments**

Individuals engaged in illegal business transactions may be subject to both criminal prosecution and civil suits arising from their conduct. In addition to seeking penalties, including terms of incarceration, prosecutors may seek restitution for victims, imposition of civil penalties, and/or civil forfeiture. These financial payments — forfeiture, restitution and penalties — can create severe financial hardships. Adding to this burden can be dire tax consequences associated with these payments. Taxpayers who engage in illegal transactions should beware. In addition to the possibility of incarceration, they may face difficult financial hardships if they become subject to the justice system. In addition to dealing with the criminal and/or the civil justice system, the taxpayer may face the possible loss or partial loss of the taxpayer’s business, professional fees, and a tax system that may disallow deductions on the amounts paid to the government. Taxpayers and their advisers should attempt to structure payments that are to be made to the government or to others as a result of entering into illegal business transactions so that the taxpayer will be able to deduct all or a portion of the payment for income tax treatment. As such taxpayer’s will want to avoid having the payments classified as a fine or penalty. The article reviews cases in which taxpayers were successful and unsuccessful in structuring the payments. Obviously, depending upon the circumstances, taxpayers may not be in a bargaining position as to how payments are structured.

*John H. Skarbnik is a member of the faculty at Fairleigh Dickinson University.*

**Fairleigh Dickinson University**  
*Accounting: Estates, Trusts & Gifts*

A properly drafted and followed formula clause in a will or gift transfer document can limit liability for estate or gift taxes. If the IRS or a court later redetermines the value of the transfer, the formula clause acts to adjust the amount of assets transferred to correspond to a specified dollar value. Courts have historically agreed with the IRS that “savings clauses” that allow donors to “take back” property after an adjustment are void on public policy grounds. However, several courts have approved formula clauses where “excess” amounts after an adjustment pass to one or more charitable beneficiaries. The Tax Court recently approved a transfer governed by a formula clause that did not involve a charitable beneficiary. The IRS withdrew its appeal of the Tax Court’s decision, but has announced that it will not follow the Tax Court’s holding in the case.

*John H. Skarbnik and Ron West are members of the faculty at Fairleigh Dickinson University.*

Monmouth University
Management: Labor Market

Taking a broad review of the management and economics literature, the purpose of this paper is to examine how the recent “Great Recession” has had a disproportionate adverse impact on U.S. labor markets and created social disruptions to professional workers experiencing persistent unemployment or underemployment. Secondary data analysis shows how the recent recession has had a disproportionate impact on employment. Recognizing underemployment as a potentially persistent state, the authors delineate the extent and consequences of underemployment. Analyses of unemployment and underemployment resulting from the recent recession suggest it has had a particularly severe detrimental impact on worker benefits, incomes and employment prospects for most U.S. workers. Secondary data analysis is a major limitation but results justify a call for further research into the potential increase in the long-term economic displacement of professional workers. This paper is unique in applying economic and management constructs in an analysis of the origins, consequences and recommendations for decreasing the rising level of underemployment among professional U.S. workers.

Michaeline Skiba and Patrick O’Halloran are members of the faculty at Monmouth University.

**Monmouth University**

**Management: Female Leaders**

This paper looks at contemporary developments and some of the social and political phenomena that have affected the status of the gap in compensation between women and men generally, and in the fields of law and healthcare specifically. It examines not only progress to date, but also how this progress has been obtained and, based on both domestic and international experiences, provides recommendations for the future.

*Michaeleine Skiba and David P. Paul, III are members of the faculty at Monmouth University.*

**Fairleigh Dickinson University**  
**Management: Corporate Sustainability**

This article presents an exploratory empirical study of the role of gender in sustainability initiatives and practices in a sample of 925 men and women from American companies. We explore gender differences and their implications for sustainability values, priorities, and perceptions of sustainability-related activities in the workplace. Drawing from studies of sustainability, gender, and environmental values and action, our study finds that corporate women hold sustainability-related concerns and values to be significantly more important to them personally than do their male colleagues, and they view and evaluate their companies’ sustainability-related value priorities, initiatives, and activities from these foundational ethical and value orientations. We conclude with a research agenda that includes identifying the actual participation of women in corporate sustainability initiatives, and also the organizational enablers and impediments of their empowered action and leadership.

*Gwen E. Jones is a member of the faculty at Fairleigh Dickinson University.*

*Rutgers University-Newark and New Brunswick.*

*International Business: Inventors*

The authors show that foreign inventors substitute for home inventors when wages in the home country increase. This holds for the extensive margin (whether to employ foreign inventors) and not for the intensive margin (how many inventors to employ).

*Roger Smeets is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Management: Biopharmaceutical Innovation**

Academic-industry partnerships in biopharmaceuticals have been commonly arranged through firms licensing academic patents and universities receiving research grants and royalties. However, this arrangement does not accommodate the complexity in science. The research question for this dissertation is what kinds of social arrangements transform academic knowledge for complex innovation. Transformation refers to research knowledge that becomes relevant, feasible, and applicable to real-world problems. I conducted interviews and field observation with academic scientists involved in drug discovery research. I developed a grounded theory on three dimensions of knowledge that characterize the boundaries for complex innovation. One dimension of complex knowledge is its materiality, which requires situated and contextualized learning about how drugs work in the realities of human biology. The second dimension is epistemic, which highlights the ever-emergent nature of knowledge that motivates scientists to keep asking questions and drawing on rich scientific theories. *(continued on next page)*
(continued from previous page) The third dimension is activity that directs a purpose of multidisciplinary collaboration among scientists. These dimensions reveal how scientists in the basic and clinical research communities go about creating and commercializing research for innovation. I further examine how the current academic-industry arrangements enable transformation of knowledge and conclude that the arrangements have to support scientists to engage in situated learning, to continue raising questions, and to engage in validating emergent findings iteratively. The contribution of this dissertation is threefold. My theory develops a deeper understanding of the content and substance of knowledge for biopharmaceutical innovation. The in-depth examination of how academic discoveries mediate practices among scientists suggests that these dimensions can create a common ground for scientists, business managers, and investors to collaborate. I also suggest the kinds of knowledge transformation that academic-industry partnership need to accommodate to promote more effective collaboration.

*Yun Su completed her dissertation at Rutgers University-Newark and New Brunswick. Her placement is unknown at this time.*

*Seton Hall University
Finance: Leveraged ETFs*

The large deviation of the actual return of a leveraged exchange-traded fund (LETF) from the leveraged multiple of the underlying index return has drawn considerable attention from investors, regulators and the financial media. Despite this attention, the sources and fundamental determinants of the LETF return deviation remain unidentified. This study constructs a clear, unified, objective and executable framework that addresses the behaviors, sources and determinants of the LETF compounding and non-compounding deviations. Our theoretical predictions and empirical results hold the promise of guiding investors, regulators, financial advisors and portfolio managers toward a thorough understanding of the return behavior of LETFs.

