

Third Annual Volume

Publications of New Jersey's Business Faculty

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and

The Stillman School of Business at Seton Hall University

Allen Gibson, Ph.D., Editor

Rosemary Pauler, Associate Editor



**NEW JERSEY
POLICY RESEARCH
ORGANIZATION
FOUNDATION**

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Industry Association.



October, 2004

The NJPRO Foundation, the public policy research affiliate of the New Jersey Business & Industry Association (NJBIA), and the Stillman School of Business at Seton Hall University proudly present our third volume of the *Publications of New Jersey's Business Faculty*, which celebrates the business intellectual capital at colleges of business within the State of New Jersey. This collaboration is a natural fit for both organizations. The NJPRO Foundation and NJBIA have a long and distinguished record of educating its members on important business issues of the day. The Stillman School of Business at Seton Hall University continues to teach in the intellectual tradition that is the foundation for all Catholic education and, 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, works that have been published in 2003. This follows our first and second volumes, and we are so excited to share with you the scholarly accomplishments of New Jersey's business faculty. In this third volume, we also include teaching notes and one doctoral dissertation.

As we did last year, we are also honored to confer Bright Idea Awards recognizing outstanding research within this volume, and one Teaching Notes. These are as follows:

Bright Idea Awards

Accounting Issues: "Measuring cost differences associated with AIDS patient heterogeneity: An examination of inequity in funding," by Joyce A. Strawser of Seton Hall University.

Collaboration in Management: "Balancing skills for collaboration with individual development," by Gayle Porter of Rutgers University - Camden.

Leadership Measures: "The role of emotional intelligence in predicting leadership and related work behavior," by John C. Byrne of Stevens Institute of Technology.

Management of Internet Products: "A multilevel analysis of factors influencing the adoption of internet banking," by Shanthi Gopalakrishnan of New Jersey Institute of Technology, J. Daniel Wischenevshy of Fairleigh Dickinson University, and Fariborz Damanpour of Rutgers University - Newark and New Brunswick.

Managers' Career Paths: "The promised path: A longitudinal study of managerial careers," by Joy A. Schneer of Rider University.

Managing the Sales Force: *Sales force management: A contemporary approach*, by Tony Carter of William Paterson University.

Multiple Sponsorship in Marketing: "Brought to You by Brand A and Brand B': Investigating multiple sponsors' influence on consumers' attitudes toward sponsored events," by Julie A. Ruth of Rutgers University - Camden.

Nostalgic Experience in Marketing: "Nostalgic bonding: Exploring the role of nostalgia in the consumption experience," by Robert M. Schindler of Rutgers University - Camden

Scent Effects in Marketing: "Does it make sense to use scents to enhance brand memory?," by Maureen Morrin of Rutgers University - Camden.

Honorable Mention certificates have been earned by David P. Paul, III (Monmouth University), Gulser Meric (Rowan University), Larissa Kyj (Rowan University) and Christopher Lacke (Rowan University).

Teaching Notes Award

"A Peachy Case Problem," by Maria Zak Aria of Camden County College.

As we compile this set of award winners, we especially want to highlight our New Jersey business scholars who have earned "repeat" and "three-peat" honors. Our "repeat" honorees have won awards in two years and the "three-peat" honoree has won our award for three years. These individuals have honored themselves, their schools, and their disciplines by the high quality of their works.

"Repeat" Honorees

Paul Belliveau, Rider University
Fariborz Damanpour, Rutgers University – Newark & New Brunswick
Shanthi Gopalakrishnan, New Jersey Institute of Technology
Gail Porter, Rutgers University – Camden
Robert Schindler, Rutgers University - Camden

"Three-Peat" Honoree

David Paul, Monmouth University

We appreciate that Professor Barbara Boyington (Brookdale Community College), Dean Milton Leontiades (Rutgers University - Camden), Associate Dean Rosa Oppenheim (Rutgers University - Newark and New Brunswick), and Dean Edward Schoen (Rowan University) helped us in the evaluation of the many fine papers that were submitted. Congratulations to our award winners!

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 continue their mutual work with each other as we seek to advance business within The Garden State and beyond.



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ACKNOWLEDGEMENTS

Many people have contributed in a variety of ways to this volume. First of all, I would like to thank Karen Boroff, Ph.D., Dean of the Stillman School of Business at Seton Hall University, Jim Sinclair, First Vice-President, NJBIA, and Sara Bluhm, Director, Energy and Federal Affairs, NJBIA, for their guidance and support of this project. Their personal involvement is greatly appreciated. In addition, a special thanks to Arthur Maurice, who preceded Jim Sinclair at NJBIA, and was instrumental in initiating this project and giving it his unwavering support.

Above all, thanks to the New Jersey Business Faculty for their efforts in support of this project. Their contribution, as measured by the number of submissions and the number of colleges represented, has increased substantially over last year's volume. Again this year, the articles represent a broad range of practical business knowledge as well as new scholarly endeavors. A special thank you goes to the authors of the Teaching Notes for their excellent contributions 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.

Again this year, we were very fortunate to have Rosemary Pauler as Associate Editor. Rosemary has been very proactive in all aspects of the publication including inputting to the publication database, clarifying details of citations and authorship, maintaining author contact information, and managing the production of the document itself. I am especially grateful for Rosemary's dedication to quality with a capital "Q". This publication would not be possible nor possess its quality appearance without Rosemary's efforts.

I would also like to thank the support staff of the Stillman School, Christine DiGirolomo, Hope Rhodes, Carol Flynn and Joanne DeStefano for their continuing support and assistance.

Finally, I would like to thank my wife, Lynn, and my children, David and Emily, for their constant support and for their continuing interest in this project.

Allen Gibson, Ph.D., Editor

SECTION 1: INTRODUCTION

It is a pleasure to introduce the third annual volume of *Publications of New Jersey's Business Faculty*. As in past years, this year's volume includes a variety of timely articles and publications on a wide-ranging set of topics of interest to the business and academic communities. In addition, I think you will find this year's teaching notes to be particularly interesting and exciting. I would urge you to take a few minutes to read them. As for the numbers, this volume includes abstracts and citations for 109 publications and 4 teaching notes with representation from 18 New Jersey colleges. I am especially pleased by the increasing number of New Jersey colleges represented. The greater the number of schools represented, the richer and more diverse the content.

The letter at the beginning of this volume recognizes the articles that have been judged to represent the best of this past year's publications. We are pleased to recognize the efforts of New Jersey's business faculty in this way. An important mission of this publication is, of course, to bring these publications to the attention of the wider business community of New Jersey. By doing so, we hope to encourage a teaming that will enrich both the academic and business communities. Your feedback and suggestions for how we might improve the effectiveness of this publication and/or better achieve industry - academe collaboration would be greatly appreciated.

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

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Table 1 – New Jersey Colleges and Universities with a Business Curriculum4-Year Institutions

Berkeley College
Bloomfield College
Caldwell College
Centenary College
College of St. Elizabeth
Drew University
Fairleigh Dickinson University
Felician College
Georgian Court College
Kean University of New Jersey
Monmouth University
Montclair State University
New Jersey Institute of Technology
New Jersey City University
Ramapo College
Richard Stockton College of New Jersey
Rider University
Rowan University
Rutgers University
Saint Peter's College
Seton Hall University
Stevens Institute of Technology
The College of New Jersey
Thomas A. Edison State College
William Paterson University

2-Year Institutions

Atlantic Community College
Bergen Community College
Brookdale Community College
Burlington County College
Camden County College
County College of Morris
Cumberland College
Essex County College
Gloucester County College
Hudson County Community College
Mercer County Community College
Middlesex County College
Ocean County College
Passaic County Community College
Raritan Valley Community College
Salem Community College
Sussex County College
Union County College
Warren County College

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, Legal Studies, Management, Marketing, 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.

Ahsanullah, M. (Ed.). (2003). *Applied statistics at the leading edge*. New York: Nova Science.

Rider University
Decision Sciences: Applied Statistics

Computers have taken a permanent place in almost every human endeavor in the last 20 years. This infiltration requires a learning process on the part of the people utilizing them and realizing where and how they can be best used beyond the basic and obvious applications. Statistics is an example of their application in many diverse fields to reach conclusions and make projections never before possible. Beyond this, applied statistics is rapidly becoming not only an instrument, but an integral part of the advance of knowledge. There are many fields such as medicine, biology, weather prediction, military planning, and many others where the statistical studies are essential before the next step can be taken. This book gathers together the latest research in this dynamic field.

Mohammad Ahsanullah is a member of the faculty at Rider University.

Ahsanullah, M. (Ed.). (2003). *Focus on applied statistics*. New York: Nova Science.

Rider University
Decision Sciences: Applied Statistics

Applied statistics is rapidly becoming not only an instrument, but an integral part of the advance of knowledge. There are many fields such as medicine, biology, weather prediction, military planning, and many others where the statistical studies are essential before the next step can be taken. This book contains the latest research in applied statistics.

Mohammad Ahsanullah is a member of the faculty at Rider University.

Ahsanullah, M., & Malov, S. (2003). On characterizations via linear regression properties of generalized order statistics. *Journal of Statistical Theory and Applications*, 2(1), 33-38.

Rider University
Decision Sciences: Order Statistics

This paper presents some extensions of characterizations of order statistics based on the linear regression properties of generalized order statistics.

Mohammed Ahsanullah is a member of the faculty at Rider University.

Ahsanullah, M., & Bhatti, M.I. (2003). On prediction of Olympic records using extreme value distribution. *Journal of Statistical Theory and Applications*, 2(2), 85-95.

Rider University
Decision Sciences: Extreme Values

In this paper, the records of Olympic sports are studied using the Type I extreme value distribution. The minimum variance unbiased predictor of future records is given. An example is presented using the post-1908 Olympic records for the men's javelin throw.

Mohammed Ahsanullah is a member of the faculty at Rider University.

AlZaid, A.A., & Ahsanullah, M. (2003). A characterization of the Gumbel distribution based on record values. *Communications in Statistics Theory and Methods*, 32(11), 2101-2108.

Rider University
Decision Sciences: Record Values

This article characterizes the Type I extreme value (Gumbel) distribution used in the distribution of yearly floods, aircraft loads and other applications.

Mohammad Ahsanullah is a member of the faculty at Rider University.

Anderson, R.E., Mehta, R., & Dubinsky, A.J. (2003). Will the real channel manager please stand up? *Business Horizons*, 46(1), 61-68.

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

For decades, marketing channel management has been widely written and talked about but never connected with any “real world” business position. Rarely does a company organization chart show a position called “channel manager” or anything closely related. What’s more, despite the many articles and textbooks written about channel management, seldom is any hint provided as to who is supposed to be doing all these functions. At last, however, based on systematic review of the literature to find the most likely suspect plus a national study, we have identified the erstwhile-unknown channel manager. It is now up to top management to provide the selection criteria, training, rewards, and respect for this newly recognized position because it is central to company success.

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

Banerjee, S.B., Iyer, E. S., & Kashyap, R.K. (2003). Corporate Environmentalism: Antecedents and Influence of Industry Type. *Journal of Marketing*, 67(2), 106–122.

William Paterson University
Marketing: Corporate Environmentalism

Businesses are increasingly recognizing the importance of integrating environmental issues with their corporate and business strategies. The authors call this process corporate environmentalism. There are significant differences in corporate environmentalism between firms and within and across industries, and hence there is an urgent need for better understanding of its antecedents. Drawing on stakeholder theory and the political–economic framework, the authors identify four antecedents: public concern for the environment, regulatory forces, competitive advantage, and top management commitment. They develop a model that captures the relationships between these antecedents and corporate environmentalism and propose that the type of industry will moderate these relationships.

The model was tested on a sample of executives from 240 high-environmental impact and medium-environmental impact industries (including manufacturing, chemicals, pharmaceuticals, utilities, consumer products, foods, and services). After confirming measurement invariance, the authors used multigroup path analysis to test the proposed relationships. Top management commitment was the most significant antecedent across all industries, though the factors that caught their attention varied. In the high-environmental impact sector, regulatory forces were perceived to be critical, whereas in the low-environmental impact sector, competitive advantage was perceived to be critical. The authors were also able to confirm that the type of industry moderated a firm's corporate environmentalism.

These findings have important implications for business managers and public policy officials. In any effort to increase corporate environmentalism, top management commitment is absolutely critical. Other factors such as public concern, regulations, and competitive advantage provide alternative routes for raising corporate environmentalism, though their specific importance and roles vary from sector to sector. In the high-environmental impact sector it would be important to regulate, whereas in the low-environmental sector efforts to modify market characteristics that promote pro-environmental strategies might work better. In either case, top management's commitment will be required.

Rajiv K. Kashyap is a member of the faculty at William Paterson University.

Bechwati, N.N., & Morrin, M. (2003). Outraged consumers: Getting even at the expense of getting a good deal. *Journal of Consumer Psychology*, 13(4), 440-453.

***Rutgers University - Camden
Marketing: Consumer Vengeance***

This article introduces the concept of desire for consumer vengeance. Desire for consumer vengeance (DCV) is conceptualized as the desire of a decision maker to "get even" with an entity, such as a firm, in response to a perceived wrongdoing. Drawing on research in psychology and organization behavior, a theoretical framework is proposed for understanding variables that influence the extent to which the DCV is felt and the conditions under which one acts on such feelings. The results of two experiments show that, given sufficient desire for vengeance, some consumers will choose a suboptimal decision outcome to get even with a firm. We also find that it is the interpersonal factors of the redress experience, rather than its tangible outcomes, that drive consumers to exact revenge on firms after a dissatisfying experience.

Maureen Morrin is a member of the faculty at Rutgers University - Camden.

Becker, P.A., O'Sullivan, S.A., & Passaro, K.A.P. (2003). Recent Supreme Court decisions affecting the employer-employee relationship: Arbitration of employment disputes, the scope and remedies of the Americans with Disabilities Act and Affirmative Action. *Hofstra Labor & Employment Law Journal*, 21(1), 209-231.

Seton Hall University
Legal Studies: Employment

The employment law arena has been one of fertile ground for the United States Supreme Court in its most recent terms. The Supreme Court has actively interpreted employer and employee rights and obligations with respect to employment relations. As a result, employee job security, protection from wrongful discharge, unjust dismissal and employer prerogatives are in the balance. During this period, the Supreme Court has affirmed the trend toward utilizing arbitrations to settle disputes concerning the employment relationship. The result has been that arbitration is increasing in both scope and reach. Conversely, recent United States Supreme Court decisions interpreting the Americans with Disabilities Act of 1990 ("ADA"), which sought to expand employment protections for individuals with disabilities, reflect a pendulum swing in the other direction. Specifically, recent United States Supreme Court decisions have limited the scope and application of the ADA. The scope of both the Age Discrimination in Employment Act of 1967 ("ADEA") and Title VI of the Civil Rights Act have also been limited by recent United States Supreme Court decisions. Moreover, the Supreme Court decided a case in its 2002 term in which Nevada unsuccessfully attempted to limit the applicability of the Family Medical Leave Act ("FMLA") to the states. Last, the future of affirmative action was the subject of a pair of consolidated cases before the Supreme Court in 2003. In these cases, the court decided whether the Fourteenth Amendment prohibits the use of race in the admission of students to a university, or whether diversity can provide a compelling government interest sufficient to meet the Fourteenth Amendment standard followed by the courts. Ultimately, these decisions will affect the future of affirmative action not only in higher education, but also in the employment arena.

This article explores recent developments in the areas of arbitration in employment disputes and the scope and reach of the ADA. Also, included is a brief discussion of the recently decided cases regarding affirmative action, as those decisions may have an impact on the future of employment relations.

Paula Alexander Becker, Susan A. O'Sullivan, & Karen A. Prelich Passaro are members of the faculty at Seton Hall University.

Benbunan-Fich, R., & Stoever, W.A. (2003). Using information technology to promote multi-cultural case teaching: A pedagogical framework. *Journal of Teaching in International Business*, 14(2/3), 13-27. Also reprinted in L.C. Russow (Ed.), *Digital technology in teaching international business* (pp. 13-27). Binghamton, NY: Haworth Press.

Seton Hall University
Information Technology: Pedagogy

Case studies are an important component of International Business (IB) courses. However, in-class discussion of case studies suffers from temporal and spatial limitations and, frequently, the limitation of being confined to a single cultural perspective. The development of new forms of Computer-Mediated Communication (such as email, chat rooms, threaded computer conferences, etc.) offers new possibilities to overcome these constraints. Synchronous (same-time) communication via chat rooms or desktop video-conferences may include participants from remote locations who otherwise would be unable to attend class sessions. Non-simultaneous (asynchronous) communication via email and/or threaded discussion conferences can complement traditional in-class discussions and extend the learning environment beyond the assigned classroom meeting times. These new communication possibilities can enable instructors and students from different countries and time zones to participate in case discussions and to enrich the cultural dimension of such discussions. This paper presents a framework to classify the different strategies for improving case study discussion with the use of Computer-Mediated Communications and for enriching such discussions with the integration of different cultural perspectives.

William A. Stoever is a member of the faculty at Seton Hall University.

Betts, S.C. (2003). Contingency theory: Science or technology? *Journal of Business and Economic Research*, 1(8),123-129.

***William Paterson University
Management: Organization Theory***

An answer to the research question, 'Is Contingency Theory Science or Technology?' is proposed in this paper. Contingency theories and a contingency perspective are popular among researchers in organization theory and design. They are based on the idea that a proper fit between contingency variables and organizational design parameters will result in the highest performance. Does the identification of a 'contingency theory' consisting of a set contingency variable/design parameter matches constitute scientific theory or prescriptive technology? Justifications are made for these theories as science, technology and both. The conclusion presented is that a contingency theory is both science and technology, but often ineffective as technology because it is not applied. General recommendations are made for researchers to increase emphasis on (1) multiple rather than single contingencies and (2) explanations of relationships.

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

Betts, S.C., & Santoro, M.D. (2003). Industry and academe working together: Factors that give life to initial and continuing success. In D.F. Kocaoglu, & T.R. Anderson (Eds.), *Technology Management for Reshaping the World* (pp. 165-171). Piscataway, NJ: IEEE Publications.

William Paterson University
Management: Industry Academe Collaboration

This paper stresses that industry and academe can successfully work together to advance learning and new technologies. In order to help stimulate these potentially powerful linkages, this exploratory study examined the key determinants for establishing and sustaining these relationships along with the subsequent learning and technology outcomes generated. Results using LISREL analyses reveal that several determinants are particularly important for advancing learning and technology outcomes in the initial and continuing stages of the relationship. These determinants include: trust, flexible university policies for intellectual property rights, effective communication and the presence of champions. The implications for these findings are also discussed.

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

Betts, S.C., & Taran, Z. (2003). Leveraging brand equity: A life cycle approach to sharing economic rents. *International Business & Economics Research Journal*, 2(7), 67-75.

William Paterson University
Marketing: Brand Equity

Traditionally the owner of an asset collects the economic rents generated by that asset. However, in this paper we recognize that there are situations where it is optimal for the owner of the asset to share the rents with others. Specifically we consider brands and identify situations where it is optimal for brand owners to share rents with the distribution channel (intermediaries). The basic notion is that the intermediaries frequently can take action that enhance or maintain brand equity or sales, and consequently increase the rent generated. Sharing rents can be used to influence intermediaries' behavior, and as such rents subsidize promotional strategies. In this paper we use a brand life cycle perspective to examine when the use of rents is useful to enact the optimal mix and intensity of 'pull' (manufacturer) and 'push' (distribution channel) promotional strategies.

