

Fourth Annual Volume

Publications of New Jersey's Business Faculty

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and

The Stillman School of Business at Seton Hall University

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Rosemary Pauler, Associate Editor



**NEW JERSEY
POLICY RESEARCH
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The Magazine of the New Jersey Business & Industry Association

October, 2005

The NJPRO Foundation, the public policy research affiliate of the New Jersey Business & Industry Association (NJBIA), New Jersey Business Magazine and the Stillman School of Business at Seton Hall University proudly present our fourth 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 our 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 2004. This follows our preceding three volumes, and we are so excited to share with you the scholarly accomplishments of New Jersey's business faculty. We also include teaching notes.

Bright Idea Awards

Law Enforcement Management: "A sequential model for cracking down on street markets for illicit drugs," by Alok Baveja and Debashis Kushary, both of Rutgers University-Camden.

Internet Marketing: "The application of Neyman-Pearson methodology to the estimation of Web advertising viewers," by Jess Boronico of William Paterson University and Ed Christensen of Monmouth University.

Management of Technological Development: "Historical shifts in corporate technological diversification," by John Cantwell of Rutgers University-Newark and New Brunswick.

Healthcare Marketing: "Ethical considerations in the marketing of e-health products," by David P. Paul III of Monmouth University.

Economics and Litigation: "The volume of federal litigation and the macroeconomy," by Patrick Gaughan of Fairleigh Dickinson University and Norman R. Swanson of Rutgers University-Newark and New Brunswick.

Economics and Outsourcing: "To make or buy: An allocation of attention," by Sharon Gifford of Rutgers University-Newark and New Brunswick.

Legal Studies: "Fear of AIDS or medical malpractice?" by Richard Hunter of Seton Hall University.

Marketing Behaviors: "Polychronic tendency analysis: A new approach to understanding women's shopping behaviors," by Carol Kaufman-Scarborough of Rutgers University-Camden.

Management of Sales Force Performance: "Differences between president's and sales manager's perceptions of the industry environment and firm strategy in small industrial firms: Relationship to performance satisfaction," by Alfred M. Pelham and Pamela Lieb of The College of New Jersey.

Management of a Diverse Workforce: "Equal Employment Opportunity legislation and small businesses: Real hazard or red herring?" by Joel Rudin and K. Mark Weaver of Rowan University.

Computing: Smart Cards," by J. Drew Procaccino of Rider University.

Taxation: "Tax leverage between dividend, capital gain and capital loss," by James G. S. Yang and Chiaho Chang of Montclair State University.

Teaching Bright Idea Awards

"Enhancing creative thinking in a case-based MBA course," by Cynthia M. Newman of Rider University.

"Designing a graduate curriculum: Use of credentials to enhance student portfolios," by Rosilyn H. Overton of New Jersey City University.

We would also like to commend David Paul III who has been recognized for four years in a row!

We appreciate that Dean Frederick Kelly (Monmouth University), Dean Alan Oppenheim (Montclair State University), 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 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, and Sara Bluhm, Executive Director, NJPRO Foundation, for their guidance and support of this project. Their personal involvement is greatly appreciated. We welcome Pamela Dungee, Seton Hall Public Relations, to the publication team this year and especially appreciate her timely production of the cover for this year's volume. At the same time, we say thanks and best wishes to Jim Sinclair, former First Vice President, NJBIA, who retired this past year.

Above all, thanks to the New Jersey Business Faculty for their efforts in support of this project. As in the past, 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 are very fortunate to have the experience and skill of our Associate Editor, Rosemary Pauler. As usual, Rosemary has been involved in all aspects of the publication. I am especially grateful for Rosemary's dedication to quality and her spirited pursuit of excellence in addition to the great amount of time and effort required to produce this volume.

I would also like to thank the support staff of the Stillman School, Christine DiGirolomo, 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 fourth annual volume of *Publications of New Jersey's Business Faculty*. Each year the quantity and breadth of the publications continues to be impressive. This year is no exception. The topics range from examining the causes of obesity to exploring the performance of venture capital and everything in between. Of particular note this year are the 11 articles that deal with various aspects of teaching business subjects. These are most easily found by looking under the Pedagogy discipline in Section 5. These articles highlight the New Jersey business faculty's emphasis on teaching as well as scholarship and business practice. As further evidence of the teaching focus, I am pleased to point out that Section 3 contains two fresh teaching notes describing novel techniques for teaching business subjects. As for the actual numbers, this year's volume includes 116 publications representing 16 New Jersey colleges.