_Hongfei Tang and Xiaoqing Eleanor Xu are members of the faculty at Seton Hall University._

**Rutgers University-Newark and New Brunswick Information Technology: E-Government Readiness**

Electronic government (E-government) readiness assessment is a relatively new concept that has been given impetus by the rapid rate of Internet penetration and advances in information and communication technologies (ICT). Over the years, various e-government readiness assessment methods have been proposed by different organizations. These methods use a wide range of indicators to assess a community’s e-government readiness. However, most of these methods suffer from poor data quality and fragmented measurement efforts. In this paper, we propose a hybrid fuzzy model, based on the group Analytic Network Process (ANP) and the Technique for Order Preference by Similarity to Ideal Solution (TOPSIS), to assess a community’s overall e-government readiness from a Citizen Relationship Management (CiRM) perspective. For practitioners, we present the results of a pilot study to demonstrate the complexities inherent in e-government readiness assessment.

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

_In this article, we first complement an inappropriate mathematical error on the total cost in the previously published paper by Chung and Wee [2007, ‘Optimal the Economic Lot Size of a Three-stage Supply Chain With Backlogging Derived Without Derivatives’, *European Journal of Operational Research*, 183, 933–943] related to buyer–distributor–vendor three-stage supply chain with backlogging derived without derivatives. Then, an arithmetic–geometric inequality method is proposed not only to simplify the algebraic method of completing prefect squares, but also to complement their shortcomings. In addition, we provide a closed-form solution to integral number of deliveries for the distributor and the vendor without using complex derivatives. Furthermore, our method can solve many cases in which their method cannot, because they did not consider that a squared root of a negative number does not exist. Finally, we use some numerical examples to show that our proposed optimal solution is cheaper to operate than theirs._

_Jinn-Tsair Teng is a member of the faculty at William Paterson University._

**William Paterson University**  
**Decision Sciences: Increasing Demand**

During the growth stage of a product life cycle especially for high-tech products, the demand function increases with time. In this paper, we extend the constant demand to a linear non-decreasing demand function of time and incorporate a permissible delay in payment under two levels of trade credit into the model. The supplier offers a permissible delay linked to order quantity, and the retailer also provides a downstream trade credit period to its customers. The objective is to find the optimal replenishment cycle that minimizes the retailer’s annual total relevant cost per unit time. The condition for an optimal solution to the generalized model is presented and some fundamental theoretical results are established. Finally, numerical examples to illustrate the proposed model are provided. Sensitivity analysis is performed and some relevant managerial insights are obtained.

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

**New Jersey Institute of Technology**  
**Marketing: New Product Development**

In new product development (NPD), the buyer–supplier relationship is changing. Suppliers are becoming an integral part of the design team. This study investigates the effectiveness of computer-mediated and face-to-face communication channels on knowledge exchange between buyer and supplier firms, and ultimately buyer NPD and market performance. Open innovation literature and media richness theory are used to develop hypotheses which are then empirically tested using data collected from 157 R&D project managers from U.S. manufacturing firms. To date, empirical studies on the link between supplier integration and buyer performance show conflicting results. Structural equation modeling found a significant positive link between knowledge exchange and NPD performance, measured both in terms of effectiveness and efficiency, and a significant positive link between effective and efficient NPD and market performance. A surprising finding is that contrary to media richness theory, email can perform like face-to-face communication transmitting rich information and having a positive relationship to knowledge exchange between buyer and supplier. It was also found that with face-to-face communication, knowledge exchange fully mediates the relationship with effective NPD while with email communication knowledge exchange fully mediates the relationship with efficient NPD. Video conferencing was found to have no significant effect on knowledge exchange and the effect of web-based tools was significant and negative. The implications of these findings in theory and practice are discussed.

*Ellen Thomas is a member of the faculty at New Jersey Institute of Technology.*

**Fairleigh Dickinson University**

**Finance: Illiquidity Discount**

Efforts to measure the liquidity premium (or the illiquidity discount) on U.S. equities are limited by an almost complete absence of trading restrictions except for letter stock. Before 2007, Chinese companies issued otherwise identical tradable and non-tradable shares. For 2000-2002, limited trading of the non-tradable shares provide an estimate of the illiquidity discount which Chen and Xiong (2001) report at 80% on average, or more than three times an estimate of the discount on letter stock in the U.S. market. This paper extends their comparison by breaking their 2000-2002 observation period into sub periods with varying degrees of trading restriction on the non-tradable shares. The study finds that other factors than varying trade restrictions account for variations of the illiquidity discount during this interval.

*Sorin Toluca and Burton Zwick are members of the faculty at Fairleigh Dickinson University.*

*Rutgers University-Newark and New Brunswick Marketing: Entrepreneurship*

Marketing and Entrepreneurship have, until quite recently, remained two quite independent scholarly domains. In 2002, Morris et al. provided a definition of Entrepreneurial Marketing as, “an integrative construct for conceptualizing marketing in an era of change, complexity, chaos, contradiction, and diminishing resources, and one that will manifest itself differently as companies age and grow. It fuses key aspects of recent developments in marketing thought and practice with those in the entrepreneurship area into one comprehensive construct.”

*Can Uslay and Sengun Yeniyurt are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rowan University and Rider University**

**Finance: 2007-2009 Bear Market**

Mergers and acquisitions (M&A) are among the most popular research topics in finance. The synergistic benefits of and the market reaction to mergers have been studied extensively. However, the impact of financial/economic crises on M&A activities has not been studied sufficiently. In this empirical study, we make a contribution on this subject by studying the financial characteristics of acquisition targets in the U.S. before, during, and after the October 9, 2007-March 9, 2009 bear market. The MANOVA (multivariate analysis of variance) test statistics indicate that the overall financial characteristics of the acquired firms were not significantly different from the financial characteristics of the non-acquired control group firms during the bear market and immediately before and after the bear market. However, we find that the acquiring firms preferred targets with significantly higher total assets turnover ratios before the bear market, with significantly higher inventory turnover ratios during the bear market, and with significantly lower capital expenditure ratios after the bear market.

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

**Rowan University and Rider University**

**Finance: 2007-2008 Financial Crisis**

The number of cross-border mergers and acquisitions has increased considerably after the 2007-2008 financial crisis. However, the post-crisis M&A market has not been studied sufficiently. In this paper, we compare the financial characteristics of the U.S. companies acquired by foreign companies with a matched sample of non-acquired U.S. companies during the post-crisis period. Supporting the findings of the prior literature, we provide evidence that acquiring companies tend to target mismanaged firms with low profitability. We also find that liquidity is not a significant factor in the acquisition decisions of foreign buyers. This paper is one of the first attempts to empirically examine the post-crisis M&A market, which may encourage more future research on the subject.

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

*Rutgers University-Camden
Legal Studies: Federal Tax Code*

No competent jurist doubts the right of the federal government to tax income under the 16th Amendment. Taxes are part of the price of living in a civilized society. The issue is whether Congress has made the tax code so complex that it is unconstitutionally vague in violation of Fifth Amendment Due Process. A law is unconstitutionally vague when an individual of ordinary intelligence cannot determine what is required of him or her. Due process requires fundamental fairness and decency in both the law and the operation of the law. The government may not act in a manner that is arbitrary, capricious, or unreasonable. Due process includes notice of what the law demands. The tax code is so complex that few, if any, people know exactly what the law demands in all situations. Since tax law touches every citizen and every business it ought to be clear, simple and easy to comply with.