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

Betts, S.C., & Taran, Z. (2003). Prospect theory and perceptions of quality: Non-linear effects of quality comparisons on price in the used car market. *Academy of Marketing Studies Journal*, 7(1), 1-10.

William Paterson University
Marketing: Quality versus Price

Quality is a key decision criterion often included in consumer decisions. In this paper we explore the relationship between quality and price in the used car market. Prospect theory (Kahneman & Tversky, 1979) suggests that when evaluating alternatives, consumers compare decision criteria (such as quality) against a reference point. In this paper we acknowledge that there are several bases that consumers might use for establishing reference quality levels for used cars. Prospect theory also posits that consumers are risk-averse for gains (above reference point) and risk-seeking for losses (below reference point). We propose that individuals evaluating cars with a quality rating below a reference point behave in a risk-seeking manner and therefore underprice used cars compared to expected risk-neutral pricing, and similarly they become risk-averse and overprice cars with comparatively high quality. Propositions are developed using all cars, cars within a class, cars within a brand, and the specific car model as alternative bases for reference quality levels. A design for empirically verifying the propositions is presented and implications for researchers, educators and practitioners are discussed.

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

Bynoe, A.J., & Di Liberto, M.J.F. (2003). Modeling the demand for money in Barbados and Guyana. *International Advances in Economic Research*, 9(3), 248-249.

Bloomfield College
Economics: Money Demand

This research utilizes cointegration analysis and an error correction model (ECM) to examine log/log equations estimating the demand for money (both M1 and M2) in two small open economies, Barbados and Guyana. Both countries have recently undergone major transformations and provide an interesting comparison. Guyana liberalized its economy in response to a formal IMF/World Bank program of structural adjustment after nearly three decades as a “co-operative socialist republic” in which production was over 80 percent state-owned. Barbados is changing from a tourist-oriented agricultural economy to a diversified economy based on service exports and manufactured goods. Barbados engaged in temporary borrowing from international financial organizations, while Guyana is heavily indebted. A stable long-term relationship exists for both countries, since the ADF and the PP unit root tests indicate that all variables in the equations are cointegrated at a level of order one, and the existence of cointegrating equations is confirmed by the Johansen Cointegration Test. However, the CUSUM of Squares test indicates that the parameters in the long-term equations shifted over the period of the study (1967-2000, Barbados and 1972-2000, Guyana). The short-run dynamics described by the ECM show that changes in the real GDP and the real spot rate influenced changes in the demand for real money in Barbados, while the rate of inflation and domestic Treasury Bill rate affected changes in the real money demand in Guyana.

Maryann J. Fogarty Di Liberto is a member of the faculty at Bloomfield College.

Byrne, J.C. (2003). The role of emotional intelligence in predicting leadership and related work behavior. *Doctoral dissertation, Stevens Institute of Technology.*

***Stevens Institute of Technology
Management: Leadership Measures***

Much has been written of late regarding the development and use of a new construct called Emotional Intelligence (EI). Goleman popularized EI and proffered many claims as to its usefulness and as a leading indication of an individual's business and overall success. The validity of emotional intelligence was examined with a sample of 325 subjects attending graduate business courses (part-time students with full-time employment). A set of self-assessment instruments including the Emotional Competency Inventory (ECI), the NEO-FFI personality profile and a demographic questionnaire were administered to study participants. Measures of leadership included peer nominations in a Leaderless Group Discussion (LGD), co-worker assessments of management skills, evaluation of participant behavior in the LGD by 'third-party' experts and the number of promotions corrected for age. The factor structure of ECI was tested with confirmatory factor analysis and discriminant validity was then examined by testing a nine-factor model that includes the four ECI factors and the five NEO-FFI factors. Criterion-related validity of the ECI was also examined using multiple measures of leadership and related work behavior. The number of promotions corrected for age, peer nominations in the LGD, expert evaluations of LGD behavior and co-worker evaluations served as a diverse set of criteria. Results supported the construct validity for the ECI. Confirmatory factor analysis results suggested that the ECI measures a set of factors that is distinct from personality variables. Results also showed that the ECI was predictive of leadership and related work behavior and explained significant variance in performance after age and personality variables were controlled. Prior studies using the ECI instrument did not use an independent review of predicted behavior. Additionally, the results of this study suggest that with development, the measure of EI may be a useful tool in evaluating and training employees for success.

John C. Byrne is a member of the faculty at Stevens Institute of Technology.

Cantwell, J.A., & Narula, R. (Eds.). (2003). *International business and the eclectic paradigm: Developing the OLI framework*. London: Routledge.

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

The eclectic paradigm has become the dominant theoretical basis in the study of international business, multinational corporations and internationalization over the last two decades. However, developments such as economic globalisation and the subsequent growth of global and alliance capitalism have fundamentally affected the way in which MNC activities are undertaken and organized. The contributions to this volume evaluate the eclectic paradigm in the global economy and its validity as a theoretical basis to understand these developments. Contributions by leading scholars, including John H. Dunning, Stephen Guisinger, John Cantwell, Terutomo Ozawa, Gabriel R.G. Benito, Lars Oxelheim, Rajneesh Narula, Timothy M. Devinney and Anoop Madhok, examine the legacy of the eclectic paradigm.

This book systematically evaluates how the legacy of the eclectic paradigm has survived the test of time, from a wide variety of perspectives. Contributors discuss whether and how the Ownership-Location-Internalization (OLI) framework continues to be applicable to the perspective of their own particular analytical concerns. Has the explanatory usefulness of the paradigm diminished? To what extent is it an evolutionary economics, resource-based theory or strategic management? Can it be utilized to explain new developments in international business and economics? Do these require new ideas and concepts to be integrated within the eclectic paradigm? What are the new challenges to which international business theorizing must respond? This volume includes contributions by leading scholars from a variety of perspectives, disciplines and subject areas in international business, and represents the state of the art in international business theory.

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

Cantwell, J.A., & Iammarino, S. (2003). *Multinational corporations and European regional systems of innovation*. London: Routledge.

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

In globalizing economies, particularly those going through a process of economic integration, such as economies within the EU, regions forge an increasing number of technological linkages with other locations both within and across borders. This is largely carried out by the technological efforts of multinational corporations (MNCs). This book explores localized technological advantages and the location of innovative activities by MNCs in Europe. Using an empirical analysis, the authors cover such important themes as: the geographical distribution of MNC technological activities and economic wealth; MNCs and the regional systems of innovation in Italy, the UK, Germany and France; and the geographical hierarchy within and across European national borders.

This comprehensive, readable book will be of interest to students and academics involved in such areas as the economics of innovation, economic geography, and corporate strategy. The book also has important policy implications and will be required reading for corporate managers and policy-makers.

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

Cantwell, J.A., & Molero, J. (2003). *Multinational Enterprises, Innovative Strategies and Systems of Innovation*. Cheltenham: Edward Elgar.

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

This book explores the extent to which multinational enterprises (MNEs) are decentralizing the creation of new technological capabilities to various different countries. The book contends that technological strategies and innovation activities undertaken by firms are a critical part of the increasing internationalization of economic activity, and that MNEs are the main actors for these changes. It goes on to explain that MNEs must now effectively manage new technological assets in order to cope with extensive changes in the nature of international competition. Experts from a network of thirteen European countries attempt to promote a better understanding of tendencies towards a new international dynamic of technology creation and diffusion. The contributors to the book then explore the factors determining the process of decentralization and the resulting consequences for national systems of innovation. This thorough and easily accessible analysis of new trends in the technological strategies of MNEs and their implications for national systems of innovation will be of enormous interest to those specializing in the internationalization of the economy or the economic analysis of technical change. In addition, the book will provide an excellent source of background information for policymakers when drafting new policies, and for corporate decision-making in the private sector.

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

Cantwell, J.A., & Molero, J. (2003). Introduction. In J.A. Cantwell, & J. Molero (Eds.), *Multinational enterprises, innovative strategies and systems of innovation* (pp. 1-14). Cheltenham: Edward Elgar.

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

Introducing the collection of papers concerned with the relationship between MNEs and local systems of innovation, the chapter gives an overview of the main ideas as well as past research on this topic and places each chapter of the volume in the context of the broader discussion. It emphasizes, among other issues, several current trends in this line of research: the explanatory mechanisms related to the firm's choices between centralized and decentralized key activities; the relationship between the ability of a country to absorb foreign knowledge and its stage of technological development; the effects of internationalized R&D on national systems of innovation; the dynamics of the interaction between basic research and practice; the effects of large foreign firms on domestic firms deriving from intra-industry relationships; industrial agglomerations within global networks as a way of accessing international knowledge sources for less-developed regions; and the changing role of the nation-state in the newly emerging global economy.

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Cantwell, J.A., & Kosmopoulou, E. (2003). Path-dependency and coherence in international networks of technological innovation. In J.A. Cantwell, & J. Molero (Eds.), *Multinational enterprises, innovative strategies and systems of innovation* (pp. 47-80). Cheltenham: Edward Elgar.

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

The technologically leading national groups in a given industry tend to be more internationalised, and typically their foreign-located development tends to promote their own corporate technological diversification. However, we find three conditions under which leading groups do not use their foreign research efforts mainly to promote corporate technological diversification, but use foreign facilities as much to deepen as to widen their core technological base. First, for the strong firms of small countries whose home base is inadequate; second in an industry whose own primary technology is a general purpose technology which may be developed in the leading all-round centres of excellence; and third when the development of the primary technology of an industry itself requires some new inter-industry connections that may be lacking at home due to the absence of suitably capable firms in the new 'partner' industry. The connecting factor among industries within a country is often not the general relatedness of the primary technology of one industry to the core fields of another industry (which would apply everywhere), but rather the past and present development of some technology they happen to have held in common in a particular location and is specific to a given national system of innovation. We conclude that inter-industry connections are more important than has previously been appreciated for the location of activity within international corporate networks for innovation. The policy implications of these findings suggest placing emphasis first, on the development of networks to co-develop competencies/capabilities and to facilitate the passing of technological capabilities gained in one industry for the benefit of others and second, to encourage the wider development of general purpose kinds of technologies.

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Cantwell, J.A., & Narula, R. (2003). Revisiting the eclectic paradigm: New developments and current issues. In J.A. Cantwell, & R. Narula, (Eds.), *International business and the eclectic paradigm: Developing the OLI framework* (pp. 1-24). London: Routledge.

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

This introduction to the edited volume highlights the challenges to the continued applicability of the eclectic paradigm in the light of new development associated with the process of globalisation. It systematically discusses these current issues and related relevant theoretical developments, and revisits the eclectic paradigm within this context. The various contributions to the volume are subsequently placed within the resulting framework. The chapter particularly emphasises the fact that globalisation has increased the interactive dynamics between, and amongst 'O', 'L' and 'I' characteristics at firm, industry and country level in two important ways. First, a knowledge-based society has meant that the efficient exploitation of MNCs' ownership advantages and the continual need to augment and sustain their competitive advantages is ever more crucial, leading to a complex interdependence between ownership and location advantages. Second, globalisation has affected how MNCs seek to coherently organise their cross-border activities in response to changing boundaries of the firm.

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Cantwell, J.A. (2003). The changing institutional form of innovation: From exploiting market power to developing corporate technological capability. In R. Mudambi, P. Navarra, & G. Sobbrío, (Eds.), *Economic Welfare, International Business and Global Institutional Change* (pp. 167-191). Cheltenham: Edward Elgar.

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

In this paper the Schumpeterian theory of profits and growth through innovation is revisited and recast, with explicit reference to the changing institutional form of innovation during the twentieth century. It is shown how many clues for the restatement and modernization of Schumpeter's approach can be found in Edith Penrose's theory of the growth of the firm, her 1959 book having benefited from her reading of what for our purposes are the crucial aspects of Schumpeter (1943). The paper has three parts following this introduction. Section 2 sets out an evolutionary and institutional account of how profits are created through innovation, which is contrasted with the standard interpretation of Schumpeter's theory found in the literature. It is argued that the standard interpretation does not do justice to Schumpeter's theory, but that the original theory requires adaptation in any case to better reflect the means by which capitalist institutions have promoted innovation during the twentieth century, and beyond into the twenty-first. The third section reviews Penrose's work on the growth of the modern firm, demonstrating how she incorporated Schumpeter's insights into her thinking, and explaining how her approach provides a link between Schumpeter's theory and the modern institutional form of innovation in the large firm. Section 4 illustrates and elaborates upon the argument through some evidence on the changing form of innovation in large firms in the major industrialized countries during a first phase roughly from 1900 to 1970, and a more recent phase from around 1970 onwards. A concluding section 5 recaps on the commonality between Schumpeter and Penrose, and on how their analytical approach can be usefully developed in the light of the current evidence.

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Cantwell, J.A., & Santangelo, G.D. (2003). The new geography of corporate research in information and communications technology (ICT). In J.S. Metcalfe, & U. Cantner (Eds.), *Change, transformation and development* (pp. 343-377). Berlin: Springer.

***Rutgers University - Newark and New Brunswick
Management: Innovation & Information Technology***

In the new ICT-based paradigm MNCs have increasingly locationally dispersed competence-creating activities. Using patent data granted in the U.S. to the largest European-owned electronic corporations and all the largest companies in other industries for their ICT research in the European regions, this paper investigates the regional dispersion of such research. We find that co-specialized electronic companies do not tend to develop related R&D in the same regional location, but non-electronic firms undertake related ICT development in a common center of excellence. Thus, intra-industry competition encourages the geographical separation of co-specialized research, while inter-industry cooperation entails the co-location of related research.

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

Carter, T. (2003). *Customer advisory boards: A strategic tool for customer relationship building*. New York: Best Business Books.

***William Paterson University
Marketing: Customer Advisory Boards***

This book examines the customer advisory board (CAB), one of the most effective competitive tools for building and maintaining customer satisfaction. This business guide shows how to create and make use of an effective CAB, and how doing so can give your company a marketing advantage and improve vital aspects of business, including customer responsiveness, trust-building, and customer satisfaction.

Tony Carter is a member of the faculty at William Paterson University.

Carter, T. (2003). *Sales force management: A contemporary approach*. Delhi, India: JAICO Publishing House.

***William Paterson University
Management: Sales Force***

Sales force managers experience rapid changes due to constant developments in the marketplace. Managers and business professionals with customer dealings must know the relevant issues that drive and impact revenue in their firms and they need to have “cutting edge” perspectives to be most effective. The goal of this book is to provide a current look at sales force management. This book has extensive content in the form of theoretical principles, but is accompanied by modern, practical examples of how the theory works in the various subject matter areas covered in actual sales force management. This book examines topical areas such as sales force technology, globalization and its impact on sales management, reengineering, crisis management, selling skills and negotiation, TQM, time management, mentorships, planning and forecasting, gender and diversity in sales force management, and customer relationship building.

Tony Carter is a member of the faculty at William Paterson University.

Carter, T. (2003). Hospital marketing. *Journal of Hospital Marketing & Public Relations*, 14(2), 77-83.

***William Paterson University
Marketing: Hospitals***

This article looks at a prescribed academic framework for various criteria that serve as a checklist for marketing performance that can be applied to hospital marketing organizations. These guidelines are drawn from Dr. Noel Capon’s book *Marketing Management in the 21st Century* and applied to actual practices of hospital marketing organizations. In many ways this checklist can act as a “marketing” balanced scorecard to verify performance effectiveness and develop opportunities for innovation.

Tony Carter is a member of the faculty at William Paterson University.

Carter, T. (2003). Pfizer and its competitive marketing challenges. *Journal of Hospital Marketing & Public Relations*, 14(2), 85-97.

***William Paterson University
Marketing: Pharmaceutical***

Pfizer has been the preeminent global pharmaceutical company in recent years and much of their success can be attributed to their marketing responsiveness and innovation. Pfizer is committed to patients, the community and quality product development. As a model in marketing effectiveness they also show how to lead internal resources efficiently to maximize market place opportunities.

Tony Carter is a member of the faculty at William Paterson University.

Chandra, A., & Paul, D.P., III (2003). African-American participation in clinical trials: Recruitment difficulties and potential remedies. *Hospital Topics*, 81(2), 33-38.

***Monmouth University
Management: Healthcare***

Based upon a review of the business and clinical health care literature, the authors discuss the challenges and strategies of recruiting minorities, in general, and African Americans, in particular, for clinical trials. A brief review of clinical trials and historical reasons for the difficulty in recruitment of African Americans into clinical trials are presented. Both long-term and short-term approaches to increasing African American participation into clinical trials are discussed. While recruitment of African Americans into clinical trials appears to be a difficult goal, with sufficient culturally sensitive efforts, this goal should be achievable.

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

Cho, Y., Im, I., Fjermestad, J., & Hiltz, S.R. (2003). The impact of product category on customer dissatisfaction in cyberspace. *Business Process Management Journal*, 9(5), 635-651.

***New Jersey Institute of Technology
Management: Electronic Customer Satisfaction***

How do online customers judge a product's attributes in cyberspace? Previous studies of online product category suggest that all goods are not equal on the Web, because products have different attributes. Furthermore, the literature assumes that the customer's ability to evaluate product quality on the Web differs according to product attributes. Based on these considerations, the purpose of this study is to determine whether a customer's dissatisfaction and propensity to complain on the Web differ depending on product category. This study examines how selected variables (i.e. monetary, and non-monetary effort, and the degree of involvement) influenced the impact of product category on customer dissatisfaction. The analysis was performed using survey data, collected both online and offline. The findings suggest the most appropriate strategies online companies should employ for each product category in question.

Il Im, Jerry Fjermestad, & Starr Roxanne Hiltz are members of the faculty at New Jersey Institute of Technology.

Easton, R.W. (2003). Section 2036 hurdle raised for family limited partnerships. *Practical Tax Strategies*, 71(4), 196-203. Also published in *Tax Ideas*, Para. 451, pp. 4561-4574, December 2003. Abstract of article published in *Tax Law Abstracts: Practitioners Series*, 3(46). Updated and republished in *Valuation Strategies*, 7(3), 4-11.

Seton Hall University
Taxation: Family Limited Partnership

Family Limited Partnerships (“FLPs”) and Limited Liability Companies (“LLCs”) are commonly used in estate planning to transfer real estate, marketable securities or other assets to family members with valuation discounting used in determining the gift or estate tax consequences. Parents retain control over their assets under the terms of the FLP or LLC agreement while reducing the potential estate tax applicable thereto through the use of valuation discounts attributable to the FLP or LLC interests.

Recently, the IRS has been aggressively using Section 2036 in estate tax cases to attack the FLP and LLC strategy for valuation adjustment. A new decision overshadows all the former decisions in its expansive interpretation of Section 2036(a)(2). This article will look at that decision (Estate of A. Strangi TC Memo 2003-145 (May 20, 2003), i.e., “Strangi II”) and identify possible practitioner responses. These possible responses will address current estate planning as well as what the practitioner might do with existing FLPs/LLCs and in the event of a gift or estate tax return examination. Lee Iacocca has been quoted as saying –“We are continually faced by great opportunities brilliantly disguised as insoluble problems.” This article is directed to identifying those available opportunities. The FLP/LLC Technique has been around for more than eight years and now the retention of control may avoid any possibility of a valuation discount. Should bad facts be allowed to make bad law? What is the effect of “Strangi II” on future estate planning? Those parents who already have existing FLPs/LLCs have available alternatives to choose from. What does the new Strangi II decision mean prospectively to the practitioner and his or her clients?