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, Pedagogy, and Taxation. In addition to the discipline, a key word or phrase is included that is intended to describe the specific application within the discipline.

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

Citation of the Publication

College and/or University for each New Jersey author
Discipline: Specific application

Abstract of the Publication

Affiliation of each New Jersey author.

Abdallah, W. (2004). *Critical concerns in transfer pricing and practice*. Westport, CT: Praeger Publishers.

Seton Hall University
Accounting: International Transfer Pricing

For multinational corporations (MNCs), there is arguably no more important operational function that affects all areas of manufacturing, marketing, management, and finance as international transfer pricing: the practice of supplying products or services across borders from one part of the organization to another. Its complexity is compounded by the impact of e-commerce speeding the flow of goods and services; "intangible" assets, such as intellectual property, whose value is difficult to quantify; and the activities of policymakers around the world to update their tax laws and regulations in an effort to close loopholes that have historically encouraged tax avoidance.

This book provides an in-depth overview of these recent trends and developments, and considers their implications for the management of MNCs. In particular, the author discusses methods for pricing transferred goods and services in the e-commerce era and analyzes the most recent regulation reforms in such countries as Germany, Mexico, Japan, Canada, the United Kingdom, the United States, and the Netherlands. Anticipating increased scrutiny of MNC transfer pricing practices from governments and other external stakeholders, the text outlines a set of practical recommendations for creating a successful transfer pricing system that maximizes value for the company while remaining sensitive to local policies in all of the countries in which it operates.

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

Abdallah, W. (2004). How to deal with global transfer pricing crisis? *New Accountant-USA Magazine*, 706, 16-20. <http://www.newaccountantusa.com/>.

Seton Hall University
Accounting: International Transfer Pricing

Three weeks ago, you started a job with a multinational publishing company which has over fifty subsidiaries outside the border of the U.S. A Canadian subsidiary sold a new digitized book to the Japanese subsidiary through the use of e-commerce. The Japanese subsidiary will sell a hard copy of the book in its local market. Your responsibility is to determine the right accounting price for the transferred digitized book among the two subsidiaries. This article discusses the questions you need to answer in order to make this decision.

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

Ahn, S.C., & Gadarowski, C. (2004). Small sample properties of the GMM specification test based on the Hansen-Jagannathan distance. *Journal of Empirical Finance*, 11(1), 109-132.

Rowan University
Finance: Pricing Models

This paper examines a recently developed test for empirical asset pricing models (e.g., capital asset pricing or arbitrage pricing models). This test is based on the Hansen-Jagannathan distance (HJ-distance), a measure of how much an empirical asset pricing model is misspecified, and has been used to evaluate asset pricing models (e.g. Fama and French's three-factor model and Jagannathan and Wang's Premium-Labor model). Our analysis, using Monte Carlo analysis, shows that tests based on HJ-distance rejects correct models too severely in samples that are commonly used to test such models (samples with large numbers of assets and relatively small numbers of periods. As an alternative, we find that a test based on simple rejection of the asset pricing model, the Hansen test, is much less prone to overrejected models in such samples.

Christopher Gadarowski is a member of the faculty at Rowan University.

Ahsanullah, M. (2004). A characterization of the uniform distribution by dual generalized order statistics. *Communications in Statistics*, 33(12), 2921-2928.

Rider University
Decision Sciences: Record Values

Some distributional properties of lower generalized order statistics are presented. A characterization of the uniform distribution based on the lower generalized order statistics is given.

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

Ahsanullah, M., & Raqab, M.Z. (2004). Characterizations of distributions by conditional expectations of generalized order statistics. *Journal of Applied Statistical Science*, 13(1), 41-48.

Rider University
Decision Sciences: Record Values

This paper characterizes the distributions of generalized order statistics based on conditional expectation.

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

Ahsanullah, M., & Malov, S. (2004). On some characterizations via distributional properties of records. *Journal of Statistical Theory and Applications*, 3(2), 135-140.

Rider University
Decision Sciences: Record Values

This paper presents an extension of a previous result based on the regression properties of non-adjacent record values.