*David E. Vance is a member of the faculty at Rutgers University-Camden.*

**Rutgers University-Newark and New Brunswick**  
**Accounting: Formalization of Standards**

The real time economy has created a world of automated transaction sensing, integrated information systems, big data, and thousands of real-time applications running throughout the multiple process environments of modern business systems. However, the evolution of accounting and auditing procedures has clearly failed to keep pace with the changes in technological and business environments. Consequently, these accounting and auditing procedures are becoming increasingly anachronistic, and suggest strongly that new approaches are needed to ensure the integrity of business measurement and assurance. This article highlights some of the associated problems and solutions. In doing so, we articulate a case for implementation of more sophisticated methods and procedures, including audit automation, continuous monitoring, and continuous assurance, all operating under an umbrella of robust governance mechanisms. In this way, the quality of business measurement, business reporting, and assurance will be better maintained in an evolving digital era of big data.

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

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Coordination Mechanisms**

This article studies a firm that procure a product from a supplier. The quality of each product unit is measured by a continuous variable that follows a normal distribution and is correlated within a batch. The firm conducts an inspection and pays the supplier only if the product batch passes the inspection. The inspection not only serves the purpose of preventing a bad batch from reaching customers but also offers the supplier an incentive to improve product quality. The firm determines the acceptance sampling plan, and the supplier determines the quality effort level in either a simultaneous game or a Stackelberg leadership game, in which both parties share inspection cost and recall loss caused by low product quality. In the simultaneous game, we identify the Nash equilibrium form, provide sufficient conditions that guarantee the existence of a pure strategy Nash equilibrium, and find parameter settings under which the decentralized and centralized supply chains achieve the same outcome. By numerical experiments, we show that the firm's acceptance sampling plan and the supplier's quality effort level are sensitive to both the recall loss sharing ratio and the game format (i.e., the precommitment assumption of the inspection policy).

*Hong Wan and Xiaowei Xu are members of the faculty at Rutgers University-Newark and New Brunswick.*

**Rowan University and Rider University**  
**Finance: 2008 Stock Market Crash**

Thaler and De Bondt [1985] demonstrate that investors may overreact to economic events. Studying investor overreaction to economic events has been a popular research topic in finance. However, investor overreaction to certain firm characteristics during economic events has not received sufficient attention. In this article, we study investor overreaction to firm technical insolvency and bankruptcy risks in the 2008 stock market crash. We demonstrate that firms with high technical insolvency and bankruptcy risks lost more value relative to other firms in the 2008 crash. However, these firms gained more value relative to other firms in the post-crash market reversal, implying that investors overreacted to technical insolvency and bankruptcy risks in the 2008 crash. Although firms with a high bankruptcy risk also lost more value in the 1987 stock market crash, these firms did not gain more value relative to other firms in the post-crash market reversal, implying that there was no investor overreaction to bankruptcy risk in the 1987 crash.

*Jia Wang and Gulser Meric are members of the faculty at Rowan University. Ilhan Meric is a member of the faculty at Rider University.*

**Seton Hall University**  
**Marketing: Advertising**

This study aims to examine parental styles based on levels of nurturing and authoritarianism to determine mothers’ awareness of children’s media exposure, likelihood of setting media and consumption limits and communications with children about commercial messages. The research design included a survey aimed at mothers of children ages four-eight. The researchers collected demographic, behavioral and consumption information regarding the mother’s youngest child. The results suggest that nurturing mothers are more aware of advertising aimed at children and talk more to children regarding advertising and consumption than authoritarian mothers. Mothers who are nurturing and not authoritarian are more likely to yield to requests and favor more regulation than other parents. The paper is the first to examine mothers’ parental styles and attitudes toward regulation and tie together attitudes toward consumption and policy with the same sample.

*Joseph Z. Wisenblit and Stephen F. Pirog are members of the faculty at Seton Hall University.*

**New Jersey Institute of Technology**

**Management: Knowledge Management**

The purpose of this research is to investigate individual perceptions of time and time management strategies that professionals utilize to achieve their productivity in the execution of their daily tasks, projects and routines. Projects have specific time durations from the beginning to the end, which often need to be broken down into smaller temporal elements (e.g., milestones), and require learning and knowledge capture throughout different project phases. It aims to observe how knowledge management processes tie to personal time management, and how this observation could contribute to project management practices in organizations. The understanding of individual time management strategies, especially when they are connected to the capture, storage, transfer and application of knowledge, can create operational efficiencies in projects. This study shows that both explicit and tacit practices of individual time management are an important component of how professionals complete project tasks within their daily routines. Project managers play an important role in leading a successful project, and their time orientations directly affect all project phases. Although good time management strategies may be one of the key determinants of organizational productivity (driving increased output per unit of time), limited knowledge management research has been conducted within the context of professionals’ time management practices. The findings reveal that individual time management is shaped by organizational temporal structures and norms, which organizations use to govern their employees and resources around clock time.

*Katia Passerini is a member of the faculty at New Jersey Institute of Technology.*

**Rutgers University-Newark and New Brunswick Economics: Housing Bubbles**

Housing bubbles often cause serious problems to local economies and sometimes even cause global financial crisis. This dissertation addresses the following important questions about housing bubbles: What are the origins of housing bubbles? How do we estimate housing bubbles? What are the possible economic variables that relate to housing bubbles? I focus on the estimation of housing bubbles and the analysis of housing fundamentals and bubbles. The first essay studies housing bubbles in the U.S. during the subprime crisis. Using the Kalman filter, I find significant evidence of a housing bubble in the U.S. city-average level and in six metropolitan areas in the U.S., including Los Angeles, San Francisco, Chicago, New York, Boston, and Miami, between 2004 and 2007. Population and income are found to be the main factors that affect housing fundamentals. Expected capital gains are found to be significantly associated with housing bubbles. Furthermore, I find a high correlation between housing bubbles and housing vacancy rates. The second essay locates the time stamp of the origin and collapse of housing bubbles using augmented Dickey-Fuller (ADF) tests. An accumulated recursive regression and a rolling recursive regression are applied to test for U.S. housing bubble. Test results confirm explosive behavior in the housing price process, which serves as a necessary condition for the existence of housing bubbles, for the U.S. aggregate and some U.S. cities during the subprime crisis. I find significant evidence of explosiveness in the rent data for most of the cities in the sample, but not in the U.S. aggregate data. Furthermore, the results show a trend of the U.S. housing bubble moving from the east coast to the west coast.

*Keli Xiao completed his dissertation at Rutgers University-Newark and New Brunswick. He is an assistant professor at SUNY - Stony Brook.*

**William Paterson University**

**Decision Sciences: Inventory Modelling**

To increase sales and reduce default risks, a supplier may offer its retailers either: 1) a cash discount; 2) a fixed credit period $M$ if the order quantity is greater than or equal to a predetermined quantity $W$. Likewise, a retailer in turn offers its customers a credit period $N$, which has a positive impact on its demand but a negative impact on its default risks. In this paper, we establish an inventory model for a retailer in a supply chain when a supplier offers either a cash discount or a delay payment linked to order quantity; meanwhile it offers its customers a permissible delay in payments. Then, we derive several theoretical results to determine the optimal solution under various situations and develop an algorithm to solve this complex inventory problem. Finally, several numerical examples are given to illustrate the theoretical results and provide some managerial insights.