Reed W. Easton is a member of the faculty at Seton Hall University.

El-Gazzar, S.M., Sannella, A.J., & Shalaby, A.A. (2003). The information content of earnings announcements in regulated and deregulated markets: The case of the airline industry. *Journal of Accounting and Finance Research*, 11(1), 55-65.

New Jersey City University & Rutgers University - Newark and New Brunswick

Accounting: Earnings Announcements

Most of the accounting research examining the information content of earnings assumed a competitive market framework. Little research has been devoted to the value relevance of earnings announcements in regulated markets. This paper examines the information content of earnings releases under two economic conditions facing the airline industry: regulation and deregulation (i.e., competition). We hypothesize that in a deregulated (competitive) environment, there is greater competition causing more risk and uncertainty for the investor in setting security prices. Therefore, earnings' releases provide useful information in resolving uncertainties and in formulating and revising the investor's beliefs regarding the future earnings and prices in deregulated than for regulated markets. The results indicate that earnings announcements have value relevance in setting security prices in both the regulated and deregulated market conditions. However, the level of the market revaluation to earnings releases is dependent on market structure. The market revaluation to earnings releases is greater in the deregulated (competitive) period than in the regulated one. This result confirms the hypothesis that earnings have more value relevance in competitive markets than for regulated ones. The findings of this research have direct implications for the level of accounting disclosure and the extent of financial reporting in a given market structure. Since financial reporting is a costly process, it becomes important to identify the circumstances under which the level of financial disclosure should be expanded or reduced.

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Firoz, N.M., Rezvani, F., Ramin, T., & Abdallah, W. (2003). Investing in China's economic development zones: A managerial guide. *International Journal of Management*, 20(2), 223-232.

Montclair State University, William Paterson University, & Seton Hall University
Management: International

The Foreign Trade Zone (FTZ) appears to be gaining considerable attention among developed nations like the United States. Its many advantages make Trade Zones worth considering as a potential strategy for a developing nation such as China. Less developed countries seemingly have not recognized the many advantages of these zones. In the US there are more than 100 FTZs. Around the world there are more than 500. China currently offers many commercial and economic opportunities. It is something like having an overseas plant without leaving home. Although the zones are technically outside China from a customs point of view, the foreign manufacturers still benefit from many advantages such as cheap labor, lower customs duty, tax holidays, abundance of raw materials and lower corporate tax. The focus of this paper is China's Economic Development Zones, and the purpose of this secondary research is to help educate foreign investors in knowing where these zones are and how to use them gainfully.

Nadeem M. Firoz & Farahmand Rezvani are members of the faculty at Montclair State University, Taghi Ramin is a member of the faculty at William Paterson University, & Wagdy Abdallah is a member of the faculty at Seton Hall University.

Fjermestad, J., & Romano, N.C., Jr. (2003). Electronic customer relationship management: Revisiting the general principles of usability and resistance - an integrative implementation framework. *Business Process Management Journal*, 9(5), 572-591.

***New Jersey Institute of Technology
Management: Electronic Customer Relationship***

Electronic customer relationship management (eCRM) has become the latest paradigm in the world of customer relationship management. Recent business surveys suggest that up to 50 per cent of such implementations do not yield measurable returns on investment. A secondary analysis of 13 case studies suggests that many of these limited success implementations can be attributed to usability and resistance factors. The objective of this paper is to review the general usability and resistance principles in order to build an integrative framework for analyzing eCRM case studies. The conclusions suggest that if organizations want to get the most from their eCRM implementations they need to revisit the general principles of usability and resistance and apply them thoroughly and consistently.

Jerry Fjermestad is a member of the faculty at New Jersey Institute of Technology.

Fonfeder, R., Holtzman, M.P., & Maccarrone, E. (2003). Internal controls in the Talmud: The Jerusalem temple. *Accounting Historians Journal*, 30(1), 73-93.

Seton Hall University
Accounting: Internal Controls

We examine the Hebrew Talmud's account of internal controls in the ancient Jerusalem Temple (c.823 B.C.E to 70 C.E.) This far-reaching enterprise involved an extensive system of sacrificial offerings, management of three annual pilgrimages, a court system and maintenance of a priestly class. We outline the annual process of collecting half-shekel and other donations, withdrawals from the Temple treasury and the sale of libations. The Talmud describes numerous internal controls: donations were segregated according to their specific purposes and donation chests were shaped with small openings to prevent theft. When making withdrawals from the Temple treasury, the priest-treasurer was required to wear specific clothing to prevent misappropriation of assets. The Treasury chamber itself had seven seals, requiring the presence of seven different individuals, including the king, in order to open it. The process of selling libations and meal offerings required purchasing and then redeeming different tickets, which were specifically marked to prevent fraud. In explaining the reasoning for this tight system of internal controls, the Talmud reveals that an individual "shall be guiltless before G-D and before Israel" [Numbers 32: 22], so that a sound system of internal controls prevents both theft and any suspicion of theft, thus establishing the fiscal credibility of the Temple institution in the eyes of the congregants. Such an approach indicates that accounting did not represent a profane, secular vocation at odds with the Temple's mission. To the contrary, a system of accountability formed integral steps in the Temple's ritual processes.

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Fung, H., Leung, W.K., & Xu, X.E. (2003). Information flows between the U.S. and China commodity futures trading. *Review of Quantitative Finance and Accounting*, 21(3), 267-285.

Seton Hall University
Finance: International

Using a bivariate GARCH model, we examine patterns of information flows for three commodity futures traded in both the developed U.S. market and the emerging China market (copper, soybeans and wheat). For copper and soybeans, the two commodities that are subject to less government regulation and fewer import restrictions in China, we find that the U.S. futures market plays a dominant role in transmitting information to the Chinese market, a result that confirms the importance of the U.S. role as a leader in the global financial market. For the heavily regulated and subsidized wheat commodity, our empirical results indicate that the U.S.-China futures markets are highly segmented in pricing, although information transmission via volatility spillover across markets is present.

Xiaoqing Eleanor Xu is a member of the faculty at Seton Hall University.

Gargalas, V.N., Knopf, J.D., & Teall, J.L. (2003). Shareholder wealth, risk-taking and thrift institution governance. *Journal of Financial and Economic Practice*, 2(1), 92-108.

Seton Hall University
Finance: Thrift Governance

Relationships between control mechanisms and risk-taking in the United States thrift industry continues to draw substantial attention among both academics and regulators. Interest in these relationships has been heightened by numerous recent corporate scandals in a variety of industries. The thrift industry provides an ideal environment for examining relationships between managerial control mechanisms and risk-taking because the industry's reasonably homogeneous nature allows for straightforward comparisons among institutions. The heavily regulated and monitored nature of the industry facilitates improved standardized data availability. Much of the financial distress in this industry seemed to have been caused by a variety of actions undertaken by thrift officers and directors that increased institutional risk. Motives for this increased risk-taking are not entirely clear in many instances; in some cases, increased risk-taking may have benefited shareholders, in others, managers may have been the only beneficiaries. This paper examines the relationship between thrift performance and governance at the shareholder, board and managerial levels and endeavors to distinguish risk-taking to benefit shareholders from risk-taking motivated by managerialism.

John D. Knopf is a member of the faculty at Seton Hall University.

Gaughan, P.A. (2003). *Measuring business interruption losses and other commercial damages*. Hoboken, NJ: John Wiley & Sons.

Fairleigh Dickinson University
Finance: Measuring Losses

This book is intended for accountants, insurance adjusters and other insurance professionals, attorneys and economists. *Measuring Business Interruption Losses and Other Commercial Damages* provides a methodology for measuring losses in various types of lawsuits. It devotes special attention to setting forth the proper methods for how losses should be measured in business interruption lawsuits. The book helps readers navigate the complexities of this interdisciplinary field. Here, you'll find overviews of research and practices in subfields of economics, giving you points of reference that you can use in working with a team of professionals. The book also applies a much-needed, cohesive framework to the study of forensic economics: the first half of the book reviews damages resulting from the interruption of a business's operation; subsequent chapters then discuss related types of commercial damages.

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

Gaughan, P.A. (2003). M&A lesson: Beware of the empire builders. *The Journal of Corporate Accounting & Finance*, 15(2), 21-23.

Fairleigh Dickinson University
Finance: Mergers & Acquisitions

About 1994, the United States economy embarked on the fifth merger wave in its history. This wave featured an unprecedented volume of mergers that eventually became an international wave by the end of the decade. However, by the end of this period, we began to become aware that many of the largest deals in the period were colossal failures. While prior merger waves also featured failures, the scope of the failures in this period drew notice. This makes one wonder why we do not learn from the mistakes of prior merger periods such as the fourth merger wave of the 1980s. The answer in part can be traced to empire-building CEOs who were unrestrained by insufficiently diligent boards of directors. Some of the more prominent failures of the 1990s, such as the AOL/Time Warner (now Time Warner), the Daimler/Chrysler merger, the acquisition programs of Tyco and Worldcom, along with Vivendi's and AT&T's unsuccessful forays into fields outside of its core business, can all be traced to such causes. Each case is somewhat unique but all possess some of the same common failures.

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

Gopalakrishnan, S., Wischenevshy, J.D., & Damanpour, F. (2003). A multilevel analysis of factors influencing the adoption of internet banking. *IEEE Transactions on Engineering Management*, 50(4), 413-426.

***New Jersey Institute of Technology, Fairleigh Dickinson University, & Rutgers University - Newark and New Brunswick
Management: Internet Adoption***

The Internet is an outcome of the convergence of multiple technologies, and its applications have the potential to strongly influence many industries. Focusing on the banking industry, we examine the factors that influence the adoption of the Internet at three levels of analysis: the external context of the industry, the industry, and the firm. At the external context level, we analyze how the development of a favorable external context facilitates the adoption of a new technological application, Internet banking. At the industry level, we examine the types of innovations that a new technological application engenders, the role incumbents and new entrants play in promoting the adoption of Internet banking, and other factors that impact the speed of Internet banking diffusion. At the firm level, we examine differences in banks' strategies and organizational designs associated with the adoption of Internet banking as an added delivery channel versus as a separate business. We conclude by discussing unique features in the emergence and adoption of Internet banking and its potential performance implications.

Shanthi Gopalakrishnan is a member of the faculty at New Jersey Institute of Technology, J. Daniel Wischenevshy is a member of the faculty at Fairleigh Dickinson University, & Fariborz Damanpour is a member of the faculty at Rutgers University - Newark and New Brunswick.

Haar, J.M., Spell, C.S., O'Driscoll, M.P., & Dyer, S.L. (2003). Examining the relationship between work-related factors and work-family-related factors on work-family conflict. *The Journal of Applied Management and Entrepreneurship*, 8(3), 98-113.

***Rutgers University - Camden
Management: Work-Family***

The current work-family conflict literature is characterized by limitations in focus and methodology, particularly with a failure to link work-family conflict with work-family policies. This study compares the influence of work-related factors and work-family related factors on work-family conflict in two directions. A local government organization in New Zealand was the setting. Findings show that work factors account for a significant component of both work-to-family and family-to-work conflict, although this is far greater on work-family conflict. Work-family practice use had little influence on work-family conflict, but was significantly related with family-work conflict. Past use and future use of work-family practices was found to positively associated with family-work conflict. Overall, the findings suggest managers in search of reducing employee conflict should focus directly upon work factors such as workload, rather than seek to use work-family practices as the primary way to reduce conflict.

Chester S. Spell is a member of the faculty at Rutgers University - Camden.

Harr, J., & Spell, C.S. (2003). Where is the justice? Examining work-family backlash in New Zealand: The potential for employee resentment. *New Zealand Journal of Industrial Relations*, 28(1), 59-74.

Rutgers University - Camden
Management: Work-Family

This study examines the phenomenon of work-family backlash. Building on a previous study by Rothausen, Gonzalez, Clarke, & O'Dell (1998), the authors examined the relationship between employee non-utilization of work-family practices and attitudes towards satisfaction, turnover, commitment and support. This study considered not just a singular work-family practice, but also a range of work-family practices. Findings suggested mixed evidence of a work-family backlash. Attitudes targeting purported benefits of work-family programs, satisfaction with organizational work-family aspects and benefits were all negatively correlated with non-use, indicating a strong backlash against work-family specific attitudes. However, there was no relationship between non-use of work-family practices and job satisfaction, organizational commitment or turnover intention. The growth in work-family practices has been significant, but it has been suggested that these practices have both beneficial and detrimental effects on different employees (Rothausen, Gonzalez, Clarke, & O'Dell (1998)).

Chester S. Spell is a member of the faculty at Rutgers University - Camden.

Holbrook, M.B., & Schindler, R.M. (2003). Nostalgic bonding: Exploring the role of nostalgia in the consumption experience. *Journal of Consumer Behaviour*, 3(2), 107-127.

Rutgers University - Camden
Marketing: Nostalgic Experience

The recently awakened awareness of the past has produced a flurry of research directed towards understanding the nostalgic aspects of the human condition, towards investigating the role of nostalgia in the lives of consumers, and towards the application of such knowledge to the design of marketing strategies. With rare exceptions, however, such research has pursued a quantitative, survey-based approach to establishing the chronology-related and personality-driven aspects of nostalgia. To explore the nature and types of nostalgic bonding in greater depth, the present study pursues an interpretive approach to understanding the role of nostalgia in the consumption experience. Specifically, it applies a collective approach to subjective personal introspection to draw inferences concerning the key types of nostalgic experience.

Robert M. Schindler is a member of the faculty at Rutgers University - Camden.

Holtzman, M.P. (2003). *A review of 2002 MD&A disclosures: Critical accounting policies*. Florham Park, N.J.: Financial Executives Research Foundation.

Seton Hall University
Accounting: Disclosures

This executive report summarizes current and proposed regulations governing disclosures of critical accounting policies. It identifies recent trends in practice, based on a review of 2002 Management Discussion and Analysis (MD&A) disclosures. To illustrate how the trends listed in this report apply to specific critical accounting policy areas, examples of 2002 disclosures are provided.

Mark P. Holtzman is a member of the faculty at Seton Hall University.

Holtzman, M.P., Fonfeder, R., & Yun, J.K. (2003). Goodbye "pro forma" earnings. *Strategic Finance*, 85(5), 33-35.

***Seton Hall University & William Paterson University
Accounting: Non-GAAP Financial Measures***

In response to the Sarbanes-Oxley Act of 2002, the SEC's new Regulation G standardizes "pro forma" financial information. The new Regulation defines a "non-GAAP financial measure" as any numerical measure of historical or future financial performance, financial position, or cash flows that excludes amounts that would be included in analogous GAAP measures. Non-GAAP financial measures might also include amounts that would be excluded from analogous GAAP measures. Commonly-used measures such as "backlog" are not classified as non-GAAP financial measures because they have no analogous GAAP measures. For each non-GAAP financial measure, companies must present the most directly comparable GAAP-based measure, along with a reconciliation between the two figures. Furthermore, disclosures of non-GAAP financial measures may not omit any material facts that would otherwise cause the disclosures to be misleading. By requiring companies to explain the calculation of each non-GAAP measure, and why the measure is useful, the SEC expects these standards to increase the transparency of earnings announcements.

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Holtzman, M.P., & Venuti, E.K. (2003). MD&A: Revealing the soft numbers. *Financial Executive*, 19(4), 52-54.

Seton Hall University
Accounting: Critical Accounting Policies

The Securities and Exchange Commission issued *Cautionary Advice Regarding Disclosure about Critical Accounting Policies* (FR-60), in December 2001, encouraging companies to disclose information about critical accounting policies and estimates in the Management Discussion and Analysis section of corporation annual reports. The SEC defined “Critical Accounting Policies” as those policies that management considers to be most important to portraying the company’s financial condition, and that require management’s most difficult, subjective or complex judgments. Common examples include: bad debt reserves, depreciation, revenue recognition policies, expected rate of return on pension assets, employee stock options, contingent liabilities, goodwill, impairments, deferred taxes and derivative contracts. To meet the SEC’s *Cautionary Advice*, companies should report only those critical accounting policies that are most significant, assure users that estimates and judgments form an integral part of financial reporting, present sensitivity analysis for the critical accounting policies, and avoid boilerplate-type statements.

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Hunter, R.J., Jr., Ryan, L.V., & Shapiro, R.E. (2003). *Poland: A transitional analysis*. New York: The Polish Institute of Arts and Sciences.

Seton Hall University
Finance: Poland

The book contains an introductory chapter on “Poland From the Round Table to the European Union,” and chapters concerning foreign direct investment, international trade, taxation, and entry into the European Union, as well as an epilogue titled “Transition to a New Poland.” It also contains extensive appendices concerning the Warsaw Stock Exchange, national investment funds, the new Polish Foreign Investment Agency, selected economic statistics, and information on Polish ministries, agencies and major governmental institutions, as well as an extensive bibliography of sources and selected websites. The book contains an introductory chapter by Dr. Hector Lozada, Director of the Institute for International Business at Seton Hall University.

Richard J. Hunter, Jr. & Robert E. Shapiro are members of the faculty at Seton Hall University.

Hunter, R.J., Jr., Shapiro, R., & Ryan, L.V. (2003). Foreign direct investment in Poland – 2003. *The Polish Review*, XLVIII(3), 303-316.

Seton Hall University
Finance: Foreign Direct Investment

This article considers the implications, benefits, and unique characteristics of foreign direct investment (FDI) in Poland in the context of regional economic, political, and social developments in Central and Eastern Europe in the period after core economic transformation and reform (1989-1993). The article considers positive and negative impacts of FDI, political and economic risk associated with FDI, issues raised in attracting FDI, and an analysis of the current status of FDI in Poland.

Richard J. Hunter, Jr. & Robert E. Shapiro are members of the faculty at Seton Hall University.

Hunter, R.J., Jr. & Ryan, L.V. (2003). Poland and the EU: The final chapter before accession. *The Sarmatian Review*, XXIII(2), 957-959.

Seton Hall University
Finance: Poland

The dream of Poland's full participation in a united Europe, as first exemplified by Poland's membership in NATO and in her desire to become a member of the European Union, is about to become a reality. The formal process began in 1990, when the government submitted its official application for the opening of accession negotiations in Brussels. A major step was accomplished in 1994 when Poland and the EEC signed the European Treaty, assuring Poland's "associated country status". It is now expected that Poland will join the European Union in 2004. Poland was able to negotiate final terms that were favorable both to Poland's domestic and international positions. This article discusses the terms of the accession agreement with respect to budgetary and agricultural issues, employment issues, land and border issues, and environmental concerns.

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

Hunter, R.J., Jr., Shapiro, R.E., & Ryan, L.V. (2003). Taxes, development, and economic transition: An update on Polish taxation. *International Tax Journal*, 29(4), 1-21.