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

Ansanullah, M. (2004). *Record values - theory and applications*. Lanham, MD: University Press of America.

Rider University
Decision Sciences: Record Values

Introducing recent advances in the theory and application of record values, this book covers the fundamentals of record statistics and discusses their uses in connection with a number of types of distributions, including exponential, generalized extreme value, generalized Pareto, power function, discrete, and other selected distributions. Additional topics include the limiting distribution of inter-record times, record values, record times, and number of records; representation of records, a random record model, and records of dependent sequences.

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

Amar, A. D. (2004). Motivating knowledge workers to innovate: A model integrating motivation dynamics and antecedents. *European Journal of Innovation Management*, 7(2), 89-101.

Seton Hall University
Management: Knowledge Workers

Grounded in the premise that motivation in a knowledge work environment is an outcome of the existence of certain antecedents that are responsive to the dynamics of motivation in this environment, this work develops a conceptual model synthesizing motivations "what" and "how" that will bring human creativity in organizations which thrive on innovation. The presented model embodies these dynamics into five drivers of motivation practice in the knowledge work environment and then leads to three sources of motivation into which its antecedents should be loaded to motivate knowledge employees for innovation.

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

Armstrong, R.D., Jones, D.H., Koppel, N.B., & Pashley, P.J. (2004). Computerized adaptive testing with multiple-form structures. *Applied Psychological Measurement*, 28(3), 147-164.

Rutgers University - Newark and New Brunswick & Montclair State University
Pedagogy: Testing

A multiple form structure (MFS) is an ordered collection or network of testlets (i.e., sets of items). An examinee's progression through the network of testlets is dictated by the correctness of examinee's answers, thereby adapting the test to their trait level. The collection of paths through the network yields the set of all possible test forms, allowing test specialists the opportunity to review them before they are administered. Also, limiting the exposure of an individual MFS to a specific period of time can enhance test security. This paper provides an overview of methods that have been developed to generate parallel MFSs. The approach is applied to the assembly of an experimental computerized Law School Admission Test (LSAT).

Ronald D. Armstrong & Douglas H. Jones are members of the faculty at Rutgers University - Newark and New Brunswick. Nicole B. Koppel is a member of the faculty at Montclair State University.

Bachmeier, L., Gaughan, P., & Swanson, N.R. (2004). The volume of federal litigation and the macroeconomy. *International Review of Law & Economics*, 24(2), 191-207.

***Fairleigh Dickinson University &
Rutgers University - Newark and New Brunswick
Economics: Macroeconomic Impact on Federal Litigation***

In this paper we examine the extent to which fluctuations in a number of macroeconomic variables impact on the volume of federal litigation cases. In particular, the impact of aggregate U.S. GDP, consumption, inflation, unemployment, and interest rates on the volume of antitrust, bankruptcy, contract, personal injury, and product liability cases between the years 1960 and 2000 is examined using Granger causal analysis and vector autoregression models. Our empirical findings suggest that there are several linkages between macroeconomic variables and the volume of litigation cases, in broad agreement with the findings of Siegelman and Donohue (1995). Most noteworthy, we find that there is a causal linkage from output, consumption and inflation to the total volume of federal litigation, so that predictions of future litigation volume can be improved by using information contained in current macroeconomic aggregates. Causation in the other direction (i.e. from the volume of litigation to macroeconomic activity) is not found in the data, however. Based on impulse response analysis, it is seen that shocks to income, consumption and inflation immediately lead to an increase in the volume of litigation, with shocks to inflation having the largest impact, and shocks to consumption having a rather moderate impact. In addition, the long run impact that shocks to each of these variables has on the volume of litigation is positive. Here, again, the impact of consumption is quite moderate, though. Additionally, similar results arise when examining the relation between various individual measures of federal litigation volume and the macroeconomy. Thus, the volume of federal litigation does not appear to be immune to the business cycle, a finding which is in broad agreement with the findings of Siegelman and Donohue.

Patrick A. Gaughan is a member of the faculty at Fairleigh Dickinson University. Norman R. Swanson is a member of the faculty at Rutgers University - Newark and New Brunswick.

Balotsky, E.R., & Christensen, E.W. (2004). Educating a modern business workforce: An integrated educational information technology strategy. *Group and Organization Management*, 29(2), 148-170.