_Jinn-Tsair Teng is a member of the faculty at William Paterson University._

**Montclair State University**

**Accounting: Marketplace Fairness Act of 2013**

This article introduces the “Marketplace Fairness Act of 2013” (the Act). The Act grants the State authority to collect sales and use taxes from the out-of-state sellers, but the State must meet the Minimum Simplification Requirements. This paper discusses the problem of Internet commerce taxation. The problem begins with an interstate transaction. It involves sales tax collecting responsibility. This article points out the requirements for “physical presence.” However, the requirements give rise to many lawsuits in court. This article investigates these legal cases and outlines the court rulings. In the development of Internet commerce taxation, this paper points to the concept of “economic nexus.” It cites New York’s “Amazon Tax” as evidence. This paper further brings up the “Streamlined Sales and Use Tax Agreement,” which attempts to simplify the tax collecting procedures. This paper finally culminates with the enactment of the Act, explains many details of the contents. It further points out the future direction of development in Internet commerce taxation.

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

**Montclair State University**  
**Accounting: Affordable Care Act of 2010**

This paper investigates what taxes have been raised under the Patient Protection and Affordable Care Act of 2012 and the Health Care and Education Reconciliation Act of 2010. There are at least five major tax spikes. The paper points out that the Act imposes a new 3.8% net investment income tax. It increases the Medicare tax on employees from 1.45% to 2.35%. It increases the medical expense deduction floor from 7.5% to 10%. It levies a 2.3% excise tax on certain medical devices. It also imposes penalties on those who do not purchase a minimum health policy. The impact is quite substantial. This paper explains some details and offers many tax planning strategies to alleviate the tax burden.

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

**Montclair State University**  
**Accounting: Internet Commerce Taxation**

This article investigates the emerging issues concerning taxation in Internet commerce (e-commerce) and explains that a telecommunication fee is taxable, while an Internet access fee is not taxable. Nevertheless, they are often combined in a package of services so it is necessary to separate them; otherwise, both are taxable. Software is considered tangible personal property and, thus taxable; however, a software maintenance fee is considered a service, thus nontaxable. These two components are often mingled in a computer product. Further, the output is taxable, but not the input. Therefore, if software is used as an input to produce an output, it is not taxable. E-commerce gives rise to sales tax. An out-of-state seller is not required to collect sales tax from an in-state buyer unless there is nexus between the seller and the state, such as a place of business, employees, independent contractors, traveling salesmen, etc. Website connection with an affiliate for the purpose of promoting sales may constitute nexus. An out-of-state seller may also be required to pay income tax to the state if there is an economic nexus. The use of a computer server is not construed to have nexus.

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

**Montclair State University**  
**Accounting: American Taxpayer Relief Act of 2012**

This paper investigates the impacts of the American Taxpayer Relief Act of 2012 (The Act). It points out that The Act raises both income tax rate and the dividends and long-term capital gains tax rate. It further imposes new Medicare surtax and additional Medicare tax. The Act reinstates the phaseout on total itemized deductions and personal and dependency exemptions. However, The Act increases the Section 179 expensing amount and the alternative minimum tax exemption amount. It also reduces the estate and gift tax rate and increases the exclusion amount. This paper offers many tax planning strategies, such as conversion from S corporation to C corporation, maneuvering between individual and business income and deductions so as to increase deductions and decrease taxable income.

*James G. S. Yang is a member of the faculty at Montclair State University.*
Montclair State University
Taxation: American Taxpayer Relief Act of 2012

This article discusses tax law changes under the American Taxpayer Relief Act of 2012. It focuses on its impacts on the foreign tax credit. The Act has raised the maximum tax rate on ordinary income from 35% to 39.6%, and the tax rate on qualified dividends and long-term capital gains from 15% to 20%. These tax rate increases have completely changed how the foreign tax credit is determined. These two foreign-source incomes are taxed at a reduced rate; hence, the amount of income eligible for claiming the foreign tax credit must also be reduced by a “rate differential portion.” Since there are two prevailing tax rates for qualified dividends and long-term capital gains, there are also two “rate differential portions.” This article presents many examples for illustration. This article further investigates whether the current tax law, in determining the foreign tax credit, is fair or not. It points out that the current tax law is flawed at the disadvantage of the lower income taxpayers. This article further offers many tax planning strategies. It demonstrates that, by maneuvering the amounts of income, qualified dividends, and long-term capital gains or losses, a taxpayer’s tax burden can really be alleviated.

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

**Montclair State University**  
**Taxation: Marketplace Fairness Act of 2013**

This article points out that the Internet commerce involves sales tax and state corporate income tax. It discusses the “due process” in the United States Constitution as the guiding principle. The former adopts the requirement of “physical presence” in deciding the sales tax collecting responsibilities, while the latter employs the concept of “economic nexus.” This article also presents some court cases. These facts lead to the observation that the “due process” may have resulted in the above two different interpretations. The tumultuous entanglement about the Internet commerce sales tax problem has triggered Congress to enact the Marketplace Fairness Act of 2013. The Act is intended to settle the arguments. This article describes some of the basic requirements. The Act requires the states to join the “Streamlined Sales and Use Tax Agreement.” This article elaborates on some of the details of the Agreement. It demonstrates that the Act may have synchronized the above two concepts. This article further investigates some new developments in Internet commerce taxation such as tax-free Internet access fee, tangible property, digitized products, software as an input, and international Internet commerce. Many examples were given for illustrative purposes.

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

**Montclair State University**  
**Accounting: Online Business**

This paper discusses tax issues that concern online retailers and consumers. It points out three basic problems: Internet access, taxable base, and sales tax collecting duties. Internet access fee is not taxable, while telecommunication is. However, they are quite often bundled together. This paper illustrates the necessity to separate them. Online products are taxable only to the extent of tangible personal properties. Today's digitized products confuse the aspect of tangible products. Only the output is taxable, but not the input. Many businesses use software as an input; nevertheless, it is disguised as an output. This paper identifies what is taxable and what is not taxable. An out-of-state online retailer is required to collect sales tax from an in-state buyer only when there is nexus between the seller and the state. However, the concept of nexus is so controversial that it has resulted in at least eleven lawsuits in courts. This paper analyzes them all. It further points out that the concept of nexus has been evolving from physical presence to economic nexus. This paper also offers some tax planning strategies for online retailers and consumers.

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

**Montclair State University**  
**Taxation: New Tax Law**

This paper delineates some important changes in income tax law under the three most recent legislations. It points out that the new tax law has raised the highest income tax rate from 35% to 39.6%, the dividends and long-term capital gains tax rate from 15% to 20%, the employee Medicare tax from 1.45% to 2.35%, and the medical expense deduction floor from 7.5% to 10%. The new tax law further imposes a new “net investment income tax” at a rate of 3.8%, and an excise tax on medical devices at 2.3%. It further reinstates the phase-out provision on the total itemized deductions, and the personal and dependency exemptions. It also imposes penalties on those who are uninsured. This paper explains some details and gives examples. This paper further offers many tax planning strategies.