Seton Hall University
Finance: International

In 1989, Poland became the first nation in Eastern and Central Europe to overthrow Communism. Poland, a nation of more than 39 million, with an average annual income of \$4,200, total GDP of \$188.6 billion, and total GDP per capita of \$4925, joined NATO in 1999 and has been formally invited to join the European Union (EU) in 2004. GDP rose by an average of 4.5% in the last ten years, but only by 1.3% in 2002, with expected growth in the range of 3.5% in 2003, still leaving Poland at 40% of the EU average. Unemployment, Poland's most persistent destabilizing factor, stands at 18.8%. Poland has completely revised its tax structure since the onset of economic and political transformation. The personal income tax (PIT) was introduced in 1992; VAT replaced the turnover tax in 1993; and excise tax on a variety of consumer products was introduced in 1993; and Poland introduced the corporate income tax (CIT) in 1989. A major reform was implemented in 1999, including a significant revision to the health care system, and a second major revision was undertaken in September 2002. Economic progress has been fueled by the steady influx of foreign direct investment and continued, though sometimes uneven in scope and emphasis, by sustained privatization efforts. However, recent political scandals and economic uncertainties have revived skepticism about the future. This article is a comprehensive view of important issues in Polish taxation.

Richard J. Hunter, Jr. & Robert Shapiro are members of the faculty at Seton Hall University.

Isik, I., & Hassan, M.K. (2003). Efficiency, ownership and market structure, corporate control and governance in the Turkish banking industry. *Journal of Business Finance & Accounting*, 30(9&10), 1363-1421.

Rowan University
Finance: Banking

Turkish banks are quite heterogeneous in terms of organizational form, ownership structure, size, age, portfolio concentration, growth prospects and attitude toward risk. They also exhibit strong variations in performance as measured by several efficiency indices. In the light of theoretical advances in corporate finance and financial institutions, this paper is an in-depth cross-sectional analysis of the Turkish banking sector, which explores the various bank, market and regulatory characteristics that may explain the efficiency variations across banks. Consistent with the related hypotheses investigated, the results indicate that a number of independent bank characteristics are significantly correlated with various efficiency measures.

Ihsan Isik is a member of the faculty at Rowan University.

Isik, I., & Hassan, M.K. (2003). Financial deregulation and total factor productivity change: An empirical study of Turkish commercial banks. *Journal of Banking and Finance*, 27, 1455-1485.

Rowan University
Finance: Banking

In January 1980, a new liberal economic policy was adopted in Turkey to promote financial market development and increase the efficiency and productivity of the financial sector by fostering competition among banks. As a result of this policy, the Turkish banking system witnessed a series of legal, structural and institutional changes throughout the 1980s. To enhance their competitive viability, Turkish banks responded by streamlining their operations and investing in new technology. Utilizing a DEA-type Malmquist Total Factor Productivity Change Index, we examine productivity growth, efficiency change, and technical progress in Turkish commercial banks during the deregulation of financial markets in Turkey. We found that all forms of Turkish banks, although in different magnitudes, have recorded significant productivity gains driven mostly by efficiency increases rather than technical progress. Efficiency increases, however, were mostly owing to improved resource management practices rather than improved scales. Our results also indicate that private banks began to close their performance gap with public banks in the new environment.

Ihsan Isik is a member of the faculty at Rowan University.

Isik, I., & Hassan, M.K. (2003). Financial disruption and bank productivity: The 1994 experience of Turkish banks. *The Quarterly Review of Economics and Finance*, 43, 291-320.

Rowan University
Finance: Banking

Turkey experienced a severe financial crisis in 1994 that resulted in a record level of contraction in its economy and banking. Employing a non-parametric approach, we measured the efficiency and productivity of the Turkish banking sector between 1992 and 1996. We also decomposed the productivity growth into its mutually exclusive and exhaustive components (technological change and efficiency change) to understand the impact of the crisis on different aspects of bank productivity. Our results suggest that there was a substantial productivity loss (17%) in 1994, which was mainly attributable to technical regress (10%) rather than efficiency decrease (7%). We also examined the effect of the crisis on different groups of banks operating in Turkey. We found that while foreign banks suffered the most from the crisis, public banks apparently passed through the crisis unharmed. State banks' relative immunity could be explained with their respectively low open positions in foreign exchange in the advent of the crisis and with their relative soundness and safety in the event of the crisis. We also explored the relationship between bank size, productivity and crisis. Our results indicate that even though the crisis affected all sizes of banks dramatically, its adverse impact on small banks was overwhelming. However, measures undertaken by the government and banks' own efforts seem to have helped the financial sector recover and attain its pre-crisis productivity and efficiency levels within the following 2 years.

Ihsan Isik is a member of the faculty at Rowan University.

Kaufman-Scarborough, C. (2003). Two perspectives on the tyranny of time: Polychronicity and monochronicity as depicted in *Cast Away*. *The Journal of American Culture*, 26(1), 87-95.

Rutgers University - Camden
Marketing: Time Efficiency

Theorists who examine modern American culture propose that social meanings are attached to and communicated through various aspects of daily consumption, through our products, our themes, our slogans, and our entertainment (Hirschman 1988). Novels, television programs, and motion pictures have been suggested as additional vehicles that transmit and reflect cultural values and patterns of behavior (Jowett and Linton 1980; Hirschman 1988; Hirschman and Stern 1994; Holbrook and Grayson 1986; O'Guinn, Faber, and Rice 1985). Such connections often involve the use of cultural ideologies as they act as cultural agents in shaping our everyday lives as consumers (Levy 1981; Mick 1986). This paper examines the representation of polychronicity and monochronicity in the movie *Cast Away*. The themes of time flexibility and "time is money" are extracted as key contrasts emergent in the movie's plot. Specifically, the situations are analyzed in terms of the wealth of consumer time icons that are strategically used to unfold the ironies experienced in attempting to keep "The World on Time." The motion picture appears to be a fable that illustrates these two different types of time use in the context of a corporation that is built on the corporate mission of delivering items on time: FedEx. FedEx provides a rich context for the basic underlying ideology of time efficiency, scheduling, and progress measured by speed of action.

Carol Kaufman-Scarborough is a member of the faculty at Rutgers University - Camden.

Kaufman-Scarborough, C., & Lindquist, J.D. (2003). Understanding the experience of time scarcity: Linking consumer time-personality and marketplace behavior. *Time & Society*, 12(2/3), 349-370.

***Rutgers University - Camden
Marketing: Time Efficiency***

In this study we examine the concept of time scarcity in relation to individuals' time personalities. That is, we propose that when individuals experience high levels of time scarcity, they are likely to have certain ways of thinking about and using time that may reinforce their experience of time shortness. In order to examine these potential linkages, we examine the responses of adult heads of households regarding their habitual methods of planning and using their time. We also extend our investigation to the consumer realm to identify whether time personality variables associated with time scarcity are also associated with marketplace inefficiencies. Following precedent in time construct analysis, a stepwise regression was used to examine and identify a set of time personality variables that predict an individual's perceptions of time scarcity. Correlations are also found between the time personality variables and several marketplace behaviors.

Carol Kaufman-Scarborough is a member of the faculty at Rutgers University - Camden.

Lee, J., Hall, E.H. Jr., & Rutherford, M.W. (2003). A comparative study of U.S. and Korean firms: Changes in diversification and performance. *International Journal of Commerce and Management*, 13(1), 11-41.

Rowan University
Management: Performance Measures

The results of this paper indicate that product diversification and multinational diversification have different impacts on corporate performance in U.S. and Korean multinationals. The major findings of this study suggest that product diversification has a detrimental impact on corporate performance only in the case of U.S. firms, but may actually have a positive impact for Korean firms. On the other hand, market diversification has a mixed impact on corporate performance depending on the country and measure of performance being used. These results may be due in part to different performance measures, as well as differences in the economic, political, and operating environments. Korean firms are much more reliant on sales-based measures of performance than the U.S. firms that tend to focus on the stakeholder-oriented financial profitability measures. This difference may reflect the short-term orientation of U.S. firms where profitability is the most important goal. Korean firms, adopting a long-term viewpoint are more interested in longevity, as reflected in sales-based measures of performance.

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

Lee, J., & Habte-Giorgis, B. (2003). Empirical approach to the sequential relationships between firm strategy, export activity, and performance in U.S. manufacturing firms. *International Business Review*, 13(1), 101-129.

Rowan University

Management: Performance Measures

In a study to investigate the sequential and causal associations between a firm's strategic factors, exporting, and the firm's economic performance, the findings of this study have strategic implications for researchers as well as practitioners. In fact, significant and positive causal effects of market diversification on market-based performance cast a new light on the diversification and performance linkages with respect to firm growth by exporting.

Apart from its relevance to strategic direction of diversification, the causal nexus of diversification and performance may vary with diverse dimensions of performance vectors. However, the sequential model provides the positive effect of diversification on the firm performance in a uniform fashion. In fact, the results of this study shed additional light on the practices of exporting in investigating the relationship between diversification strategy and firm performance. In particular, it can be justified/efficient for a firm to expand the foreign market through a direct foreign investment for the purpose of reducing external uncertainties and for spreading the risk the firm faces.

Notwithstanding certain limitations like unitary measure of export activity variable and unrefined theoretical model, the findings of this study provide important implications for establishing the integrative frameworks for export and economic performance links. This study will also identify several new directions. First, this study provides policy makers as well as business managers responsible for international marketing with a better understanding of inside strategic resources and export interaction. Second, the firm can build its synergy to improve economic performance with respect to various indices of performance measures by going into the foreign export market through exporting. Third, policy makers can direct their export strategy more effectively by allocating available resources in crucial areas of export enhancement.

Joob Lee & Berhe Habte-Giorgis are members of the faculty at Rowan University.

Li, F., & Betts, S.C. (2003). Trust: What it is and what it is not. *International Business & Economics Research Journal*, 2(7), 103-108.

***William Paterson University
Marketing: Defining Trust***

Trust, whether it is interpersonal trust, organizational trust, or trust in exchange relationships, has drawn great attention from both business practitioners and scholars in recent years. Numerous studies have been done, but the meaning of trust seems to remain elusive. Few constructs have been defined in so many different ways resulting in much confusion. This research attempts to improve our understanding of the nature of trust through reviewing existing business literature on this construct. By comparing and contrasting different perspectives of defining trust, the paper argues that trust is not a calculated probability of the behavior of the party to be trusted, and neither is it one's willingness to risk vulnerability. Emphasizing the social or relational nature of trust, this paper defines trust as a choice, a decision to place one's confidence in others. Cognitive expectation (the calculated probability) and behavioral intention (the willingness to be vulnerable) are conceived as an antecedent and a consequence of trust respectively. Defined as such, the construct embraces trust at both personal level and the institutional level, including trust in organizational or exchange relationships; it is expected that this endeavor should contribute to our understanding of trust in both marketing and management fields.

Fuan Li and Stephen C. Betts are members of the faculty at William Paterson University.

Liu, J., & Xu, X.E. (2003). The predictive power of economic indicators in consumer credit risk management. *The RMA Journal*, 86(1), 40-45.

Seton Hall University
Finance: Consumer Credit Risk

This study uses U.S. macroeconomic data and industry-wide credit card charge off data to examine the predictive power of economic indicators in consumer credit risk management. It demonstrates that changes in economic variables such as household debt service burden, unemployment rate, consumer confidence index, inflation rate, personal bankruptcy filings, and stock market returns have strong forecasting power for changes in the consumer credit card charge off rates. It also explores ways through which economic indicators can be incorporated into credit risk modeling to enhance risk management in the credit card industry

Xiaoqing Eleanor Xu is a member of the faculty at Seton Hall University.

Loviscek, A.L., Crowley, F.D., & Anderson, R.I. (2003). Problem-based learning in finance: An application to portfolio analysis. *Journal of Financial Education*, 29(Fall), 85-103.

Seton Hall University
Finance: Pedagogy

This study demonstrates how problem-based learning, a method of cooperative learning based on deductive inquiry, can be practically and realistically applied in undergraduate and MBA courses in finance. We illustrate the method's application to portfolio analysis. In doing so, we assert that the practical application of this method may help instructors to (1) promote active learning in the classroom, (2) bridge the long-acknowledged gap between theory and application in finance, and (3) provide opportunities to integrate material across several disciplines.

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

Lowther, K.R., Strawser, J.A., McGowan, A.S., & Holmes, S.A. (2003). Measuring cost differences associated with AIDS patient heterogeneity: An examination of inequity in funding. *Research in Healthcare Financial Management*, 8(1), 77-93.

Seton Hall University
Accounting: AIDS Cost Allocation

This study explores the burden placed on AIDS nursing facilities by the current Medicaid prospective payment system. Correlation and regression analyses were conducted for a single AIDS special care nursing facility to ascertain the relationships between facility expenditures (patient care, social services, and support services costs) and two cost allocation bases (patient days and the mix of patients diagnosed with the AIDS dementia complex [ADC patients]). Changes in the mix of ADC patients are more strongly associated with changes in operating costs than are changes in patient days. However, Medicaid reimburses strictly by number of patient days, and fails to take into account severity of illness. Thus, an influx of ADC patients will create net costs that are not fully funded by Medicaid, and, if alternative funding cannot be located, ADC patients may become disadvantaged in obtaining adequate medical care. The results of this study suggest that stratifying the AIDS nursing home population into two readily identifiable groups, those with ADC and those without, has the potential to alleviate some of the provider's desire to ration health care while adding minimal or no increased costs to the measurement/reimbursement process. At a minimum, knowledge that a cost differential exists should enable care providers to implement improved planning and budgeting procedures.

Joyce A. Strawser is a member of the faculty at Seton Hall University.

Luftman, J.N. (2003). *Competing in the information age: Align in the sand*. New York: Oxford Press.

***Stevens Institute of Technology
Management: Information Technology***

Most managers realize that information is among their company's most important assets. However, many don't know how to leverage their investments in information technology. Often companies rush to acquire state-of-the-art systems without considering their long-term impact. For example, in the 1980s, retail banks invested heavily in ATMs until ATMs ceased to be a competitive advantage and became merely another (and increasingly expensive) cost of doing business. Stemming from IBM's highly regarded Consulting Group, combining the expertise of consultants and leading academics, this book shows managers how to avoid being blindsided by information technology. It outlines how to match information systems with business strategy to forge a strong competitive edge and bring powerful solutions to bear on real-world problems.

Jerry N. Luftman is a member of the faculty at Stevens Institute of Technology.

Luftman, J.N. (2003). *Managing the information technology resource: Leadership in the information age*. Englewood Cliffs: Prentice - Hall.

***Stevens Institute of Technology
Management: Information Technology***

This book prepares readers for the challenge of integrating the technology resource. In order to understand the industry today, one must understand the ways companies align, partner, and communicate through technology to grow their business. *Managing the Information Technology Resource* presents a set of powerful tools to ensure users' understanding of the strategies, tactics, and operational endeavors CIOs employ to assimilate technologies across the firm. Examples highlight real-world company experiences in each chapter, lending a practical feel to the book so readers can see how this material relates to the actual workforce. Seven sections illustrate the critical topics inherent to IT in today's firm—Alignment, Partnership, Technology, Human Resources, Governance, Communications, and Metrics. Emphasis is placed on the tactical and operational role of the CIO. This book is for anyone involved with IT in a company.

Jerry N. Luftman is a member of the faculty at Stevens Institute of Technology.

Luftman, J. (2003). Measure your business-IT alignment. *Optimize*, 76-80. Retrieve from <http://www.optimize.com/article/showArticle.jhtml?articleId=17701026>.

***Stevens Institute of Technology
Management: Information Technology***

The first step in aligning IT and business priorities is to understand where communication breaks down and expectations differ. A tool based on the Capability Maturity Model developed by Carnegie Mellon's Software Engineering Institute can help you assess how well IT is integrated with the company's goals. Spotting divergent viewpoints presents an opportunity for improvement.

Jerry Luftman is a member of the faculty at Stevens Institute of Technology.

Lynn, G.S., & Akgun, A.E. (2003). Launch your new products/services better, faster. *Research Technology Management*, 46(3), 21-26.

***Stevens Institute of Technology
Management: New Products***

By studying the practices of 117 new product development teams from a variety of technology-based companies, several factors were found that can help teams develop new products and services better and faster with a greater probability of succeeding. Factors influencing new product success include: 1) teamwork, 2) market niche assessment, 3) cross-team communication, 4) clear project vision, and 5) limiting formal within-team communications. Factors influencing speed-to-market include: 1) teamwork, 2) rapid prototyping, 3) team empowerment, 4) vision support, and 5) an aggressive launch deadline. Organizations can improve new product success and speed by assessing these factors and ensuring that they are present.

Gary S. Lynn is a member of the faculty at Stevens Institute of Technology.

Maltz, A.C., Shenhar, A.J., & Reilly, R.R. (2003). Beyond the balanced scorecard: Refining the search for organizational success measures. *Long Range Planning*, 36(2), 187–204.

***Stevens Institute of Technology
Management: Organizational Success Measures***

Measuring organizational success is a continuous challenge for both managers and researchers. While financial measures were in wide use for many years, new frameworks have emerged in recent years that extend organizational perspectives beyond traditional financial measures. Among them the Balanced Scorecard is one of the most popular new frameworks. However, in spite of its wide usage, it has been shown to be inadequate in various circumstances and across differing firm types. Additional studies are therefore needed to keep exploring a problem that has been relevant for at least thirty years. This study was dedicated to the question of how to assess the organizational success of commercial firms. It also tested specific measures that are relevant to different kinds of organizations, and provides managers with a useable template for assessing organizational success. We have identified twelve potential baseline measures across five major success dimensions (financial, market, process, people, and future) that can be examined as applicable to different firms and firm types. Specific firms can use this framework as a starting point from which to choose measures that would best fit their environment and strategic direction.

Alan C. Maltz, Aaron J. Shenbar and Richard R. Reilly are members of the faculty at Stevens Institute of Technology.

Mehta, R., Dubinsky, A.J., & Anderson, R.E. (2003). Leadership style, motivation, and performance in international marketing channels: An empirical investigation of the USA, Finland, and Poland. *European Journal of Marketing*, 37(1/2), 50-85.

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

As firms seek to prosper in a fiercely competitive global economy, cooperative inter-firm alliances among members of the value chain are increasingly being forged. In the area of marketing channels, strategic alliances among international channel partners have become the norm as well. Thus, identification of inter-firm influence strategies—such as different leadership styles—used by the channel captain to motivate international channel partners becomes increasingly important. More specifically, in administering a firm’s marketing channels, participative, supportive, and directive leadership styles may be effective in eliciting channel partners to exert higher levels of motivation, which, in turn, may be associated with higher levels of performance. The linkages among leadership styles, motivation, and performance are empirically examined on data drawn from a sample of automobile distributors in the United States, Finland, and Poland. International channel management implications are discussed, limitations of the study are identified, and directions for future research are suggested.

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

Meric, I., Gishlick, H.E., McCall, C.W., & Meric, G. (2003). A comparison of the financial characteristics of U.S. and Canadian manufacturing firms. *Midwestern Business and Economic Review*, Number 31 (Spring), 25-33.

Rider University & Rowan University
Finance: North America

There is fierce competition between U.S. firms and Canadian firms to capture a greater market share not only in each other's local markets but also in the world's other markets. In this study, we compare the financial characteristics of U.S. firms and Canadian firms by using the MANOVA (Multivariate Analysis of Variance) technique with data from four major manufacturing industries for the 1996-2000 period. Our findings indicate that there are significant differences between the financial characteristics of U.S. firms and Canadian firms. The inventory turnover ratio and the total assets turnover ratio are generally higher (about twice as high) in Canadian firms than in U.S. firms. Canadian firms appear to carry smaller amounts of inventories and they are able to generate more sales per dollar of assets as compared with U.S. firms. However, profitability ratios are significantly higher (about twice as high) in U.S. firms than in Canadian firms. Since firms would not be able to influence product prices significantly in competitive markets, this appears to be mainly due to lower production costs in U.S. firms as compared with Canadian firms. We conclude that, to improve their competitiveness, U.S. firms should try to improve their inventory turnover and total assets turnover ratios, and Canadian firms should try to lower their production costs.