Monmouth University
Pedagogy: IT-Mediated Methods

This research develops an educational process conception regarding IT-mediated education borne of an understanding that the work environment is neither completely virtual nor face-to-face. Developing skills in hybrid uses of both IT-mediated and traditional educational methods is argued as beneficial to students as they experience technology use in the modern workplace.

E.W. Christensen is a member of the faculty at Monmouth University.

Baveja, A., Jamil, M., & Kushary, D. (2004). A sequential model for cracking down on street markets for illicit drugs. *Socio-Economic Planning Sciences*, 38(1), 7- 41.

***Rutgers University - Camden
Management: Drug Enforcement***

This paper develops a sequential decision-making model for assisting law enforcement officials in allocating resources during a crackdown operation on illicit drug markets. The Sequential Crackdown Model (SCM) considers a probabilistic framework, where the probability of incarceration of a dealer and the probability of dealing are modeled as a function of the size of a drug market, crackdown enforcement level, drug dealer's financial hardship, and other market characteristics. The model was developed and tested in consultation with enforcement officials from Philadelphia, PA and Camden, NJ. We present a detailed, step-by-step implementation scheme for updating parameters on each day of the crackdown. Parameter estimation along with examples of model usage is provided. Through these examples, we illustrate how the SCM could be helpful in understanding the response of illicit drug markets to various enforcement strategies. We further show conditions under which an alternating crackdown policy (referred to as a crackdown-backoff) or a consistent use of maximum possible enforcement would be optimal strategies for managing a drug crackdown operation. Within the context of the model and parameter estimates, we show that a much quicker and less costly collapse could be implemented if the available enforcement resources are increased. Finally, the model provides possible conditions under which a crackdown operation would be unsuccessful in eliminating a drug market.

Alok Baveja & Debashis Kushary are members of the faculty at Rutgers University - Camden.

Belliveau, P., Griffin, A., & Somermeyer, S. (Eds.). (2004). *The PDMA ToolBook 2 for new product development*. New York: John Wiley & Sons.

***Rutgers University - Newark and New Brunswick
Management: New Product Development***

The Product Development & Management Association (PDMA), the leading professional organization for new product development (NPD), presents the second volume of its highly regarded reference on the tools for successful NPD. Complementing the first volume's focus on NPD process tools, *ToolBook 2* reflects the heightened interest in strategic and organizational development and understanding consumer needs. Key innovators in NPD offer best-practice tools that can be implemented immediately by project leaders, process owners, and program and portfolio managers in their own organizations.

Paul Belliveau is a member of the faculty at Rutgers University - Newark and New Brunswick.

Berenson, M.L., Levine, D.M., & Krehbiel, T.C. (2004). *Basic business statistics: concepts and applications*. Upper Saddle River, NJ: Prentice Hall.

***Montclair State University
Decision Sciences: Statistics***

This comprehensive text focuses on the underlying statistical concepts that are important to students majoring in business. The authors take an applied approach and relate the concepts and applications of statistics to the functional areas of business accounting, marketing, management, and economics and finance. This text also emphasizes the proper use of statistics to analyze data and assumes that computer software is an integral part of this analysis.

Mark L. Berenson is a member of the faculty at Montclair State University.

Boronico, J.S., & Christensen, E.W. (2004). The application of Neyman-Pearson methodology to the estimation of Web advertising viewers. *Journal of Applied Business Research*, 20(2), 45-50.

***Monmouth University & William Paterson University
Marketing: Internet Advertising***

This research attempts to fill a gap in web advertising “hit” rates and their costs by providing a mechanism by which an advertiser can estimate the size of the population that is actually viewing their advertisement on a website. Because rates for web advertising are not based on a verifiable circulation, the need for an independent estimate for the size of the viewing population provides important information regarding estimating advertising cost efficacy.

E.W. Christensen is a member of the faculty at Monmouth University & Jess S. Boronico is a member of the faculty at William Paterson University.

Bynoe, A.J., & Di Liberto, M.J.F. (2004). Financial structure and growth in the Caribbean: An empirical analysis. *International Advances in Economic Research*, 10(3), 246.