*James G. S. Yang and Leonard J. Lauricella are members of the faculty at Montclair State University.*
Montclair State University

Accounting: American Taxpayer Relief Act of 2012

This paper discusses some important changes in income tax law under the American Taxpayer Relief Act of 2012. The Act increases the highest individual income tax rate to 39.6% and the highest qualified dividends and long-term capital gains tax rate to 20%. It further reinstates the provision of phase-out on total itemized deductions and personal and dependency exemptions. There are two more new legislations. They impose a new “net investment income tax,” among others. It raises the employee’s Medicare tax by an additional 0.9%. This paper also points out that all these tax rate spikes have threshold amounts. Some of the triggers depend on taxable income, while the others depend on adjusted gross income. This aspect serves as a pivotal point for tax planning strategies. It depends on whether the taxpayer intends to reduce the tax rate or to alleviate the phase-out on deductions. This paper further offers many tax-saving strategies, such as switch from C corporation expense to S corporation expense, donation of an appreciated property to a charity, etc.

James G. S. Yang, Wing W. Poon, and Beixin (Betsy) Lin are members of the faculty at Montclair State University.

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Supermodular Game**

We take an order-centric approach to an incomplete-information version of the supermodular game (SG). In particular, we first introduce concepts related to ordered normal form games and the stochastic dominance order. Then, we work on a Bayesian SG, for which we show the existence of a monotone equilibrium and its monotonic trend as the player type distribution varies. Our results complement those that appeared in the Bayesian-SG literature.

*Jian Yang is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Nonatomic Game**

We introduce the nonatomic supermodular game, where no player’s action has any discernible impact on other players’ payoffs and yet strategic complementarities prevail among all players’ types and actions. For both semi-anonymous and anonymous games, we show that monotone equilibria form nonempty complete lattices and among these equilibria, the largest and smallest members vary in monotone fashions with respect to certain game-changing parameters. Results here complement existing nonatomic-game works, which focused more on pure equilibria of anonymous games where opponents’ types are not influential. They are also applicable to price competition involving diverse cost/quality parameters, as well as a slew of other situations.

Jian Yang is a member of the faculty at Rutgers University-Newark and New Brunswick.

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Revenue Management**

We study a revenue management problem involving competing firms. We assume the presence of a continuum of infinitesimal firms where no individual firm has any discernable influence over the evolution of the overall market condition. Under this nonatomic-game approach, the unanimous adoption of an equilibrium pricing policy by all firms will yield a market-condition process that in turn will elicit the said policy as one of the best individual responses. For both deterministic- and stochastic-demand cases, we show the existence of equilibrium pricing policies that exhibit well-behaving monotone trends. Our computational study reveals many useful insights, including the fact that only a reasonable number of firms are needed for our approach to produce near-rational pricing policies.

Jian Yang is a member of the faculty at Rutgers University-Newark and New Brunswick.

**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Global Companies**

Globalization is forcing global organizations to focus on processes that will enable them to more effectively and efficiently integrate and coordinate their activities throughout their worldwide organization. As such, global sourcing is becoming a standard practice in many global organizations. Using a dataset of 1,455 observations from the suppliers of a North American-based global manufacturer of high technology products, this research evaluates how a global company can utilize a globally integrated procurement organization to achieve global and local sourcing responsiveness and superior supplier working relations. The study found that if a global procurement organization aspires to achieve exceptional supplier working relations, it should be highly integrated across its geographic regions with knowledgeable global and local procurement personnel who effectively communicate with the firm's suppliers, while working closely together in a coordinated manner to achieve a globally responsive supply chain.

*Sengun Yeniyurt is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Rutgers University-Newark and New Brunswick Economics: Competition**

Previous scholarship analyzing cross-sectional international data has noted that religious monopolies impede the efficiency of religious markets and that the benefits of competitive markets apply in religion as elsewhere. Our paper, analyzing U.S. state-level data, is premised on the complementary point that competitive markets in religion as elsewhere may fail if there are externalities, public goods, or asymmetries in information. In our model, we hypothesize that perfect competition will foster forms of religion that fail to create positive externalities and that in turn engender doubts about religious faith. We test empirically the Iannaccone hypothesis that more religious competition/diversity engenders more religious faith and our contrary hypothesis using state-level data showing overall levels of religious competition among Protestants provokes less religious faith.

Wayne Eastman is a member of the faculty at Rutgers University-Newark and New Brunswick.

**Rider University**

**Management: Social Networks**

Participation in social networks is associated with increased odds for entrepreneurial success, but few studies suggest how one establishes a social network. This study investigates the effect that participation in paid membership organizations has on core network size and heterogeneity of business owners. It compares the networks of those who belong to paid membership organizations against those who do not. Results suggest that while belonging to paid membership organizations does not increase the size of one’s social network, there is a significant effect on its composition; both the percentage of business contacts and functional diversity of the network were increased.

*Lee J. Zane is a member of the faculty at Rider University.*

**Rutgers University-Newark and New Brunswick**  
**International Business: Knowledge Search Strategy**

This study focuses on the innovative performance implications of large MNCs’ regional and global technological knowledge search strategies. In networked MNCs, the parent can still offer valuable knowledge to subsidiaries. The parent’s and a subsidiary’s knowledge becomes complementary if an MNC appropriately adopts a global strategy at the parent level and a regional strategy at the subsidiary level. An analysis of the world’s largest firms in the electrical equipment industry shows that, in general, a global strategy improves the innovative performance of the MNC. Meanwhile, only the combination of a global strategy at the parent level and a regional strategy at the subsidiary level is positively associated with the innovative performance of the MNC. This study contributes to the literature on networked MNCs and the debate of globalization and regionalization. Managerial implications are discussed as well.

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

**Rutgers University-Newark and New Brunswick Management: Developmental Leadership**

The authors investigate three levels of self-identity in the workplace—self-determination, supervisor identification, and organizational identification—for their mediating effects on developmental leadership and organizational citizenship behaviors. Data from 469 supervisor–subordinate dyads in two Chinese firms show that supervisor identification is the strongest mediator, self-determination is the second, and organizational leadership is the third. Theoretical and practical implications are discussed.

*Chao C. Chen is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Montclair State University**  
**Management: Entrepreneurial Teams**

A research need exists regarding the relationship between entrepreneurial team informational diversity and team performance, including the conditions under which such diversity might benefit performance. This study explores the moderating effect of shared leadership on the relationship between informational diversity and entrepreneurial team performance. Four dimensions are used to measure informational diversity: functional specialty, educational specialty, educational level, and managerial skills. The results show that functional specialty diversity can improve entrepreneurial team performance. Managerial skill diversity can improve entrepreneurial team performance when leadership is shared among team members. These findings advance the understanding of entrepreneurial team performance and provide practical implications regarding team structure.

*Wencang (Warren) Zhou is a member of the faculty at Montclair State University.*

**Rutgers University-Newark and New Brunswick Management: Benevolent Leadership**

Integrating theories of psychological ownership and stewardship, and taking a relational perspective, we examine key antecedents and outcomes of professional managers’ psychological ownership in Chinese owner-managed family businesses. We tested the model using a survey of 166 Chinese professional managers (one from each of 166 family businesses). We find that owner–manager relationship closeness at work mediates the effect of both the owner’s benevolent leadership and owner–manager friendship ties on the manager’s psychological ownership. Psychological ownership, in turn, is positively related to the manager’s intention to stay and to stewardship behaviour. Theoretical and practical implications are discussed.