Ilhan Meric, Herbert E. Gishlick, & Charles W. McCall are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.

Meric, I., Ratner, M., & Meric, G. (2003). Co-movements of U.S. and Latin American equity markets in bull and bear markets. *Latin American Business Review*, 4(2), 99-114.

***Rider University & Rowan University
Finance: International***

In this paper, we study the co-movements of U.S., Argentine, Brazilian, Chilean, and Mexican equity markets during the October 12, 1998-March 24, 2000 bull market and the March 24, 2000-September 10, 2001 bear market. We find that these five markets are more closely correlated and, therefore, there is less diversification benefit to global investors during the bear market than during the bull market. Our findings with rolling correlation analysis indicate that the most volatile U.S. correlation coefficient is with Chile both in the bull market and in the bear market. U.S. correlation coefficient with Mexico is more stable (i.e., more predictable) during the bull market than during the bear market. However, U.S. correlation coefficients with Argentina and Chile are less stable (i.e., less predictable) during the bull market than during the bear market. The degree of stability (i.e., predictability) of the U.S.-Brazilian correlation coefficient is about the same both in the bull market and in the bear market. We use impulse simulation analysis to study the responses of the four Latin American markets to a simulated shock in the U.S. market. The shock causes strong responses in all four Latin markets. The Argentine and Mexican markets show a stronger response in the bull market than in the bear market. However, the Brazilian and Chilean markets show a stronger response in the bear market than in the bull market. The shock causes considerable turbulence in all markets. The turbulence lasts longer in the bear market than in the bull market.

Ilhan Meric & Mitchell Ratner are members of the faculty at Rider University, & Gulser Meric is a member of the faculty at Rowan University.

Meric, G., Kyj, L., Meric, I., & Lacke, C. (2003). Determinants of capital structure, dividend policy, and insider ownership in Japanese corporations. *Global Business and Finance Review*, 8(1), 19-25.

***Rider University & Rowan University
Finance: Japan***

The relationship between the firm's operational characteristics and its managerial ownership, debt, and dividend policies has received considerable attention in the finance literature. The determinants of each policy are generally studied independently. However, the firm's managerial ownership, debt, and dividend levels are related not only to the firm's operational characteristics but also directly to each other. In this study, we use a three-stage least squares (3SLS) simultaneous equations model to study the interaction between the financial leverage, dividend policy, and insider ownership decisions in Japanese non-financial corporations. We find that dividend policy, business risk and profitability are significant determinants of financial leverage; financial leverage, business risk, and profitability are significant determinants of dividend policy; and institutional ownership and business risk are significant determinants of insider ownership in Japanese non-financial corporations. These findings are generally in line with earlier findings for U.S. non-financial corporations. However, there are some important differences.

Gulser Meric, Larissa Kyj, & Christopher Lacke are members of the faculty at Rowan University. Ilban Meric is a member of the faculty at Rider University.

Meric, I., Randall, M.R., & Meric, G. (2003). Linkages between money supply, interest rates, unemployment rates, stock mutual fund investments, and stock market returns. *The Journal of the Academy of Business Administration*, Fall (delayed issue).

***Rider University & Rowan University
Finance: Variable Inter-relationships***

In this paper, we use vector autoregression (VAR) analysis to study the linkages between money supply growth rates (MSGR), interest rates (INTR), unemployment rates (UNEMPR), stock mutual fund net cash flow rates (SMFCFR), and S&P 500 stock market index returns (SMIR). The impulse simulation test results reveal that interest rate changes have a strong impact on the other variables. The Granger causality test results show that the lagged values of interest rates can help predict the future values of the other variables. The findings indicate that the stock market is weak-form efficient, i.e., S&P 500 index returns follow a random walk and the past values of SMIR cannot be used to predict the future values of SMIR.

Ilhan Meric & Maury R. Randall are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.

Mirchandani, D., & Condo, A. (2003). Interview: Globalization, human progress, and peace: A conversation with Oscar Arias Sanchez. *Thunderbird International Business Review*, 45(2), 117-131.

Rowan University
Management: Globalization

Nobel laureate Oscar Arias Sánchez discusses a number of issues including the links among globalization, poverty, security, and human development. The importance of trade and aid are addressed in the context of less developed and developing countries. Asymmetric foreign direct investment flows and adverse consequences of globalization for poor countries are explored. Governments and multinational enterprises are urged to help build egalitarian societies by creating a new ethic of putting people before profit and investing in human capital. Note: The interview is available on DVD. Educators may request a copy by contacting Dilip Mirchandani at: mirchandani@rowan.edu.

Dilip Mirchandani is a member of the faculty at Rowan University.

Morgan, G., Kelly, B., Sharpe, D., & Whitley, R. (2003). Global managers and Japanese multinationals: Internationalization and management in Japanese financial institutions. *International Journal of Human Resource Management*, 14(3), 389-407.

Monmouth University
Management: International

This paper examines the internationalization of Japanese banks in the 1980s and 1990s and the experiences of managers within them. These banks underwent a vast expansion in international activities in the 1980s, followed by an equally rapid contraction in the 1990s. Building on a series of interviews conducted in London and Tokyo in the period 1999–2001, the paper examines how these events impacted on the careers and expectations of both Japanese and non-Japanese managers. The paper argues that the organizations have been fundamentally changed by these experiences and have become in varying ways ‘transnational social spaces’. The idea of multinationals as transnational social spaces is developed as a general way of linking flows (of people, practices and ideas) inside the firm to broader processes in the development of the global political economy.

Diana Sharpe is a member of the faculty at Monmouth University.

Morrin, M. & Ratneshwar, S. (2003). Does it make sense to use scents to enhance brand memory? *Journal of Marketing Research*, XL(February), 10-25.

***Rutgers University - Camden
Marketing: Scent Effects***

Can pleasant ambient scents enhance consumer memory for branded products? If so, why? The authors examine the effects of ambient scent on recall and recognition of brands in two studies. In the first (i.e., encoding) phase of each study, subjects are asked to evaluate familiar and unfamiliar brands while viewing digital photographs of products on a computer screen; stimulus viewing times are measured covertly on the computer. Ambient scent is manipulated in the experiment room through a diffuser. In the second (i.e., retrieval) phase, conducted 24 hours later, brand recall and recognition accuracy are assessed. In both studies, ambient scent improves both recall and recognition of familiar and unfamiliar brands. This pattern emerges whether or not the scent is congruent with the product category (Study 1), and the enhancement in brand memory is due to the presence of ambient scent during encoding rather than retrieval (Study 2). Although ambient scent apparently did not alter subjects' self-assessed mood or arousal levels, it increased their attention in terms of longer stimulus viewing times. Mediation analyses suggest that the attention mechanism most likely explains why ambient scent improves brand memory.

Maureen Morrin is a member of the faculty at Rutgers University - Camden.

Mosca, J.B., Paul, D.P., III, & Handlin, A. (2003). Self-perceptions of the portrayal of mature consumers in advertising. *The Marketing Management Journal*, 13(1), 100-107.

Monmouth University
Marketing: Baby Boomers

The post World War II generation has been, and will remain for the foreseeable future, a potent demographic group. The disposable income of the aging Baby Boomers is immense and increasing, while the purchasing power of those under 45 is expected to shrink steadily for years to come. Despite the seeming appropriateness of targeting mature Americans, many firms somehow manage to instead offend this segment. The Baby Boomer generation feels that the way their generation is portrayed in advertisements is inappropriate and/or offensive. Advertising executives interested in crafting advertisements for this economically potent demographic segment would be well advised to portray older consumers in a more favorable light.

Joseph B. Mosca, David P. Paul, III & Amy Handlin are members of the faculty at Monmouth University.

O'Donnell, D., Porter, G., McGuire, D., Garavan, T.N., Heffernan, M., & Cleary, P. (2003). Creating intellectual capital: A Habermasian Community of Practice (CoP) introduction. *Journal of European Industrial Training*, 27(2/3/4), 80-87.

***Rutgers University - Camden
Management: Collaboration***

Intellectual capital is rapidly becoming the primary source of economic and social value, displacing physical labor and financial capital. Organizationally, the creation of intellectual capital requires leveraging the 'collective knowing' that develops through dynamic social processes. In contrast to teams that are driven by task assignments and specified deliverables, a Community of Practice (CoP) forms around members' shared interest and motivation. The concept of CoPs is not easily accepted in organizations that rely on instrumental logic – everything defined, scheduled and assessed through a specified path to a pre-determined goal. It is more compatible with those organizations able to function by communicative logic - shared learning that develops organically in exchanges with permeable boundaries around a shared identity. This article uses the structural components proposed by German philosopher Jurgen Habermas to elaborate on the benefits available through use of CoPs.

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O'Donnell, D., & Porter, G. (2003). Making space for communities of practice: Creating intellectual capital through communicative action. In M. M. Beyerlein, C. McGee, G. D. Klein, J. E. Nemiro, & L. Broedling (Eds.), *The collaborative work systems fieldbook* (pp. 375-387). San Francisco: Jossey-Bass/Pfeiffer.

***Rutgers University - Camden
Management: Collaboration***

Creation of intellectual capital doesn't always look like traditional work but may be the source of sustainable advantage. According to German philosopher Jurgen Habermas, communicative action is the exchange among people in which they establish shared understanding about a situation and agree to some coordinated action. In addition to the overall culture of the organization and the people within, there is great benefit to be gained through the type of collaborative effort defined as a Community of Practice (CoP). A CoP is less task-structured than other forms of collaboration and lacks the pre-determined outcome around which to form discussion and work. For just that reason, a CoP offers greater potential to create meaning in new ways. Innovation cannot flourish when ideas are tightly contained within existing thought structures. Using an original parable on the Land of Biz, along with the real world example of Oticon - a Danish hearing-aid company, this article provides justification and tools for organizational support of CoPs.

Gayle Porter is a member of the faculty at Rutgers University - Camden.

O'Neill, R.P., Helman, U., Baldick, R., Stewart, W.R., Jr., & Rothkopf, M.H. (2003). Contingent transmission rights in the standard market design. *IEEE Transactions on Power Systems*, 18(4), 1331-1337.

***Rutgers University - Newark and New Brunswick
Decision Sciences: Auctions***

If an electricity supplier is unsure at the time of an electricity supply auction which of its generating plants will supply the electricity it is offering, it would like to bid on transmission rights in the alternative. A paper published in 2002 by an overlapping group of authors spelled out the theoretical basis for the joint sale of electric power and transmission rights in daily electricity supply auctions. This paper extends that theoretical basis to include such contingent transmission rights. This paper shows how to accommodate such bids. It also shows that, in general, the alternative rights will be less expensive than the cost of buying the individual rights.

Michael H. Rothkopf is a member of the faculty at Rutgers University - Newark and New Brunswick.

Passerini, K., Granger, M.J., & Cakici, K. (2003). The implementation of an executive reporting system using top-down performance systems development: A case study. In M.G. Hunter, & K.K. Dhanda (Eds.), *Information systems: The challenge of theory and practice* (pp. 103-119). Las Vegas: The Information Institute.

***New Jersey Institute of Technology
Information Technology: Executive Reporting***

The chapter presents a case study of the issues and the lessons learned from the successes and failures of the implementation of an executive level reporting system. A data reporting system was needed by a new major international manufacturing company operating in a post-merger integration context. The initial project approach was user-focused, based on a bottom-up content identification activity. This approach lent itself to information anarchy, and eventually the development methodology was revised to a top-down approach that focused on aligning the Information Technology metrics with the Corporate objectives. A framework for Key Performance Indicators is developed, based on balanced scorecard concepts - in contrast to critical success factors. The paper intends to benefit practitioners by offering specific reference measurement categories that can be applied cross-industry. It also promotes IS research by providing a framework that proved successful in determining IT effectiveness in large multinational environments.

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

Paul, D.P., III (2003). An exploratory examination of “SERVQUAL” versus “SERVPERF” for prosthetic dental specialists. *Clinical Research and Regulatory Affairs*, 20(1), 89-100.

***Monmouth University
Management: Healthcare***

Previous research examined measurement of perceived service quality of general dentists, comparing the two predominant measurement tools, SERVQUAL and SERVPERF. This research extends the line of research to a dental specialty – prosthodontics (the provision of complex restorative dentistry) – while modifying the survey approach to eliminate some previous methodological concerns. Perceived service quality of prosthodontists is found to be a more complex construct than service quality of general dentists. SERVQUAL with the inclusion of importance weights was the most statistically significant model, but SERVPERF without importance weights accounted for the most variance. Prosthodontists may for the sake of brevity, decide to utilize SERVPERF without importance weights to measure their perceived service quality. Considering the trade-off between a marginal, albeit statistically significant, improvement in statistical significance and the administration of a survey instrument one third the length, SERVPERF without importance weights seems quite adequate for prosthetic dental practitioners’ purposes.

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

Paul, D.P., III (2003). What is the “best” approach for measuring service quality of periodontists? *Clinical Research and Regulatory Affairs*, 20(4), 457-468.

***Monmouth University
Management: Healthcare***

Although consumers find it difficult to evaluate the quality of healthcare services in general and dental services in particular, they do make such evaluations. Previous research examined measurement of perceived service quality of general dentists, comparing the two predominant service quality measurement tools--SERVQUAL and SERVPERF. This research extends this line of research to a particular dental specialty--periodontists (dentists who limit their practices to “gum treatment”)--while modifying the survey approach to eliminate some previously noted methodological concerns. For periodontal specialists interested in learning more about how their practices are evaluated by patients, this research demonstrated that SERVPERF (the more parsimonious measurement scale) is the tool of choice.

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

Pekec, A., & Rothkopf, M.H. (2003). Combinatorial auction design. *Management Science*, 49(11), 1485-1503.

***Rutgers University - Newark and New Brunswick
Decision Sciences: Auctions***

Combinatorial auctions are auctions of multiple items in which bidders can offer bids on combinations of items, not just individual ones. They are an important possibility when bidders' values for the items being sold or purchased are interdependent. They are being used in industrial procurement, electricity procurement auctions, and other public sector transactions. Designing them, however, is complicated. Combinatorial auctions have two features that greatly affect their design: computational complexity of winner determination and opportunities for cooperation among competitors. Dealing with these features forces tradeoffs between desirable auction properties such as allocative efficiency, revenue maximization, low transaction costs, fairness, failure freeness, and scalability. Computational complexity can be dealt with algorithmically, by relegating the computational burden to bidders, by maintaining fairness in the face of computational limitations, by limiting biddable combinations, and by limiting the use of combinatorial bids. Combinatorial auction designs include single-round first-price sealed bidding, Vickrey-Clarke-Groves mechanisms, uniform and market-clearing-price auctions, and iterative combinatorial auctions. Combinatorial auction designs must deal with exposure problems, threshold problems, ways to keep the bidding moving at a reasonable pace, avoiding and resolving ties, and controlling complexity. This paper describes design alternatives and discusses design tradeoffs.

Michael H. Rothkopf is a member of the faculty at Rutgers University - Newark and New Brunswick.

Pereles, K.L., & Pereles, E.A. (2003). Arbitral finality: The current interpretation of the public policy exception. *Journal of Individual Employment Rights*, 10(1), 3-23.

Rowan University
Management: Arbitration

Since the decisions in the *Trilogy* cases were handed down by the Supreme Court on June 23, 1960, the dominant policy of the courts has been to defer to the decision of the arbitrator and uphold the arbitration award. However, there have always been reasons for judicial review of arbitration awards; and in some cases, reasons to vacate or overturn an award. This article focuses on the interpretation and status of a rationale often used by the courts when overturning or vacating an arbitration award: the public policy exception. We present the current interpretation of the public policy exception in the unionized segment of the private sector and the historical evolution of the exception, and we focus on strategies for both parties (employers and unions) to either use or defend against the public policy exception.

Kathleen L. Pereles is a member of the faculty at Rowan University.

Pereles, K.L. (2003). The union commitment of adjunct faculty. *Advances in Industrial and Labor Relations*, 12, 145-171.

***Rowan University
Management: Contingent Workers***

Although the organizational practice of using “contingent or non-traditional workers” has been escalating since the mid-1980’s, only recently has research begun to focus on the consequences of this practice. In unionized workplaces, labor leaders have begun to organize these workers. Although it is believed that contingent workers are responding positively to union organizing drives, little is known about the attitudes and behaviors of contingent workers as union members. Using the Union Commitment scale developed by Gordon, Philpot, Burt, Thompson and Spiller, the research project reported here compares the Union Commitment of traditional faculty and three categories of adjunct faculty. The results reveal that there are no significant differences across these employee groups for the factors of Union Loyalty, Responsibility to the Union, Willingness to Work for the Union, and Alienation from the Union. The implications of these findings for research and practice are discussed.

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Porter, G. (2003). Balancing skills for collaboration with individual development. In M.M. Beyerlein, C. McGee, G.D. Klein, J.E. Nemiro, & L. Broedling (Eds.), *The collaborative work systems fieldbook* (pp. 595-608). San Francisco: Jossey-Bass/Pfeiffer.

***Rutgers University - Camden
Management: Collaboration***

In their efforts to gain the advantages of collaboration, many organizations over the past 10-15 years have emphasized team-related training. This investment has not always brought success. This article presents the view that team-focused training may be ineffective when the members have not sufficiently developed as individuals. The tools of interdependence are ineffectual unless the individuals have the 'strength' to carry them. A number of psychologists have proposed personal development 'tasks' each individual must complete to achieve fully functioning adulthood. Here I compare the preliminary tasks related to sense of competence, identity/purpose, and autonomy/interdependence to roots of psychological ownership, which in turn enhance the potential for strong independent contributors in an organizational setting. The later tasks, pertaining to interpersonal relations and managing emotions, relate more to typical team building content like conflict resolution, communication and trust. Starting the development with collaboration skills is likely to send people looking for ways to fill in what they missed in earlier development, and this carries the potential for dysfunctional variations on ownership – identity only through the organization and controlling behavior that actually impedes teamwork and cooperation. Managers are advised to give fair attention to employee development at the individual level, as well as providing team-focused training, in order to optimize the performance potential of their workforce.

Gayle Porter is a member of the faculty at Rutgers University - Camden.

Rahimov, I., & Ahsanullah, M. (2003). Records related to sequence of branching stochastic process. *Pakistan Journal of Statistics*, 19(1), 73-97.

Rider University
Decision Sciences: Record Values

This paper considers a sequence of population processes evolving according to independent and identically distributed single-type branching processes. For any fixed time t , the authors introduce upper records generated by the population sizes at time t and by total progenies of the branching processes up to time t . This paper reviews the results obtained on asymptotic behaviors of first records and record values. New results related to local limit theorems for upper record values and extended integral limit theorems are presented. Unsolved problems are also discussed.

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Raqab, M.Z., & Ahsanullah, M. (2003). On moment generating function of records from extreme value distribution. *Pakistan Journal of Statistics*, 19(1), 1-13.