***Bloomfield College
Economics: Developing Countries***

Some theories and empirical evidence suggest a positive impact from the development of the financial structure on the economic growth of developing economies. Other studies demonstrate that economic growth encourages the development of the financial sector. This paper empirically examines the direction of causality in the post-independence period of three Caribbean countries, Trinidad and Tobago, Barbados, and Guyana. The paths of economic growth in the three countries have been varied. Economic growth in Trinidad and Tobago has been related to the production and processing of petroleum and natural gas. Barbados has changed from an agricultural country to a diversified economy producing manufactured goods and service exports. Guyana is a “transition” economy moving from an economically unsuccessful experiment with socialism in the late 1970s and 1980s to an Economic Recovery Program (ERP) in 1988 with reforms and privatization, which generated strong growth and development in mining and agriculture. The study uses a co-integration technique to estimate a simple econometric model that relies on the growth-investment relationship. The Granger causality tests indicate that economic growth has expanded the development of the financial structure of Trinidad and Tobago, Barbados, and Guyana; however, there is evidence that monetary policy contributes positively to real economic growth.

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

Cantwell, J.A. (Ed.). (2004). *Globalization and the location of firms*. Cheltenham, UK: Edward Elgar.

***Rutgers University - Newark and New Brunswick
Management: Multinational Clustering***

This authoritative collection reprints the key articles in the field of locational clustering, and the association between local clusters and the activities of multinational firms. It covers both the principal theoretical and statistical explanations of the clustering of firms in common locations, and a selection of important empirical studies of this phenomenon. Special attention is given to the role played by knowledge spillovers, and notably the geographic dimension of the relationship between firms and universities. Further articles demonstrate how, contrary to some popular beliefs, globalization is not only consistent with the emergence upon locational clustering, but in many ways it has helped to promote differentiation of the productive capability of different locations, and so has reinforced clustering and reflected it.

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

Cantwell, J.A., Gambardella, A., & Granstrand, O. (Eds.). (2004). *The economics and management of technological diversification*. London: Routledge.

***Rutgers University - Newark and New Brunswick
Management: Technological Diversification***

Recently, attempts have been made to understand the patterns of corporate technological diversification and the implications for the economics and management of such diversification. This book consolidates this new line of research and breaks new ground by examining the patterns of technological diversification and their relationship with internationalization, economic performance and inter-company alliances. Business diversification as a strategy gained prominence in the 1950s and 1960s, but following some conspicuous failures of highly unrelated conglomerates, the trend was reversed in the 1980s and 1990s. The reversal was described by terms such as back to basics, stick to your knitting, downsizing or outsourcing. Yet at the same time, technological diversification became important, so that scholars today speak of the “multi-technology corporation”. Following an introduction and a survey of product and technological diversification, the book begins with a statistical analysis of technological diversification, and its links with internationalization and alliances. It continues with a range of industry and company case studies, and an assessment of historical evidence. The book provides a systematic analysis of data, case studies and other relevant material to understand this phenomenon. Contributors bring to bear significant experience with large data sets at the firm level on technological diversification and other strategic dimensions on which it has an impact.

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

Cantwell, J.A., & Kosmopoulou, E. (2004). Analysing the locational pattern of international corporate technological research. In: M.G. Serapio, & T. Hayashi (Eds.), *Internationalization of research and development and the emergence of global R&D networks* (pp. 41-83). Oxford: Elsevier.

***Rutgers University - Newark and New Brunswick
Management: Technological Diversification***

Based on empirical data at an aggregate level it has been argued that the propensity to internationalize corporate technological activity is higher among firms originating from smaller countries and in less research-intensive industries. However, more disaggregated evidence on the patenting of the world's largest firms suggests a more complex picture. First, at a disaggregated level there is a great diversity among countries within each industry in the degree of internationalization of technological activity that is not recorded in the global average position. Second, the largest firms increasingly use international networks as a means of corporate technological diversification. Hence, the paper presents a more general framework that takes into account the relative technological strengths of national groups of firms, and the role of corporate technological diversification through international networks in each industry. It shows how this more comprehensive framework allows a fuller explanation of cross-country variations around average industry (and cross-sectoral variations in average country positions) in the degree of internationalization of technological development established by the world's largest firms.

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

Cantwell, J.A., & Vertova, G. (2004). Historical evolution of technological diversification. *Research Policy*, 33(3), 511-529.