*Chao C. Chen is a member of the faculty at Rutgers University-Newark and New Brunswick.*
SECTION 3: TEACHING NOTES

This section contains an example of excellence in the classroom.

Experiential Learning Projects

David Perricone
Centenary College

How do you get students more engaged in the classroom? This is a question that I think most teachers ask themselves at least one time during the school year. I've realized the best way to get students engaged is through experiential projects. These types of projects give the students ownership, allowing them to be accountable for each step in the project.

I offer an experiential project in each of my classes, and students often say that this is where they learn the most during the course. They feel this is a way for them to take what we discuss in the classroom and apply it to real-world experiences. These types of projects also give students the ability to learn from their mistakes, network, and work both individually and as a group.

Some of the projects from this past semester included organizing successful charity events within the community. For example, this past year, we organized a walk for Autism Speaks where we raised over $1,700, and held a basketball game for the American Heart Association that generated around $1,000. Additionally, my Sports Sponsorship and Event Management classes worked together to organize a charity basketball game. The Event class executed the game, while the Sponsorship class sold tickets and gathered sponsors. The success of this project accumulated over $1,200 for a sports management scholarship.

The students’ feedback on these projects has continued to be very positive. For example, sophomore Natalia Ortega commented on her Autism Speaks project, saying “I learned that it takes a lot to plan an event. You have to be prepared for everything, and the weeks leading up to the event are very stressful. However, when the day came and we saw the number of people who attended and that everyone was having fun, it was a truly rewarding experience.”
“My favorite thing about this project was the real-world experience I gained,” said Justin Belanger, a former Centenary College student who is now working for the Bruno Event Team at the 2014 U.S. Senior Open in Edmond, Oklahoma. Belanger said the biggest challenge his group faced was sticking to a low budget. “Now that I am working in the event industry, I am glad that I had the opportunity to gain experience for managing an event on a smaller scale. I have learned that you must have a backup plan and always be ready for last minute changes.”

Students do not want professors to lecture the entire class – they prefer to get involved. By having an experiential learning project, you can provide students with a new way of learning and participating within the classroom.
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: Estates, Trusts & Gifts**


**Accounting: Structured Payments**


**Accounting: Undisclosed Foreign Accounts**


**Decision Sciences: Forecasting**


**Economics: Government Bond Funds**
**Fairleigh Dickinson University (continued):**


**Economics: Gross Returns**


**Finance: Illiquidity Discount**


**Finance: Mergers and Acquisitions**


**Finance: Semivariance Beta**


**Management: Affective Commitment**
**Fairleigh Dickinson University (continued):**


**Management: Corporate Sustainability**

Gregory, D., & Scotti, D. J. (2013). A budget impact model to estimate the cost dynamics of treating high risk heart failure patients with advanced percutaneous cardiac assist devices: The payer perspective. *Journal of Managed Care Medicine, 16*(1), 61-69.

**Management: Heart Failure**


**Management: Heart Failure**


**Management: Organizational Justice**
**Fairleigh Dickinson University (continued):**


**Marketing: Consumer Psychology**


**Marketing: Materialism**


**Marketing: Stigmatized Group**


**Pedagogy: Amortization**


**Pedagogy: Learning Style Preferences**
**Kean University:**


**Decision Sciences: Optimization Via Simulation**


**Finance: Mergers**


**Pedagogy: Green IT**
Monmouth University:


Management: Female Leaders


Management: Hospital at Home


Management: ICD-10 Standard


Management: Labor Market


Management: Medical Malpractice Insurance
**Montclair State University:**


**Accounting: Affordable Care Act of 2010**


**Accounting: American Taxpayer Relief Act of 2012**


**Accounting: American Taxpayer Relief Act of 2012**


**Accounting: Auditor Selection**


**Accounting: Internet Commerce Taxation**
Montclair State University (continued):


**Accounting: Marketplace Fairness Act of 2013**


**Accounting: Online Business**


**Accounting: Sustainability**


**Finance: Behavioral Finance**


**Management: Entrepreneurial Teams**
Montclair State University (continued):


**Taxation: American Taxpayer Relief Act of 2012**


**Taxation: Marketplace Fairness Act of 2013**


**Taxation: New Tax Law**
**New Jersey Institute of Technology:**


**Economics: Exchange Rate Neutrality**


**Finance: Management Earnings Forecasts**


**Management: Budget Process**
New Jersey Institute of Technology (continued):


Management: Healthcare Management


Management: Innovation and Individual Effort


Management: Knowledge Management


Marketing: Customer Service
New Jersey Institute of Technology (continued):


**Marketing: International Strategic Alliances**


**Marketing: New Product Development**
**Ramapo College of New Jersey:**


**Economics: The Minimum Wage**


**Legal Studies: America Invents Act**


**Management: Religious Affiliation**
Rider University:


Decision Sciences: Inventory


Finance: 2007-2008 Financial Crisis


Finance: 2007-2009 Bear Market


Finance: 2008 Stock Market Crash


Finance: Economic Integration
**Rider University (continued):**


**Finance: Financial Characteristics**


**Management: Career Management**


**Management: Hiring a Consultant**


**Management: Social Networks**


**Marketing: Interactive Marketing**
**Rider University (continued):**


**Pedagogy: Community Engagement**


**Pedagogy: SOX**


**Taxation: Double Taxation**
**Rowan University:**


**Decision Sciences: Inventory Management**


**Finance: 2007-2008 Financial Crisis**


**Finance: 2007-2009 Bear Market**


**Finance: 2008 Stock Market Crash**


**Finance: Economic Integration**
Rowan University (continued):


**Finance: Financial Characteristics**


**Legal Studies: Snyder v. Phelps**


**Management: Emergency Incidents**


**Management: Emergency Incidents**


**Management: Emergency Management**
Rowan University (continued):


Management: Information Dissemination


Taxation: Double Taxation
Rutgers University-Camden:


Finance: Mergers and Acquisitions


International Business: Family Ownership


Legal Studies: Federal Tax Code


Marketing: Subsistence Marketplaces
Rutgers University-Newark and New Brunswick:


Accounting: Accounting Research


Accounting: Auditing


Accounting: Auditing


Accounting: Auditor Independence


Accounting: Big Data
Rutgers University-Newark and New Brunswick (continued):


Accounting: Collaborative Design Research


Accounting: Continuous Monitoring


Accounting: Embodied Conversational Agents


Accounting: Financial Reporting
Rutgers University-Newark and New Brunswick (continued):


**Accounting: Formalization of Standards**


**Accounting: Predictive Audit**


**Accounting: Process Mining**


**Accounting: Professional Skepticism**


**Accounting: Transfer Pricing**
**Rutgers University-Newark and New Brunswick (continued):**


**Accounting: XBRL**


**Decision Sciences: Administrative Model**


**Decision Sciences: Augmented Lagrangians**


**Decision Sciences: Brand Drug**


**Decision Sciences: Coordination Mechanisms**
Rutgers University-Newark and New Brunswick (continued):


*Decision Sciences: Cyrus Derman*


*Decision Sciences: Cyrus Derman*


*Decision Sciences: Global Coffee Supply Chains*


*Decision Sciences: Global Companies*
Rutgers University-Newark and New Brunswick (continued):