Rider University
Decision Sciences: Record Values

Record values appear in many statistical applications. Extreme value distributions have been used in the analysis of flood data, extreme sea levels and air pollution problems. In this paper some distributional properties involving general relations between moment generating functions of the variational series of records from the generalized extreme value distribution are investigated. These relations are used to obtain recurrence relations between the marginal and joint moment generating functions of records from the generalized extreme value distribution. It is shown that using these recurrence relations, all the marginal and joint moment functions and consequently the moments of all record values can be obtained in a simple recursive process.

Mohammad Ahsanullah is a member of the faculty at Rider University.

Reitman, F., & Schneer, J.A. (2003). The promised path: A longitudinal study of managerial careers. *Journal of Managerial Psychology*, 18(1), 60-75.

***Rider University
Management: Career Path***

The career path once promised to good managers was an uninterrupted, upward climb on a corporate ladder. When environmental forces caused organizations to downsize and restructure, the promise was broken. A protean path emerged, one that was self-directed rather than company-directed, and involved changes in employment. The study assesses whether managers have achieved the promised path and whether demographic and career factors differ for those on promised versus protean paths. Longitudinal data from MBAs surveyed three times over a 13-year period demonstrated that the promised career path still exists for one-third of the MBAs. Managers on promised paths were somewhat older and worked in larger companies. However, they did not have greater income, managerial level, career satisfaction, company loyalty, or job security than those on protean paths. Women followed both paths but career advancement was more accessible on protean paths. This study makes a unique contribution as the longitudinal data, controlled educational background, and controlled time period enhance understanding of managerial career paths.

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

Romano, N.C., Jr., & Fjermestad, J. (2003). Electronic commerce customer relationship management: A research agenda. *Information Technology and Management*, 4, 233–258 .

***New Jersey Institute of Technology
Management: Electronic Customer Relationship***

In this paper, we approach electronic commerce Customer Relationship Management (e-CRM) from the perspective of five research areas. Our purpose is to define a conceptual framework to examine the relationships among and between these five research areas within e-CRM and to propose how they might be integrated to further research this area. We begin with a discussion of each of the research areas through brief reviews of relevant literature for each and a discussion of the theoretical and strategic implications associated with some CRM technologies and research areas. Next we present our framework which focuses on e-CRM from the five research perspectives. We then present a theoretical framework for e-CRM in terms of the five research areas and how they affect one another, as well as e-CRM processes and both performance and non-performance outcomes.

Jerry Fjermestad is a member of the faculty at New Jersey Institute of Technology.

Rothkopf, M.H., Harstad, R.M., & Fu, Y. (2003). Is subsidizing inefficient bidders actually costly? *Management Science*, 49(1), 71-84.

***Rutgers University - Newark and New Brunswick
Decision Sciences: Auctions***

A widespread practice, particularly in public-sector procurement and dispersal, is to subsidize a class of competitors believed to be at an economic disadvantage. Arguments for such policies vary, but they typically assume that benefits of subsidization must be large enough to outweigh a presumed economic cost of the subsidy. We consider a model of procurement auctions and show that a policy of subsidizing inefficient competitors can lower expected project cost and also enhance economic efficiency. When disadvantaged competitors compete in auctions, the subsidy serves to make them more competitive rivals. Other bidders rationally respond by bidding more aggressively. In our model, some subsidy is generally better than no subsidy for a wide range of parameters.

Michael H. Rothkopf & Ronald M. Harstad are members of the faculty at Rutgers University - Newark and New Brunswick.

Rudin, J.P., Eastwood, K., & Lee, T. (2003). Budgetary allocations to organizational peripheries: Are they related to organizational effectiveness? *Journal of Management Research*, 4(Fall), 38-44.

Rowan University
Management: Budgeting

The public-sector budgeting and organizational ecology literature suggests that budgeting is probably unrelated to organizational effectiveness except in an organization's periphery. In contrast, the private-sector budgeting and management science literature suggest that budgeting is probably related to organizational effectiveness except in an organization's periphery. Our study takes a step towards resolving these contradictory expectations by examining the relationship between peripheral budget allocations and profitability in a private-sector population of large U.S. freight railroads. We find an insignificant impact on profitability of budgetary allocations to organizational peripheries, supporting the expectations of the private-sector budgeting and management science literature.

Joel Rudin is a member of the faculty at Rowan University.

Rudin, J.P. (2003). Constructing a winning “glass ceiling” case. *The Trial Lawyer from Aspen Law & Business*, December/January 2003, <http://www.loislaw.com>.

Rowan University
Legal Studies: Gender Discrimination

In this paper, I define a glass ceiling case as an allegation of discrimination in promotions, where internal job vacancies are filled secretly and informally. I find that allegations of disparate impact are much more likely to be fruitful for plaintiffs than allegations of disparate treatment. I outline the disparate impact and alternative employment practice arguments that plaintiffs can use. A positive aspect of this approach is that it relies on the text of the Civil Rights Act and is therefore open to little judicial flexibility in the interpretation of the law.

Joel Rudin is a member of the faculty at Rowan University.

Rudin, J.P. (2003). Continuous dependent variables and organizational ecology: Toward a more perfect union. *Quality & Quantity*, 37, 435-442.

Rowan University
Management: Organizational Ecology

In this paper, I review all previously published organizational ecology research which utilizes continuous dependent variables. I unearthed twenty-one such studies, half of which were published within the past four years. The broadening array of dependent variables in this field is a most welcome development. However, each of these papers has at least one methodological limitation in specification of cross-unit effects and/or controls for autocorrelation. Perhaps the most serious problem is the assertion that the fixed effects research design solves the problem of autocorrelation. I demonstrate that this assertion is untrue. I conclude with advice on the proper way to model continuous dependent variables in organizational ecology research.

Joel Rudin is a member of the faculty at Rowan University.

Rudin, J.P., & Byrd, K. (2003). U.S. pay equity legislation: Sheep in wolves' clothing? *Employee Responsibilities and Rights Journal*, 15(4), 183-190.

Rowan University
Legal Studies: Gender Discrimination

In the last century, women in the United States have made tremendous changes to their labor market behavior. What hasn't changed very much over this time period is the relative economic status of women compared to men. Another constant has been a high level of job segregation by gender, such that few organizations employ both men and women to do a particular job. These facts have led many scholars to conclude that employers systematically undervalue female-dominated jobs, and that legislative initiatives are needed to rectify this problem. This paper reviews four bills that have been introduced in the U.S. Congress. Each of these bills contains loopholes that would allow most employers to maintain their current pay rates. The Congressional initiatives are contrasted with a much more stringent bill that has been introduced in the New York state legislature.

Joel Rudin and Kimble Byrd are members of the faculty at Rowan University.

Ruth, J.A., & Simonin, B.L. (2003). "Brought to You by Brand A and Brand B": Investigating multiple sponsors' influence on consumers' attitudes toward sponsored events. *Journal of Advertising*, 32(3), 19-30.

***Rutgers University - Camden
Marketing: Multiple Sponsorship***

Events, arts programs, and civic activities are oftentimes sponsored by more than one company/brand. In contrast to the interest in multiple-brand marketing activities in other areas of research (e.g., bundling, brand alliances, cooperative advertising), multiple-brand effects in sponsorship have neither been the subject of theoretical attention nor empirical research. This paper seeks to address this gap by investigating the impact of multiple sponsors on consumer evaluations of the sponsored event. Prior attitudes toward the sponsors, the presence or absence of a controversial/stigmatized product, the sponsor's nationality (domestic vs. foreign), and product complementarity are explored in an experimental setting and demonstrate a two-fold effect of a controversial sponsor on attitudes toward the event. Sponsor brand nationality and complementarity of products also affect consumers' attitudes toward the event. Implications for future research on multiple-brand sponsorship and marketer intentions are discussed.

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

Ryan, L.V., & Schneider, M. (2003). Institutional investor power and heterogeneity: Implications for agency and stakeholder theories. *Business & Society*, 42(4), 398-429.

***New Jersey Institute of Technology
Management: Corporate Governance***

Views of corporate governance have largely been shaped by two theories. Agency theory proposes that managers' self-interests might wrongly tend to eclipse the pre-eminently important interests of shareholders, so that the interests of managers must be aligned with those of shareholders via controls and incentive systems. Stakeholder theory has ignored the critical role of shareholders, viewing them as diffused and unempowered relative to other stakeholder groups. Neither theory adequately reflects the shifts in power that have occurred with the emergence of large institutional investors. We propose how both theories can evolve to bring about better explanation and prediction regarding the investor/management relationship and thus gain more relevance for managers. Agency theory must recognize that institutional investors have complex roles as shareholders, as they are financial intermediaries who own on behalf of others, and that managers might have countervailing sources of power with their institutional investors. Stakeholder theory should come to reflect the moral and legal standing of shareholders relative to other stakeholders, and the diversity among shareholders that has emerged with institutional investment.

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

Saldarini, R.A., & DeRobertis, E.M. (2003). The impact of technology induced anonymity on communications and ethics: New challenges for IT pedagogy. *Journal of Information Technology Impact*, 3(1), 3-10.

***Bergen Community College & Brookdale Community College
Information Technology: Pedagogy***

This exploration was a phenomenologically inspired description and interpretation of the social impact of information technology. The authors argue that the perceived anonymity of the on-line interactions diminishes the sense of responsibility that is experienced when communication occurs in-person. When the face is inaccessible, potentials for unethical comportment are opened up due in no small measure to the burgeoning of perceived anonymity. Transgressions, facilitated by cybernetic distancing and the anonymity, is periodically characterized as the new E-ethics dimension. Though anonymity is periodically characterized as the essence of one's personal privacy, it is the authors' contention that privacy and anonymity can be viewed as relatively distinct dimensions of human existence. The perception of anonymity can provide the means for invasions of privacy. Privacy is understood as a guarantor of individuality while anonymity strives toward the absence of personal identity. To be sure, the impact of a technologically induced feeling of anonymity has generated a "new self," one that will continue to expand in the 21st century. In the past, societal issues were not content items in technology syllabi as most information and computer science courses focused solely on the transformation of data. However, technology curricula can no longer exclude the social dimension of information technology impact.

Robert A. Saldarini is a member of the faculty at Bergen Community College & Eugene M. DeRobertis is a member of the faculty at Brookdale Community College.

Santoro, M.A. (2003). Beyond codes of conduct and monitoring: An organizational integrity approach to global labor practices. *Human Rights Quarterly*, 25(2), 407-424.

***Rutgers University - Newark and New Brunswick
Management: Labor Rights***

This article analyzes the “best practices” of several companies at the leading edge of the global labor rights movement and offers guidance to companies seeking to enhance the effectiveness of their human rights programs. While leading companies still continue to devote significant resources to monitoring and compliance, the companies following the “organizational integrity” approach are exploring other initiatives designed to prevent rights violations from occurring in the first place and to enable remediation of problems which are uncovered. This article analyzes the three essential components of the organizational integrity approach: (1) Cooperation with Non-Governmental Organizations, (2) Training and remediation programs for problems uncovered through monitoring, and (3) Integration of proactive rights-sensitive sourcing policies with overall company strategy.

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

Schindler, R.M., & Holbrook, M.B. (2003). Nostalgia for early experience as a determinant of consumer preferences. *Psychology & Marketing*, 20(4): 275-302.

***Rutgers University - Camden
Marketing: Nostalgic Effects***

Studies of music, motion pictures, movie stars, and fashion products have shown that styles popular during a consumer's youth can influence the consumer's lifelong preferences. The authors present an integrative model of this phenomenon and propose that these nostalgic effects are not limited to products that relate to the arts and entertainment or are primarily aesthetic. As an illustrative example, the authors investigate the effects of early experience on consumer preferences for automobile styles. Consistent with expectations, they find that men do, but women do not, show evidence of nostalgic attachment to the styles experienced in their youth—that is, their preferences peaked for products that were popular when they were young. Also, as expected, individual differences in the psychographic variable of nostalgia proneness play a role in moderating these effects. These findings expand the understanding of the generality, the boundaries, and the managerial relevance of the age-related peak-preference phenomenon.

Robert M. Schindler is a member of the faculty at Rutgers University - Camden.

Schoen, E.J., Falchek, J.S., & Williams, B.H. (2003). What happens when “I will” becomes “I won’t”: An examination of the legal landscape of courtship gift disputes. *Journal of Legal, Ethical, and Regulatory Issues*, 6(1), 13-25.

Rowan University
Legal Studies: Pedagogy

Business law/legal environment professors frequently and successfully use engagement ring disputes in the classroom to illustrate several important legal concepts, including rights in personal property, conditional gifts and transfers, contracts involving a promise to marry, availability of various legal and equitable remedies, and federal tax implications of property transfers. Equally important, students relate well to the subject matter, perhaps because it is closer to their life experience, and appreciate being appraised of the new, no-fault developments in the field. Hence, the authors of this article re-examined the topic of engagement gifts, and discovered a marvelous niche of interwoven and evolving legal concepts that can successfully be used throughout a business law/legal environment course to provide students a rich learning experience.

The article begins with a hypothetical situation involving a controversy between a formerly engaged couple fighting over ownership of a valuable engagement ring, as well as other presents given during their courtship. The hypothetical is a composite of several leading cases resolving engagement gift disputes, and should generate lively student discussion. Thereafter, questions are posed that (1) explore the principal legal theories employed by courts in resolving engagement gift quarrels, (2) examine how the outcome may change as the circumstances of the parties vary (for example, if one of the engaged parties dies before the marriage can take place, is a minor, or is married to someone else at the time of their engagement), (3) assess the impact of so-called “Heartbalm Laws” on engagement gift lawsuits, (4) investigate the possibility of third-party rights to engagement gifts, (5) probe the impact of the parties’ marital status, capacity, and wrongful conduct in recovering courtship gifts, and (6) examine the federal tax consequences of engagement gifts.

Edward J. Schoen is Dean of the College of Business, Rowan University.

Segal, N., Wenger, J.B., & Pereles, K.L. (2003). Discussion of a contemporary issue: Full-time rights for part-time workers. *Journal of Individual Employment Rights*, 10(3), 245-270.

Rowan University
Management: Part-time Workers

This article explores the need for federal policy to eliminate the hidden penalties associated with part-time work. The first part provides demographic information on the part-time workforce, which includes substantial numbers of women, low-wage workers, recent immigrants, racial and ethnic minorities, seniors and individuals with disabilities. The second section focuses on the economic penalties associated with part-time work, including unfair wages, lack of employer-provided health, leave, and pension benefits, and limited opportunities for training and advancement. The next part proposes a framework for eliminating the penalties historically associated with part-time work: parity for part-time workers. The last section details how such parity would benefit the constituencies making up the part-time workforce, as well as help employers improve their bottom line.

Kathleen L. Pereles is a member of the faculty at Rowan University.

Shim, E.D., & Lee, J. (2003). A canonical correlation analysis of CEO compensation and corporate performance in the service industry. *Review of Accounting and Finance*, 2(3), 72-90.

Rowan University
Management: Executive Compensation

This paper attempts to examine a canonical (simultaneous) relationship between service industry CEOs' compensation and corporate performance with respect to accounting-based and market-based performance measures. In addition, this study examines the effect of firm size on compensation. The results of this study suggest that executive compensation depends simultaneously on both market-based and accounting-based performance measures. EPS, ROA, ROE and Market Rate of Return are positively associated with both cash compensation and long-term compensation. Firm size is also positively related to the long-term compensation. Overall, these results illustrate that the CEO compensation in the service industry is dependent not only on accounting-based performance (particularly with respect to ROE), but also upon market-based performance measures.

Joob Lee is a member of the faculty at Rowan University.

Simmons, L.C., & Schindler, R.M. (2003). Cultural superstitions and the price endings used in Chinese advertising. *Journal of International Marketing*, 11(2), 101-111.

Rutgers University - Camden
Marketing: China

In traditional Chinese superstition, the numerical digit 8 is associated with prosperity and good luck and the digit 4 is associated with death. An examination of the price endings used in a sample of Chinese price advertisements indicates a distinct tendency to favor the digit 8 and to avoid the digit 4. These results constitute evidence of the role of superstition in the Chinese marketplace and provide guidance for setting prices in this increasingly important market.

Robert M. Schindler is a member of the faculty at Rutgers University - Camden.

Vandegrift, D., & Brown, P. (2003). Task difficulty, incentive effects, and the selection of high-variance strategies: An experimental examination of tournament behavior. *Labour Economics*, 10(4), 481-497.

The College of New Jersey
Economics: Tournaments

Previous research on tournaments shows two important results. First, increasing the gap between the payoffs to winners and losers will increase effort and performance. Second, agents with lower capabilities will adopt strategies that increase the variance of their performance. This paper argues that these results are not independent but vary with the difficulty of the task. The results from a series of experiments using a multiple cue probability learning forecasting task confirm that wider payments do not lead to increased performance when the task is simple. In addition, agents in the simple task select high-variance strategies more frequently. The increased use of high-variance strategies in the simple task occurs because agents with low capabilities use the strategy more frequently. This implies that the difficulty of the task must be taken into consideration when designing tournaments.

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

Wallace, L.H., & Schneider, M. (2003). The OLI paradigm - an effective framework for assessing global strategic leadership. In H. P. Gray (Ed.), *Extending the eclectic paradigm in international business* (pp. 213-224). Cheltenham: Edward Elgar.

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

We utilize the classic “eclectic” paradigm of international business, developed by John Dunning, to explain how global strategic leaders might achieve effectiveness under the complex conditions associated with globalization. Dunning’s paradigm proposes that firms utilize three types of advantages to increase their wealth-creating capacity: ownership (O) advantages, the competitive-enhancing attributes of firms; location (L) advantages, gained from the geographic areas in which firms operate, and internalization (I) ones, derived from successful ‘make or buy’ decisions. Under globalization, critical O-advantages are associated with intangible assets such as knowledge. As global leaders must coordinate the development and use of intangible resources across countries, the degree of multinationality of management may itself be an O-advantage. L-advantages accrue from strategic leaders who understand their multiple environments and their inter-linkages. A radical shift has occurred with I-advantages. The leadership of cooperative alliances – a mix of ‘make or buy’ - is now critical to wealth creation. Given the environmental and organizational complexity faced, effective global strategic leaders will tend to be cognitively complex, thinking in a multi-dimensional manner; behaviorally complex, engaging in complementary behaviors in an integrated way; and socially complex, applying interpersonal skills in an appropriate manner.

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

Whitley, R., Morgan, G., Kelly, W., & Sharpe, D. (2003). The changing Japanese multinational: Application, adaptation and learning in car manufacturing and financial services. *Journal of Management Studies*, 40(3), 643-672.

Monmouth University
Management: International

The combination of increasingly international operations, the continuing domestic recession, and the gradual opening of the Japanese economy to foreign investment might be expected to change many features of Japanese multinational companies. In particular, the level and mode of central control of overseas units, especially their reliance on expatriate managers, could change as firms become more willing to use foreign subsidiaries as sources of innovation and learning rather than as delivery pipelines for domestically designed and developed products. These changes are more likely in sectors dominated by non-Japanese firms, such as international financial services. Interviews with managers of 14 Japanese manufacturing and financial service firms in the UK and Japan confirmed substantial differences in their internationalization patterns in the 1990s, both between and within sectors. Car manufacturers in particular invested major resources in transferring significant features of their domestic operations to UK units, usually with expatriate managers, and one manufacturer was investing in developing an international cadre of managers.