***Rutgers University - Newark and New Brunswick
Management: Technological Diversification***

A positive relationship exists between national technological size and technological diversification across fields of innovative activity. This paper shows how the nature of this relationship has changed historically. There has been a downward structural shift in the cross-country size-diversification frontier since 1965: for any given size, countries have become less diversified or more narrowly concentrated in their technological specialization. One explanation is that international technology sourcing by MNEs has led locations to focus on what they do best. A supporting factor may be a rise in technological interrelatedness, which encourages focus upon a specific selection of complementary combinations.

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

Cantwell, J.A. (2004). Historical shifts in corporate technological diversification. In J.A. Cantwell, A. Gambardella, & O. Granstrand (Eds.), *The economics and management of technological diversification* (pp. 265-296). London: Routledge.

***Rutgers University - Newark and New Brunswick
Management: Technological Development***

This chapter explores the technological trajectories of the world's leading firms in the chemical and electrical equipment fields, i.e. General Electric, AT&T, Du Pont and IG Farben/Bayer, over the course of a century, 1890 - 1995. Analysing patent data, it finds evidence of continuity in the technological profiles of each firm over time, confirming the role of path dependency. However, there is also evidence of a gradual diversification into new fields. The chapter argues that this was initially motivated by a desire to more fully exploit scale and scope economies in an era where there was a fairly close interrelationship between product diversification and technological diversification. However, in recent years technological interrelatedness itself has become a driver of growth. These very large firms have been responding by refocusing on those technological areas that are most closely related.

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

Cantwell, J.A. (2004). Introduction. In J.A. Cantwell (Ed.), *Globalization and the location of firms* (pp. xi-xxv). Cheltenham, UK: Edward Elgar.

***Rutgers University - Newark and New Brunswick
Management: Location Impact on Technology***

This chapter contextualizes the role of firm location in a globalized economy. After a decline in academic interest, the topic has recently become important again, as it was increasingly realized that technology spillovers are a location-specific externality, rather than transferable. The chapter reviews the origins of cluster theory, for example through spatial proximity measures. It reviews different types of clustering, for example classical clustering which is associated with intra-industry spillovers and specialization externalities and prone to congestion effects, urbanization economies in all-round centres where externalities are characterized by diversity, and external sources of knowledge, specifically science-technology spillovers. With the rise of the knowledge economy, science-technology spillovers have become central, but they function in a much more complex way than through the mere transfer of codified knowledge. Finally, the chapter explores the interaction between locational hierarchies and the strategies of multinational corporations.

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

Cantwell, J.A., & Glac, K. (2004). La estrategia tecnológica de las empresas multinacionales y el desarrollo de capacidades tecnológicas locales. *Cuadernos de Economía y Dirección de la Empresa*, 20, 83-101.

***Rutgers University - Newark and New Brunswick
Management: Technological Diversification***

In recent years major changes in the economic environment have taken place, including the increasing importance of intellectual capital as the key wealth creating asset, increasing globalization, and the rise of alliance capitalism. While overall the integration of activity between countries has become closer, there is an increasing concentration of some specialized knowledge-based functions within selected sub-national regions. This paper offers an overview of the work in this area to date, outlining the interactions between host location characteristics and MNC strategies for constructing a dispersed network of competence creation, as well as the underlying forces that shape these interactions. Specific emphasis is placed on the effects arising out of these interactions on the innovation and technology strategy of the MNC, and in particular on the development of local technological capabilities, within and beyond the firm.

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

Cantwell, J.A., & Mudambi, R. (2004). Multinational enterprises and competence-creating knowledge flows: A theoretical analysis. In: V. Mahnke, & T. Pedersen (Eds.), *Knowledge flows, governance and the multinational enterprise: Frontiers in international management research* (pp. 38-57). London: Palgrave Macmillan.

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

In recent years, considerable evidence has been gathered pointing to knowledge creation by MNE subsidiaries through tapping into local centers of leading technologies. This process has implications for the MNE's network, for its overall performance, as well as for the host location of the subsidiary. In this paper we attempt to characterize the strategic behavior of the MNE in managing knowledge flows (both inflows and outflows) to maximize value creation. The critical element of the analysis is to focus on the MNE's ability to leverage its internal network of subsidiaries in order to integrate knowledge bases that are geographically dispersed. We characterize competence creation at the home site as well as at subsidiary sites. We also examine implications for the location where the MNE operates.