**Decision Sciences: Integrated Supply and Distribution Problem**


**Decision Sciences: Inventory Control**


**Decision Sciences: Inventory Penalty Functions**


**Decision Sciences: MARM Processes**


**Decision Sciences: MARM Processes**
Rutgers University-Newark and New Brunswick (continued):


**Decision Sciences: Multi-Stage Operations Scheduling Problem**


**Decision Sciences: Multivariate Risk Measure**


**Decision Sciences: Nonatomic Game**


**Decision Sciences: Operations Scheduling**


**Decision Sciences: Polynomials**
**Rutgers University-Newark and New Brunswick (continued):**


**Decision Sciences: Revenue Management**


**Decision Sciences: Reverse Logistics**


**Decision Sciences: Stochastic Dynamic Programming**


**Decision Sciences: Supermodular Game**


**Decision Sciences: Supply Chain Integration**
Rutgers University-Newark and New Brunswick (continued):


**Decision Sciences: Supply Chain Management**


**Decision Sciences: Transportation**


**Economics: Competition**


**Economics: Economies of Scale**
**Rutgers University-Newark and New Brunswick (continued):**


**Economics: Gender Differences**


**Economics: Housing Bubbles**


**Economics: Postal Sector**


**Economics: Proposition 16**
Rutgers University-Newark and New Brunswick (continued):


Economics: Public Sector Economics


Economics: Student Achievement Scores


Finance: Bond Market Liquidity


Finance: Compound Sum Method
Rutgers University-Newark and New Brunswick (continued):


Finance: Disequilibrium


Finance: Diversification


Finance: Equity Market Indices


Finance: Financial Management


Finance: Foreign Institutional Ownership
**Rutgers University-Newark and New Brunswick (continued):**


**Finance: Hedge Funds**


**Finance: Net Asset Value**


**Finance: Option Theory**


**Finance: Protectionism**


**Finance: Securities Regulation**
Rutgers University-Newark and New Brunswick (continued):


Information Technology: E-Government Readiness


Information Technology: Mobile Technologies


Information Technology: Privacy Preserving Analysis


International Business: Diaspora


International Business: Family Ownership
Rutgers University-Newark and New Brunswick (continued):


*International Business: Financial Crises*


*International Business: Foreign Direct Investment*


*International Business: Inventors*


*International Business: Knowledge Management*
Rutgers University-Newark and New Brunswick (continued):


**International Business: Knowledge Search Strategy**


**International Business: MNC Subsidiary**


**International Business: Technological Innovation**


**International Business: Theory of the Firm**


**Legal Studies: Preferential Trade Arrangements**
Rutgers University-Newark and New Brunswick (continued):


**Legal Studies: Pretrial Detention**


**Management: Benevolent Leadership**


**Management: Biopharmaceutical Innovation**


**Management: Budget Process**


**Management: Business Ethics**
Rutgers University-Newark and New Brunswick (continued):


**Management: Charisma Attribution**


**Management: Chinese Culture**


**Management: Clock Time**


**Management: Corporate Social Performance**
Rutgers University-Newark and New Brunswick (continued):


Management: Culture

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Management: Developmental Leadership

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Management: Entrepreneurial Strategy

———


Management: Ethical Decision Making
Rutgers University-Newark and New Brunswick (continued):


**Management: Growth Probability Hypothesis**


**Management: Innovation and Individual Effort**


**Management: Innovation Implementation**


**Management: Knowledge Intensity**
Rutgers University-Newark and New Brunswick (continued):


Management: Merit Attribution


Management: Multi-Business Firms


Management: Organizational Behavior


Management: Organizational Innovation
Rutgers University-Newark and New Brunswick (continued):


Management: Racial Inequality


Management: TECHOR


Management: Trade Associations


Marketing: Country Equity


Marketing: Cross-Cultural Research
Rutgers University-Newark and New Brunswick (continued):


Marketing: Entrepreneurship


Marketing: Food Deserts


Marketing: Intercultural Competency


Marketing: Islamic Spain
Rutgers University-Newark and New Brunswick (continued):


Marketing: Multicultural Marketplaces
Seton Hall University:


Decision Sciences: Computer Simulation in Health Care Management


Economics: Formula One Racing


Economics: Health Outcomes


Economics: Oil and Conflict


Economics: Oil Discoveries
**Seton Hall University (continued):**


**Economics: Special Economic Zones**


**Finance: Financial Reporting**


**Finance: Leveraged ETFs**


**International Business: Economic Transformation**
**Seton Hall University (continued):**


**International Business: Economic Transformation**


**International Business: Poland and the Euro**


**International Business: Privatization in Poland**


**International Business: Turkish Economy**


**Legal Studies: Constitutional Law**
Seton Hall University (continued):


Legal Studies: Due Process


Legal Studies: Franchise Relationship


Legal Studies: Franchising


Legal Studies: Presidential Trade Promotion Authority


Legal Studies: The U.S. Consumer Product Safety Commission

**Legal Studies: Uniform Commercial Code**


**Management: Catholic Health Care**


**Marketing: Advertising**


**Marketing: Cell Phones**


**Marketing: Interactive Marketing**
Seton Hall University (continued):


Pedagogy: Entrepreneurship Education
**Stevens Institute of Technology:**


**Management: Culture**
The College of New Jersey:


**Accounting: Nursing Care Costs**


**Accounting: Security Exchange Commission**


**Accounting: Transfer Pricing**


**Pedagogy: IFRS**
**William Paterson University:**


**Decision Sciences: Increasing Demand**


**Decision Sciences: Inventory**


**Decision Sciences: Inventory Modelling**


**Decision Sciences: Supply Chain Management**
William Paterson University (continued):


**Finance: Behavioral Finance**


**Finance: Consumer Debt**


**Finance: Risk Exposure**


**Management: Career Success**
William Paterson University (continued):


Management: Eurocentrism


Marketing: Brand Equity


Pedagogy: MBA Curriculum
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
**Accounting: Accounting Research**


**Accounting: Affordable Care Act of 2010**


**Accounting: American Taxpayer Relief Act of 2012**


**Accounting: American Taxpayer Relief Act of 2012**


**Accounting: Auditing**

Accounting: Auditing


Accounting: Auditor Independence


Accounting: Auditor Selection


Accounting: Big Data

**Accounting: Collaborative Design Research**


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**Accounting: Continuous Monitoring**


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**Accounting: Embodied Conversational Agents**


---

**Accounting: Estates, Trusts & Gifts**

Accounting: Financial Reporting


Accounting: Formalization of Standards


Accounting: Internet Commerce Taxation


Accounting: Marketplace Fairness Act of 2013


Accounting: Nursing Care Costs

Accounting: Online Business


Accounting: Predictive Audit


Accounting: Process Mining


Accounting: Professional Skepticism

Accounting: Security Exchange Commission


Accounting: Structured Payments


Accounting: Sustainability


Accounting: Transfer Pricing

**Accounting: Transfer Pricing**


**Accounting: Undisclosed Foreign Accounts**


**Accounting: XBRL**


**Decision Sciences: Administrative Model**

**Decision Sciences: Augmented Lagrangians**


**Decision Sciences: Brand Drug**


**Decision Sciences: Computer Simulation in Health Care Management**


**Decision Sciences: Coordination Mechanisms**

**Decision Sciences: Cyrus Derman**


**Decision Sciences: Cyrus Derman**


**Decision Sciences: Forecasting**


**Decision Sciences: Global Coffee Supply Chains**

**Decision Sciences: Global Companies**


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**Decision Sciences: Increasing Demand**