In the case of banks and other financial service companies, the continuing banking crisis in Japan and limited profitability of their European operations had stimulated a variety of responses. While some had simply withdrawn from serving non-Japanese clients, or withdrawn altogether from Europe, others were trying to develop new skills and approaches to compete effectively with established Anglo-Saxon firms at the same time as refocusing on Japanese customers to improve profitability. However, the sharply contrasting labour market practices in London and Japan made it difficult for many banks to develop firm-specific skills that would enable them to become competitive in markets currently dominated by western banks. This raises general questions about how multinational companies coordinate skills and careers across differently organized skill formation and control systems.

Diana Sharpe is a member of the faculty at Monmouth University.

Xu, X.E., & Liu, J. (2003). ETF premium/discount ratio and index futures basis. *Corporate Finance Review*, 8(1), 21-27.

Seton Hall University
Finance: Informationally-Linked Markets

In this paper, we investigate the relationship among three informationally-linked markets (the exchange-traded fund, index futures and underlying cash index) for the S&P 500, S&P Midcap 400 and Dow Jones Industrial Average stock indexes. In particular, we examine the premium/discount ratio of the index ETF relative to its net asset value, and find that (i) the ETF premium/discount ratio is positively related to the return on the underlying cash index; (ii) similar to the index futures basis, the ETF premium/discount ratio has mean reversion property; (iii) the level of ETF premium/discount ratio is positively related to the level of index futures basis; and (iv) the daily change in ETF premium/discount ratio is positively related to the daily change in index futures basis. These cross-market linkages are likely due to investor sentiment, ETF creation/redemption activities and index futures arbitrage trades.

Xiaoqing Eleanor Xu is a member of the faculty at Seton Hall University.

Yin, J.Z. (2003). China: How to fight the antidumping war? *China & Global Economy*, 11(5), 51-59.

Seton Hall University
Management: International Trade

“Dumping” has become a major source of trade disputes among its member countries since the erection of WTO in 1995. China, with 255 investigation cases on its exports, has been the number-one target of antidumping litigation. With its enterprises to be better prepared for the discriminatory provisions in China’s defensive position in the antidumping war, it seems that China and its enterprises have not yet formulated clearly defined strategies in coping with the trade nightmares. This paper analyzes the structure and characteristics of all antidumping cases against Chinese enterprises. Based on the analysis, the paper offers strategic and policy recommendations for the Chinese government and WTO accession protocol and also for the escalating antidumping trade disputes in order to protect the economic and trade interests of Chinese enterprises.

Jason Z. Yin is a member of the faculty at Seton Hall University.

Yin, J.Z. (2003). Strategic response of antidumping: Case of China. *Social Science Research*, 147(4), 45-50.

Seton Hall University
Management: International Trade

China has become the primary target for antidumping litigation and retaliation. After analyzing all the antidumping cases against China, one would find that the WTO antidumping provisions have been abusively used as a market protection measure. China needs to formulate its own strategy in this unfolding antidumping war. It needs to comply with the WTO antidumping provision more closely. On the other hand, it needs to react aggressively in defending its interests and promote the reform of WTO antidumping agreements.

Jason Z. Yin is a member of the faculty at Seton Hall University.

SECTION 3: TEACHING NOTES

This section contains one-page summaries of examples of excellence in the classroom. Only the one best example chosen by the individual school was submitted. The submissions are published alphabetically in order of the last name of the first author. In addition, the names of each author and the school represented are identified.

A Peachy Case Problem

Maria Zak Aria

Camden County College

Case problems are an excellent way for students to incorporate and apply the knowledge they learn in a course. However, the instructor analyzes the students' answers but feedback is not received from the company in question. It is a more viable option to have the class linked to a business organization that can benefit from the students' ideas and provide feedback to them. The actualization of this project took place under the guidance and direction of Professor Maria Aria's Principles of Marketing class at Camden County College's Camden campus. The class acted as consultants to the New Jersey Peach Promotional Council and applied the strategies of marketing learned in the course.

The students were divided into groups with specific learning goals utilizing the key concepts of marketing. One group identified the target market for peaches, another group examined the product, a third group analyzed the distribution channels and the last group explored promotion. The only aspect of marketing the students did not address was pricing. It was determined by the class as a whole that not enough information was given to them to give educated advice about the pricing of the product. The students did secondary research to determine what is published about the selling of peaches and also looked at comparable perishable products. They also conducted informal primary research to help them make recommendations to the New Jersey Peach Promotion Council.

The result of the students' work was submitted to the New Jersey Peach Promotional Council who complimented them on their "creativity, imagination and brainstorming that resulted in a quality analysis for the marketing of their product." In their report to the class, the Council stated that many of the suggestions made by the class were feasible and worth pursuing.

There were many benefits of the project to the pupils thus expanding their repertoire of knowledge as they role-played the job of a consultant. While utilizing the principles and best practices of marketing, the group worked in teams and collaborated on their particular phase of the project. Presentation skills were also developed in this project as members of the team shared their findings in an illustrated PowerPoint presentation. Research skills and informal survey skills rounded out this authentic case problem experience. What was remarkable about this project was that the students were from an urban environment and they analyzed the concerns of a product grown in a rural area.

Company ‘X’ Wants You

Brenda Koechling

Seton Hall University

Many of the undergraduate management students at Seton Hall University experience a challenging multi-media team presentation in *Principles of Management*, a core course at Stillman School of Business. At the beginning of the semester, the professor assigns students to teams of approximately five members. Each team selects a firm of choice to independently research in an array of areas. One twenty-minute time slot per team is assigned throughout the semester.

Next, the team must assume the role of representing the selected firm with the goal to “recruit” the remainder of the class for entry-level employment. The audience, all potential recruits for this organization, evaluates reasons to apply to the firm based on both information and its delivery by the pseudo-corporate recruiting team. Students typically learn about the history, organizational culture, employee benefits, financial highlights, quality of work-life, and diversity efforts of each firm.

Imagine students, for example, arriving for class and being handed boarding passes to a flight. The *Continental Airlines* team transformed the classroom to an airplane, complete with crew, refreshments, and an in-flight movie on the history of the company.

Imagine a team of student recruiters informing peers that *Philip Morris USA* is renowned for its corporate social responsibility and diversity efforts. The anti-smoking campaign was then debated at length by the entire class.

Imagine a *General Motors* team traveling to corporate headquarters in New York City to create a film of a simulated Board of Directors meeting. Team members created an agenda, roles, and an abbreviated annual report to share with classmates, in addition to the film from the team’s field trip.

Finally, imagine a student sharing the research and overall experience during an *actual* job interview at one of the firms represented during the course. The peer interaction, videos, creativity, PowerPoint, handouts, and teamwork support the long-term retention of information.

Contemporary students thrive in engaged learning and multi-tasking. They eagerly embrace connecting traditional research with current business practices and organizations. Business students, in particular, take tremendous pride in developing professional skills for the workplace.

Teaching Innovation Process Management

Gary S. Lynn

Stevens Institute of Technology

The goal of one course that I teach, entitled Innovation Process Management, is to help Masters students, who are working full-time to better understand the innovation process used in their company, to critically analyze their process and to identify areas in which their company can improve that process so their firm can develop their new products and services more effectively.

To help students with their analysis, I have created an innovation audit for them to use - a tool that has taken me ten years to develop. The audit is a six-page survey (240 questions) that allows students to diagnose and benchmark various aspects of their company's new product or service development process. I created two audits: one for commercial enterprises and one for government institutions (typically DoD). Students ask a project manager or an executive in their company to complete the audit. I teach students how to read and interpret the completed results. The students then conduct interviews with company personnel around issues that have surfaced in the audit. After the student conducts the interviews and completes an analysis of the audit results, he/she prepares a two-minute presentation that is timed. Students are held to two minutes. They receive a warning at 1:30 and are stopped at 2:30. This exercise is co-directed by Nancy Lynn, an expert on public-speaking and President of Image 2 Communications, who attends class and critiques the presentations. Furthermore, the student presentations are videotaped and each student receives a CD with his/her presentation on it. This enables students to view their presentation and improve their speaking skills.

After students receive feedback from both instructors, they prepare a two-page memo that is sent to the Vice President or Director of R&D in their company on how their innovation process can be improved.

The exercise serves several purposes. First, it allows students to understand and critically evaluate the innovation process used in their company. Second, it enables students to make a recommendation to their company. Third, it helps students improve their public speaking ability. And, fourth, it forces students to condense a mountain of information (audit and interviews) into a brief presentation and report. One important aspect of management is to know what is critically important. Having to distill this information into a brief synopsis forces them to cut right to the core of what is important.

The net result of this exercise combined with the presentation critique, has resulted in approximately 20 percent of the students having their recommendations accepted by their company.

The True Measure of a Business Program's Success

Cheryl Veronda and Steven E. McHugh, Sr.

Centenary College

Centenary College's business programs operate under a strategic mission designed to instill indispensable business skills in its students using our scholar/practitioner focus. This value-added ambition is in place at scores of educational institutions throughout the world, so what makes Centenary College's business program different? As part of our program, students develop valuable business skills while they participate in the free enterprise system. These skills include leadership, written and oral communication, project development and management, resource management, qualitative and quantitative assessment, networking, time management, and effective use of technology. This program is called Centenary College Students In Free Enterprise (Centenary-SIFE) and is associated with the global not-for-profit SIFE organization found in forty countries and on the campuses of 1,600 educational institutions. Centenary-SIFE students develop and exercise their abilities while engaged in numerous real-world projects annually, which are supervised by two faculty advisors.

The SIFE organization holds multiple regional competitions globally each spring. Regional winners advance to National Competitions and national winners advance to an International Competition. Centenary-SIFE prepares for this competition by completing a calendar year filled with project work. Each project is evaluated using specific judging criteria that focus on the teaching and understanding of how free markets operate in the global economy, entrepreneurial innovation, personal communications, technology and financial management skills, ethics, and social responsibility. The judges are executives from the corporate world. Our students' activities are directed towards private and public sector institutions, not-for-profit organizations, public schools, and demographic groups in need of Centenary-SIFE involvement.

The success of this blended classroom and business environment program can be measured by Centenary-SIFE's multiple Regional Championships, National, and World rankings. However this success understates the accomplishments of the program. Centenary-SIFE students are highly sought after in the job market. Numerous Centenary-SIFE alumni have been hired by major organizations based on the skills they developed through SIFE participation. Therefore, if the true measure of a business program's success is the ability to properly prepare graduates to obtain and advance in successful and fulfilling careers, the Centenary-SIFE program facilitates success.

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, Legal Studies, Management, Marketing, 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

Bergen Community College:

Saldarini, R.A., & DeRobertis, E.M. (2003). The impact of technology induced anonymity on communications and ethics: New challenges for IT pedagogy. *Journal of Information Technology Impact*, 3(1), 3-10.

Information Technology: Pedagogy

Brookdale Community College:

Saldarini, R.A., & DeRobertis, E.M. (2003). The impact of technology induced anonymity on communications and ethics: New challenges for IT pedagogy. *Journal of Information Technology Impact*, 3(1), 3-10.

Information Technology: Pedagogy

Bloomfield College:

Bynoe, A.J., & Di Liberto, M.J.F. (2003). Modeling the demand for money in Barbados and Guyana. *International Advances in Economic Research*, 9(3), 248-249.

Economics: Money Demand

Fairleigh Dickinson University:

Gaughan, P.A. (2003). *Measuring business interruption losses and other commercial damages*. Hoboken, NJ: John Wiley & Sons.

Finance: Measuring Losses

Gaughan, P.A. (2003). M&A lesson: Beware of the empire builders. *The Journal of Corporate Accounting & Finance*, 15(2), 21-23.

Finance: Mergers & Acquisitions

Gopalakrishnan, S., Wischenevshy, J.D., & Damanpour, F. (2003). A multilevel analysis of factors influencing the adoption of internet banking. *IEEE Transactions on Engineering Management*, 50(4), 413-426.

Management: Internet Adoption

Monmouth University:

Chandra, A., & Paul, D.P., III (2003). African-American participation in clinical trials: Recruitment difficulties and potential remedies. *Hospital Topics*, 81(2), 33-38.

Management: Healthcare

Paul, D.P., III (2003). What is the “best” approach for measuring service quality of periodontists? *Clinical Research and Regulatory Affairs*, 20(4), 457-468.

Management: Healthcare

Paul, D.P., III (2003). An exploratory examination of “SERVQUAL” versus “SERVPERF” for prosthetic dental specialists. *Clinical Research and Regulatory Affairs*, 20(1), 89-100.

Management: Healthcare

Morgan, G., Kelly, B., Sharpe, D., & Whitley, R. (2003). Global managers and Japanese multinationals: Internationalization and management in Japanese financial institutions. *International Journal of Human Resource Management*, 14(3), 389-407.

Management: International

Whitley, R., Morgan, G., Kelly, W., & Sharpe, D. (2003). The changing Japanese multinational: Application, adaptation and learning in car manufacturing and financial services. *Journal of Management Studies*, 40(3), 643-672.

Management: International

Monmouth University (continued):

Mosca, J.B., Paul, D.P., III, & Handlin, A. (2003). Self-perceptions of the portrayal of mature consumers in advertising. *The Marketing Management Journal*, 13(1), 100-107.

Marketing: Baby Boomers

Montclair State University:

Firoz, N.M., Rezvani, F., Ramin, T., & Abdallah, W. (2003). Investing in China's economic development zones: A managerial guide. *International Journal of Management*, 20(2), 223-232.

Management: International

New Jersey City University:

El-Gazzar, S.M., Sannella, A.J., & Shalaby, A.A. (2003). The information content of earnings announcements in regulated and deregulated markets: The case of the airline industry. *Journal of Accounting and Finance Research*, 11(1), 55-65.

Accounting: Earnings Announcements

New Jersey Institute of Technology:

Passerini, K., Granger, M.J., & Cakici, K. (2003). The implementation of an executive reporting system using top-down performance systems development: A case study. In M.G. Hunter, & K.K. Dhanda (Eds.), *Information systems: The challenge of theory and practice* (pp. 103-119). Las Vegas: The Information Institute.

Information Technology: Executive Reporting

Anderson, R.E., Mehta, R., & Dubinsky, A.J. (2003). Will the real channel manager please stand up? *Business Horizons*, 46(1), 61-68.

Management: Channels

Mehta, R., Dubinsky, A.J., & Anderson, R.E. (2003). Leadership style, motivation, and performance in international marketing channels: An empirical investigation of the USA, Finland, and Poland. *European Journal of Marketing*, 37(1/2), 50-85.

Management: Channels

Ryan, L.V., & Schneider, M. (2003). Institutional investor power and heterogeneity: Implications for agency and stakeholder theories. *Business & Society*, 42(4), 398-429.

Management: Corporate Governance

Cho, Y., Im, I., Fjermestad, J., & Hiltz, S.R. (2003). The impact of product category on customer dissatisfaction in cyberspace. *Business Process Management Journal*, 9(5), 635-651.

Management: Electronic Customer Satisfaction

New Jersey Institute of Technology (continued):

Fjermestad, J., & Romano, N.C., Jr. (2003). Electronic customer relationship management: Revisiting the general principles of usability and resistance - an integrative implementation framework. *Business Process Management Journal*, 9(5), 572-591.

Management: Electronic Customer Relationship

Romano, N.C., Jr., & Fjermestad, J. (2003). Electronic commerce customer relationship management: A research agenda. *Information Technology and Management*, 4, 233–258 .

Management: Electronic Customer Relationship

Wallace, L.H., & Schneider, M. (2003). The OLI paradigm – an effective framework for assessing global strategic leadership. In H. P. Gray (Ed.), *Extending the eclectic paradigm in international business* (pp. 213-224). Cheltenham: Edward Elgar.

Management: International

Gopalakrishnan, S., Wischenevshy, J.D., & Damanpour, F. (2003). A multilevel analysis of factors influencing the adoption of internet banking. *IEEE Transactions on Engineering Management*, 50(4), 413-426.

Management: Internet Adoption

Rider University:

Ahsanullah, M. (Ed.). (2003). *Focus on applied statistics*. New York: Nova Science.

Decision Sciences: Applied Statistics

Ahsanullah, M. (Ed.). (2003). *Applied statistics at the leading edge*. New York: Nova Science.

Decision Sciences: Applied Statistics

Ahsanullah, M., & Bhatti, M.I. (2003). On prediction of Olympic records using extreme value distribution. *Journal of Statistical Theory and Applications*, 2(2), 85-95.

Decision Sciences: Extreme Values

Ahsanullah, M., & Malov, S. (2003). On characterizations via linear regression properties of generalized order statistics. *Journal of Statistical Theory and Applications*, 2(1), 33-38.

Decision Sciences: Order Statistics

AlZaid, A.A., & Ahsanullah, M. (2003). A characterization of the Gumbel distribution based on record values. *Communications in Statistics Theory and Methods*, 32(11), 2101-2108.

Decision Sciences: Record Values

Rider University (continued):

Rahimov, I., & Ahsanullah, M. (2003). Records related to sequence of branching stochastic process. *Pakistan Journal of Statistics*, 19(1), 73-97.

Decision Sciences: Record Values

Raqab, M.Z., & Ahsanullah, M. (2003). On moment generating function of records from extreme value distribution. *Pakistan Journal of Statistics*, 19(1), 1-13.

Decision Sciences: Record Values

Meric, I., Ratner, M., & Meric, G. (2003). Co-movements of U.S. and Latin American equity markets in bull and bear markets. *Latin American Business Review*, 4(2), 99-114.

Finance: International

Meric, G., Kyj, L., Meric, I., & Lacke, C. (2003). Determinants of capital structure, dividend policy, and insider ownership in Japanese corporations. *Global Business and Finance Review*, 8(1), 19-25.

Finance: Japan

Rider University (continued):

Meric, I., Gishlick, H.E., McCall, C.W., & Meric, G. (2003). A comparison of the financial characteristics of U.S. and Canadian manufacturing firms. *Midwestern Business and Economic Review*, Number 31 (Spring), 25-33.

Finance: North America

Meric, I., Randall, M.R., & Meric, G. (2003). Linkages between money supply, interest rates, unemployment rates, stock mutual fund investments, and stock market returns. *The Journal of the Academy of Business Administration*, Fall (delayed issue).

Finance: Variable Inter-relationships

Reitman, F., & Schneer, J.A. (2003). The promised path: A longitudinal study of managerial careers. *Journal of Managerial Psychology*, 18(1), 60-75.

Management: Career Path

Rowan University:

Isik, I., & Hassan, M.K. (2003). Efficiency, ownership and market structure, corporate control and governance in the Turkish banking industry. *Journal of Business Finance & Accounting*, 30(9&10), 1363-1421.

Finance: Banking

Isik, I., & Hassan, M.K. (2003). Financial deregulation and total factor productivity change: An empirical study of Turkish commercial banks. *Journal of Banking and Finance*, 27, 1455-1485.

Finance: Banking

Isik, I., & Hassan, M.K. (2003). Financial disruption and bank productivity: The 1994 experience of Turkish banks. *The Quarterly Review of Economics and Finance*, 43, 291-320.

Finance: Banking

Meric, I., Ratner, M., & Meric, G. (2003). Co-movements of U.S. and Latin American equity markets in bull and bear markets. *Latin American Business Review*, 4(2), 99-114.

Finance: International

Meric, G., Kyj, L., Meric, I., & Lacke, C. (2003). Determinants of capital structure, dividend policy, and insider ownership in Japanese corporations. *Global Business and Finance Review*, 8(1), 19-25 .

Finance: Japan

Rowan University (continued):

Meric, I., Gishlick, H.E., McCall, C.W., & Meric, G. (2003). A comparison of the financial characteristics of U.S. and Canadian manufacturing firms. *Midwestern Business and Economic Review, Number 31* (Spring), 25-33.

Finance: North America

Meric, I., Randall, M.R., & Meric, G. (2003). Linkages between money supply, interest rates, unemployment rates, stock mutual fund investments, and stock market returns. *The Journal of the Academy of Business Administration, Fall* (delayed issue).

Finance: Variable Inter-relationships

Rudin, J.P. (2003). Constructing a winning “glass ceiling” case. *The Trial Lawyer from Aspen Law & Business, December/January 2003*, <http://www.loislaw.com>.

Legal Studies: Gender Discrimination

Rudin, J.P., & Byrd, K. (2003). U.S. pay equity legislation: Sheep in wolves’ clothing? *Employee Responsibilities and Rights Journal, 15*(4), 183-190.

Legal Studies: Gender Discrimination

Schoen, E.J., Falchek, J.S., & Williams, B.H. (2003). What happens when “I will” becomes “I won’t”: An examination of the legal landscape of courtship gift disputes. *Journal of Legal, Ethical, and Regulatory Issues, 6*(1), 13-25.

Legal Studies: Pedagogy

Rowan University (continued):

Pereles, K.L., & Pereles, E.A. (2003). Arbitral finality: The current interpretation of the public policy exception. *Journal of Individual Employment Rights*, 10(1), 3-23.

Management: Arbitration

Rudin, J.P., Eastwood, K., & Lee, T. (2003). Budgetary allocations to organizational peripheries: Are they related to organizational effectiveness? *Journal of Management Research*, 4(Fall), 38-44.

Management: Budgeting

Pereles, K.L. (2003). The union commitment of adjunct faculty. *Advances in Industrial and Labor Relations*, 12, 145-171.

Management: Contingent Workers

Shim, E.D., & Lee, J. (2003). A canonical correlation analysis of CEO compensation and corporate performance in the service industry. *Review of Accounting and Finance*, 2(3), 72-90.

Management: Executive Compensation

Mirchandani, D., & Condo, A. (2003). Interview: Globalization, human progress, and peace: A conversation with Oscar Arias Sanchez. *Thunderbird International Business Review*, 45(2), 117-131.

Management: Globalization

Rowan University (continued):

Rudin, J.P. (2003). Continuous dependent variables and organizational ecology: Toward a more perfect union. *Quality & Quantity*, 37, 435-442.

Management: Organizational Ecology

Segal, N., Wenger, J.B., & Pereles, K.L. (2003). Discussion of a contemporary issue: Full-time rights for part-time workers. *Journal of Individual Employment Rights*, 10(3), 245-270.

Management: Part-time Workers

Lee, J., Hall, E.H. Jr., & Rutherford, M.W. (2003). A comparative study of U.S. and Korean firms: Changes in diversification and performance. *International Journal of Commerce and Management*, 13(1), 11-41.

Management: Performance Measures

Lee, J., & Habte-Giorgis, B. (2003). Empirical approach to the sequential relationships between firm strategy, export activity, and performance in U.S. manufacturing firms. *International Business Review*, 13(1), 101-129.

Management: Performance Measures

Rutgers University - Camden:

O'Donnell, D., Porter, G., McGuire, D., Garavan, T.N., Heffernan, M., & Cleary, P. (2003). Creating intellectual capital: A Habermasian Community of Practice (CoP) introduction. *Journal of European Industrial Training*, 27(2/3/4), 80-87.

Management: Collaboration

O'Donnell, D., & Porter, G. (2003). Making space for communities of practice: Creating intellectual capital through communicative action. In M. M. Beyerlein, C. McGee, G. D. Klein, J. E. Nemiro, & L. Broedling (Eds.), *The collaborative work systems fieldbook* (pp. 375-387). San Francisco: Jossey-Bass/Pfeiffer.

Management: Collaboration

Porter, G. (2003). Balancing skills for collaboration with individual development. In M.M. Beyerlein, C. McGee, G.D. Klein, J.E. Nemiro, & L. Broedling (Eds.), *The collaborative work systems fieldbook* (pp. 595-608). San Francisco: Jossey-Bass/Pfeiffer.

Management: Collaboration

Haar, J.M., Spell, C.S., O'Driscoll, M.P., & Dyer, S.L. (2003). Examining the relationship between work-related factors and work-family-related factors on work-family conflict. *The Journal of Applied Management and Entrepreneurship*, 8(3), 98-113.

Management: Work-Family

Rutgers University - Camden (continued):

Harr, J., & Spell, C.S. (2003). Where is the justice? Examining work-family backlash in New Zealand: The potential for employee resentment. *New Zealand Journal of Industrial Relations*, 28(1), 59-74.

Management: Work-Family

Simmons, L.C., & Schindler, R.M. (2003). Cultural superstitions and the price endings used in Chinese advertising. *Journal of International Marketing*, 11(2), 101-111.

Marketing: China

Bechwati, N.N., & Morrin, M. (2003). Outraged consumers: Getting even at the expense of getting a good deal. *Journal of Consumer Psychology*, 13(4), 440-453.

Marketing: Consumer Vengeance

Ruth, J.A., & Simonin, B.L. (2003). "Brought to You by Brand A and Brand B": Investigating multiple sponsors' influence on consumers' attitudes toward sponsored events. *Journal of Advertising*, 32(3), 19-30.

Marketing: Multiple Sponsorship

Schindler, R.M., & Holbrook, M.B. (2003). Nostalgia for early experience as a determinant of consumer preferences. *Psychology & Marketing*, 20(4): 275-302.

Marketing: Nostalgic Effects

Rutgers University - Camden (continued):

Holbrook, M.B., & Schindler, R.M. (2003). Nostalgic bonding: Exploring the role of nostalgia in the consumption experience. *Journal of Consumer Behaviour*, 3(2), 107-127.

Marketing: Nostalgic Experience

Morrin, M. & Ratneshwar, S. (2003). Does it make sense to use scents to enhance brand memory? *Journal of Marketing Research*, XL(February), 10-25.

Marketing: Scent Effects

Kaufman-Scarborough, C. (2003). Two perspectives on the tyranny of time: Polychronicity and monochronicity as depicted in *Cast Away*. *The Journal of American Culture*, 26(1), 87-95.

Marketing: Time Efficiency

Kaufman-Scarborough, C., & Lindquist, J.D. (2003). Understanding the experience of time scarcity: Linking consumer time-personality and marketplace behavior. *Time & Society*, 12(2/3), 349-370.

Marketing: Time Efficiency

Rutgers University - Newark and New Brunswick:

El-Gazzar, S.M., Sannella, A.J., & Shalaby, A.A. (2003). The information content of earnings announcements in regulated and deregulated markets: The case of the airline industry. *Journal of Accounting and Finance Research*, 11(1), 55-65.

Accounting: Earnings Announcements

O'Neill, R.P., Helman, U., Baldick, R., Stewart, W.R., Jr., & Rothkopf, M.H. (2003). Contingent transmission rights in the standard market design. *IEEE Transactions on Power Systems*, 18(4), 1331-1337.

Decision Sciences: Auctions

Pekec, A., & Rothkopf, M.H. (2003). Combinatorial auction design. *Management Science*, 49(11), 1485-1503.

Decision Sciences: Auctions

Rothkopf, M.H., Harstad, R.M., & Fu, Y. (2003). Is subsidizing inefficient bidders actually costly? *Management Science*, 49(1), 71-84.

Decision Sciences: Auctions

Cantwell, J.A. (2003). The changing institutional form of innovation: From exploiting market power to developing corporate technological capability. In R. Mudambi, P. Navarra, & G. Sobbrío, (Eds.), *Economic Welfare, International Business and Global Institutional Change* (pp. 167-191). Cheltenham: Edward Elgar.

Management: Innovation

Rutgers University - Newark and New Brunswick (continued):

Cantwell, J.A., & Santangelo, G.D. (2003). The new geography of corporate research in information and communications technology (ICT). In J.S. Metcalfe, & U. Cantner (Eds.), *Change, transformation and development* (pp. 343-377). Berlin: Springer.

Management: Innovation & Information Technology

Cantwell, J.A., & Narula, R. (Eds.). (2003). *International business and the eclectic paradigm: Developing the OLI framework*. London: Routledge.

Management: International

Cantwell, J.A., & Narula, R. (2003). Revisiting the eclectic paradigm: New developments and current issues. In J.A. Cantwell, & R. Narula, (Eds.), *International business and the eclectic paradigm: Developing the OLI framework* (pp. 1-24). London: Routledge.

Management: International

Cantwell, J.A., & Iammarino, S. (2003). *Multinational corporations and European regional systems of innovation*. London: Routledge.

Management: International Innovation

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Management: International Innovation

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Management: Labor Rights

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Lowther, K.R., Strawser, J.A., McGowan, A.S., & Holmes, S.A. (2003). Measuring cost differences associated with AIDS patient heterogeneity: An examination of inequity in funding. *Research in Healthcare Financial Management*, 8(1), 77-93.

Accounting: AIDS Cost Allocation

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Accounting: Critical Accounting Policies

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Accounting: Non-GAAP Financial Measures

Seton Hall University (continued):

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Finance: Consumer Credit Risk

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Finance: Foreign Direct Investment

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Finance: Informationally-Linked Markets

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Finance: Pedagogy

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Seton Hall University (continued):

Becker, P.A., O'Sullivan, S.A., & Passaro, K.A.P. (2003). Recent Supreme Court decisions affecting the employer-employee relationship: Arbitration of employment disputes, the scope and remedies of the Americans with Disabilities Act and Affirmative Action. *Hofstra Labor & Employment Law Journal*, 21(1), 209-231.

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Management: International

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Management: International Trade

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Stevens Institute of Technology:

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Management: Information Technology

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Management: Information Technology

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Management: Information Technology

Byrne, J.C. (2003). The role of emotional intelligence in predicting leadership and related work behavior. *Doctoral dissertation, Stevens Institute of Technology*.

Management: Leadership Measures

Lynn, G.S., & Akgun, A.E. (2003). Launch your new products/services better, faster. *Research Technology Management*, 46(3), 21-26.

Management: New Products

Stevens Institute of Technology (continued):

Maltz, A.C., Shenhar, A.J., & Reilly, R.R. (2003). Beyond the balanced scorecard: Refining the search for organizational success measures. *Long Range Planning*, 36(2), 187–204.

Management: Organizational Success Measures

The College of New Jersey:

Vandegrift, D., & Brown, P. (2003). Task difficulty, incentive effects, and the selection of high-variance strategies: An experimental examination of tournament behavior. *Labour Economics*, 10(4), 481-497.

Economics: Tournaments

William Paterson University:

Holtzman, M.P., Fonfeder, R., & Yun, J.K. (2003). Goodbye "pro forma" earnings. *Strategic Finance*, 85(5), 33-35.

Accounting: Non-GAAP Financial Measures

Betts, S.C., & Santoro, M.D. (2003). Industry and academe working together: Factors that give life to initial and continuing success. In D.F. Kocaoglu, & T.R. Anderson (Eds.), *Technology Management for Reshaping the World* (pp. 165-171). Piscataway, NJ: IEEE Publications.

Management: Industry Academe Collaboration

Firoz, N.M., Rezvani, F., Ramin, T., & Abdallah, W. (2003). Investing in China's economic development zones: A managerial guide. *International Journal of Management*, 20(2), 223-232.

Management: International

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Management: Organization Theory

Carter, T. (2003). *Sales force management: A contemporary approach*. Delhi, India: JAICO Publishing House.

Management: Sales Force

William Paterson University (continued):

Betts, S.C., & Taran, Z. (2003). Leveraging brand equity: A life cycle approach to sharing economic rents. *International Business & Economics Research Journal*, 2(7), 67-75.

Marketing: Brand Equity

Banerjee, S.B., Iyer, E.S., & Kashyap, R.K. (2003). Corporate Environmentalism: Antecedents and Influence of Industry Type. *Journal of Marketing*, 67(2), 106–122.

Marketing: Corporate Environmentalism

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Li, F., & Betts, S.C. (2003). Trust: What it is and what it is not. *International Business & Economics Research Journal*, 2(7), 103-108.

Marketing: Defining Trust

Carter, T. (2003). Hospital marketing. *Journal of Hospital Marketing & Public Relations*, 14(2), 77-83.

Marketing: Hospitals

William Paterson University (continued):

Carter, T. (2003). Pfizer and its competitive marketing challenges. *Journal of Hospital Marketing & Public Relations*, 14(2), 85-97.

Marketing: Pharmaceutical

Betts, S.C., & Taran, Z. (2003). Prospect theory and perceptions of quality: Non-linear effects of quality comparisons on price in the used car market. *Academy of Marketing Studies Journal*, 7(1), 1-10.

Marketing: Quality versus Price

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, Legal Studies, Management, Marketing, 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 with the same discipline and specific application are placed under a single heading.

Discipline: Specific Application

Citation of the Publication

Accounting: AIDS Cost Allocation

Lowther, K.R., Strawser, J.A., McGowan, A.S., & Holmes, S.A. (2003). Measuring cost differences associated with AIDS patient heterogeneity: An examination of inequity in funding. *Research in Healthcare Financial Management*, 8(1), 77-93.

Accounting: Critical Accounting Policies

Holtzman, M.P., & Venuti, E.K. (2003). MD&A: Revealing the soft numbers. *Financial Executive*, 19(4), 52-54.

Accounting: Disclosures

Holtzman, M.P. (2003). *A review of 2002 MD&A disclosures: Critical accounting policies*. Florham Park, N.J.: Financial Executives Research Foundation.

Accounting: Earnings Announcements

El-Gazzar, S.M., Sannella, A.J., & Shalaby, A.A. (2003). The information content of earnings announcements in regulated and deregulated markets: The case of the airline industry. *Journal of Accounting and Finance Research*, 11(1), 55-65.

Accounting: Internal Controls

Fonfeder, R., Holtzman, M.P., & Maccarrone, E. (2003). Internal controls in the Talmud: The Jerusalem temple. *Accounting Historians Journal*, 30(1), 73-93.

Accounting: Non-GAAP Financial Measures

Holtzman, M.P., Fonfeder, R., & Yun, J.K. (2003). Goodbye "pro forma" earnings. *Strategic Finance*, 85(5), 33-35.

Decision Sciences: Applied Statistics

Ahsanullah, M. (Ed.). (2003). *Applied statistics at the leading edge*. New York: Nova Science.

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Decision Sciences: Extreme Values

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Ahsanullah, M., & Malov, S. (2003). On characterizations via linear regression properties of generalized order statistics. *Journal of Statistical Theory and Applications*, 2(1), 33-38.

Decision Sciences: Record Values

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Rahimov, I., & Ahsanullah, M. (2003). Records related to sequence of branching stochastic process. *Pakistan Journal of Statistics*, 19(1), 73-97.

Raqab, M.Z., & Ahsanullah, M. (2003). On moment generating function of records from extreme value distribution. *Pakistan Journal of Statistics*, 19(1), 1-13.

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Bynoe, A.J., & Di Liberto, M.J.F. (2003). Modeling the demand for money in Barbados and Guyana. *International Advances in Economic Research*, 9(3), 248-249.

Economics: Tournaments

Vandegrift, D., & Brown, P. (2003). Task difficulty, incentive effects, and the selection of high-variance strategies: An experimental examination of tournament behavior. *Labour Economics*, 10(4), 481-497.

Finance: Banking

Isik, I., & Hassan, M.K. (2003). Efficiency, ownership and market structure, corporate control and governance in the Turkish banking industry. *Journal of Business Finance & Accounting*, 30(9&10), 1363-1421.

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Finance: Foreign Direct Investment

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Finance: Informationally-Linked Markets

Xu, X.E., & Liu, J. (2003). ETF premium/discount ratio and index futures basis. *Corporate Finance Review*, 8(1), 21-27.

Finance: International

Fung, H., Leung, W.K., & Xu, X.E. (2003). Information flows between the U.S. and China commodity futures trading. *Review of Quantitative Finance and Accounting*, 21(3), 267-285.

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Finance: Poland

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Finance: Thrift Governance

Gargalas, V.N., Knopf, J.D., & Teall, J.L. (2003). Shareholder wealth, risk-taking and thrift institution governance. *Journal of Financial and Economic Practice*, 2(1), 92-108.

Finance: Variable Inter-relationships

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Information Technology: Executive Reporting

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Saldarini, R.A., & DeRobertis, E.M. (2003). The impact of technology induced anonymity on communications and ethics: New challenges for IT pedagogy. *Journal of Information Technology Impact*, 3(1), 3-10.

Legal Studies: Employment

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Cho, Y., Im, I., Fjermestad, J., & Hiltz, S.R. (2003). The impact of product category on customer dissatisfaction in cyberspace. *Business Process Management Journal*, 9(5), 635-651.

Management: Executive Compensation

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Management: Information Technology

Luftman, J.N. (2003). *Managing the information technology resource: Leadership in the information age*. Englewood Cliffs: Prentice - Hall.

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Cantwell, J.A., & Kosmopoulou, E. (2003). Path-dependency and coherence in international networks of technological innovation. In J.A. Cantwell, & J. Molero (Eds.) *Multinational enterprises, innovative strategies and systems of innovation* (pp. 47-80). Cheltenham: Edward Elgar.

Management: International Trade

Yin, J.Z. (2003). China: How to fight the antidumping war? *China & Global Economy*, 11(5), 51-59.

Yin, J.Z. (2003). Strategic response of antidumping: Case of China. *Social Science Research*, 147(4), 45-50.

Management: Internet Adoption

Gopalakrishnan, S., Wischenevshy, J.D., & Damanpour, F. (2003). A multilevel analysis of factors influencing the adoption of internet banking. *IEEE Transactions on Engineering Management*, 50(4), 413-426.

Management: Labor Rights

Santoro, M.A. (2003). Beyond codes of conduct and monitoring: An organizational integrity approach to global labor practices. *Human Rights Quarterly*, 25(2), 407-424.

Management: Leadership Measures

Byrne, J.C. (2003). The role of emotional intelligence in predicting leadership and related work behavior. *Doctoral dissertation, Stevens Institute of Technology*.

Management: New Products

Lynn, G.S., & Akgun, A.E. (2003). Launch your new products/services better, faster. *Research Technology Management*, 46(3), 21-26.

Management: Organization Theory

Betts, S.C. (2003). Contingency theory: Science or technology? *Journal of Business and Economic Research*, 1(8), 123-129.

Management: Organizational Ecology

Rudin, J.P. (2003). Continuous dependent variables and organizational ecology: Toward a more perfect union. *Quality & Quantity*, 37, 435-442.

Management: Organizational Success Measures

Maltz, A.C., Shenhar, A.J., & Reilly, R.R. (2003). Beyond the balanced scorecard: Refining the search for organizational success measures. *Long Range Planning*, 36(2), 187–204.

Management: Part-time Workers

Segal, N., Wenger, J.B., & Pereles, K.L. (2003). Discussion of a contemporary issue: Full-time rights for part-time workers. *Journal of Individual Employment Rights*, 10(3), 245-270.

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Management: Sales Force

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