---

**Decision Sciences: Integrated Supply and Distribution Problem**


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**Decision Sciences: Inventory**

**Decision Sciences: Inventory**


**Decision Sciences: Inventory Control**


**Decision Sciences: Inventory Management**


**Decision Sciences: Inventory Modelling**

**Decision Sciences: Inventory Penalty Functions**


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**Decision Sciences: MARM Processes**


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**Decision Sciences: MARM Processes**


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**Decision Sciences: Multi-Stage Operations Scheduling Problem**

**Decision Sciences: Multivariate Risk Measure**


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**Decision Sciences: Nonatomic Game**


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**Decision Sciences: Operations Scheduling**


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**Decision Sciences: Optimization Via Simulation**

Decision Sciences: Polynomials


Decision Sciences: Revenue Management


Decision Sciences: Reverse Logistics


Decision Sciences: Stochastic Dynamic Programming

**Decision Sciences: Supermodular Game**


**Decision Sciences: Supply Chain Integration**


**Decision Sciences: Supply Chain Management**


**Decision Sciences: Supply Chain Management**

**Decision Sciences: Transportation**


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**Economics: Competition**


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**Economics: Economies of Scale**


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**Economics: Exchange Rate Neutrality**


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**Economics: Formula One Racing**

Economics: Gender Differences


Economics: Government Bond Funds


Economics: Gross Returns


Economics: Health Outcomes

Economics: Housing Bubbles


Economics: Oil and Conflict


Economics: Oil Discoveries

**Economics: Postal Sector**


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**Economics: Proposition 16**


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**Economics: Public Sector Economics**


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**Economics: Special Economic Zones**

**Economics: Student Achievement Scores**


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**Economics: The Minimum Wage**


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**Finance: 2007-2008 Financial Crisis**


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**Finance: 2007-2009 Bear Market**

**Finance: 2008 Stock Market Crash**


**Finance: Behavioral Finance**


**Finance: Bond Market Liquidity**


**Finance: Compound Sum Method**

Finance: Consumer Debt


Finance: Disequilibrium


Finance: Diversification


Finance: Economic Integration

**Finance: Equity Market Indices**


**Finance: Financial Characteristics**


**Finance: Financial Management**


**Finance: Financial Reporting**

**Finance: Foreign Institutional Ownership**


**Finance: Hedge Funds**


**Finance: Illiquidity Discount**


**Finance: Leveraged ETFs**

Finance: Management Earnings Forecasts


Finance: Mergers


Finance: Mergers and Acquisitions


Finance: Mergers and Acquisitions

**Finance: Net Asset Value**


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**Finance: Option Theory**


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**Finance: Protectionism**


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**Finance: Risk Exposure**


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**Finance: Securities Regulation**

Finance: Semivariance Beta


Information Technology: E-Government Readiness


Information Technology: Mobile Technologies


Information Technology: Privacy Preserving Analysis

Section 5: Publications by Discipline

**International Business: Diaspora**


**International Business: Economic Transformation**


**International Business: Economic Transformation**


**International Business: Family Ownership**

**International Business: Financial Crises**


**International Business: Foreign Direct Investment**


**International Business: Inventors**


**International Business: Knowledge Management**

International Business: Knowledge Search Strategy


International Business: MNC Subsidiary


International Business: Poland and the Euro


International Business: Privatization in Poland

**International Business: Technological Innovation**


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**International Business: Theory of the Firm**


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**International Business: Turkish Economy**


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**Legal Studies: America Invents Act**

Legal Studies: Constitutional Law


Legal Studies: Due Process


Legal Studies: Federal Tax Code


Legal Studies: Franchise Relationship


**Legal Studies: Franchising**


**Legal Studies: Preferential Trade Arrangements**


**Legal Studies: Presidential TradePromotion Authority**


**Legal Studies: Pretrial Detention**

**Legal Studies: Snyder v. Phelps**


**Legal Studies: The U.S. Consumer Product Safety Commission**


**Legal Studies: Uniform Commercial Code**


**Management: Affective Commitment**

Management: Benevolent Leadership


Management: Biopharmaceutical Innovation


Management: Budget Process


Management: Business Ethics

**Management: Career Management**


**Management: Career Success**


**Management: Catholic Health Care**


**Management: Charisma Attribution**

Section 5: Publications by Discipline

Management: Chinese Culture


Management: Clock Time


Management: Corporate Social Performance


Management: Corporate Sustainability

**Management: Culture**


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**Management: Developmental Leadership**


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**Management: Emergency Incidents**


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**Management: Emergency Incidents**

Management: Emergency Management


Management: Entrepreneurial Strategy


Management: Entrepreneurial Teams


Management: Ethical Decision Making

**Management: Eurocentrism**


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**Management: Female Leaders**


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**Management: Growth Probability Hypothesis**


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**Management: Healthcare Management**

**Management: Heart Failure**


**Management: Heart Failure**

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**Management: Hiring a Consultant**


**Management: Hospital at Home**


**Management: ICD-10 Standard**


**Management: Information Dissemination**


**Management: Innovation and Individual Effort**


**Management: Innovation Implementation**

Management: Knowledge Intensity


Management: Knowledge Management


Management: Labor Market


Management: Medical Malpractice Insurance

**Management: Merit Attribution**


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**Management: Multi-Business Firms**


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**Management: Organizational Behavior**


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**Management: Organizational Innovation**

Management: Organizational Justice


Management: Racial Inequality


Management: Religious Affiliation


Management: Social Networks

Management: TECHOR


Management: Trade Associations


Marketing: Advertising


Marketing: Brand Equity

Marketing: Cell Phones


Marketing: Consumer Psychology


Marketing: Country Equity


Marketing: Cross-Cultural Research

**Marketing: Customer Service**


**Marketing: Entrepreneurship**


**Marketing: Food Deserts**


**Marketing: Interactive Marketing**

**Marketing: Intercultural Competency**


**Marketing: International Strategic Alliances**


**Marketing: Islamic Spain**


**Marketing: Materialism**

**Marketing: Multicultural Marketplaces**


**Marketing: New Product Development**


**Marketing: Stigmatized Group**


**Marketing: Subsistence Marketplaces**

**Pedagogy: Amortization**


**Pedagogy: Community Engagement**


**Pedagogy: Entrepreneurship Education**


**Pedagogy: Green IT**

Pedagogy: IFRS


Pedagogy: Learning Style Preferences


Pedagogy: MBA Curriculum


Pedagogy: SOX

**Taxation: American Taxpayer Relief Act of 2012**


**Taxation: Double Taxation**


**Taxation: Marketplace Fairness Act of 2013**


**Taxation: New Tax Law**