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

Cantwell, J.A., & Bellak, C. (2004). Revaluing the capital stock of international production. *International Business Review*, 13(1), 1-18.

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

The objective of the paper is to report on the effect of revaluing foreign direct investment (FDI) at replacement values as a means of estimating the importance of international production. A perpetual inventory model is used to revalue FDI stocks to constant and current values. The empirical results show the extent of the revaluation of inward and outward FDI stocks of the US, the UK, Germany, and Japan. Meaningful comparisons across countries require the translation of FDI stocks in a common currency and at constant prices and exchange rates. Such comparisons reveal that compared to other macroeconomic indicators, FDI has been undervalued.

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

Cantwell, J.A., Iammarino, S., & Noonan, C.A. (2004). Sticky places in slippery space – the location of innovation by MNCs in the European regions. In J.A. Cantwell (Ed.), *Globalization and the location of firms* (pp. 470-499), Cheltenham, UK: Edward Elgar.

***Rutgers University - Newark and New Brunswick
Management: Location Impact on Technology***

This chapter investigates the geographic hierarchy of regional centres, and finds that there are within-country differences in the regional agglomeration of technological knowledge and capabilities, and that foreign investment is related to geographic hierarchy. It describes the innovative activities in Italy, Germany and the UK during 1969-1995 of both foreign and domestic large firms and hones in on the locational patterns for innovation by foreign-owned firms by isolating the areas where most activity is concentrated. The analysis finds that the precise research location chosen by a multinational corporation (MNC) depends on the number of regional centres available, their positioning in the geographic hierarchy, and the degree to which the MNC has developed a technology strategy across different locations.

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

Cantwell, J.A., Gambardella, A., & Granstrand, O. (2004). Summary and conclusions. In J.A. Cantwell, A. Gambardella, & O. Granstran (Eds.), *The economics and management of technological diversification* (pp. 333-341) London: Routledge.

***Rutgers University - Newark and New Brunswick
Management: Technological Diversification***

The phenomenon of technological diversification has long been developing in large firms, but has only recently come into the academic spotlight. This volume explores the multifaceted and complex issue, and identifies six key themes. They include the dual role of information and communications technology, both as means of combining fields of knowledge creation that previously developed separately, and as managerial process technology that lowers coordination costs. Also, the volume charts the paradigm shift away from the pursuit of related but separate avenues of innovation, and towards an integration of paths so as to more fully develop the potential for complementarities between technologies and business areas. The increasing importance of external technological acquisition as a means of knowledge combinations, and the shift to a non-product or pre-product related recombinant kind of technological diversification are also documented. The book also documents the increased interactions between actors in innovation due both to greater technological interrelatedness and an increase in the number of contributors to innovation. Finally it finds that the longer term variations in technological opportunities and patterns of corporate technological diversification are unpredictable across industries.

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

Cantwell, J.A., Gambardella, A., & Granstrand, O. (2004). Technological and corporate diversification. In J.A. Cantwell, A. Gambardella, & O. Granstran (Eds.), *The economics and management of technological diversification* (pp. 1-17). London: Routledge.

***Rutgers University - Newark and New Brunswick
Management: Technological Diversification***

This chapter reviews the economic and managerial implications of a particular type of corporate diversification, namely technological diversification. It traces the longstanding tension between specialization and diversification, and the contradictory claims in the literature about the role of diversification in the success of employees, firms and regions. It argues that the problem is at least in part due to that fact that concepts, typologies and measurements are not yet adequately developed, and offers definitions of key concepts. The chapter concludes by outlining the structure of the book, i.e., a section on the background of the phenomenon and research to date, a section on technological diversification, internationalization and alliances, a review of technological diversification in specific industries, and a concluding section on the role of strategy and management.

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

Cantwell, J.A., & Janne, O.E.M. (2004). Technological globalisation and innovative centres: The role of corporate technological leadership and locational hierarchy. In: J.A. Cantwell (Ed.), *Globalization and the location of firms* (pp. 409-434). Cheltenham, UK: Edward Elgar.

***Rutgers University - Newark and New Brunswick
Management: Location Impact on Technology***

This chapter examines two related propositions. First, that multinational corporations (MNCs) emanating from the most important locations in their industry are more likely to evolve towards technological strategies of geographically differentiating their innovative activities abroad. Second, that MNCs originating from weaker centres in the same industry tend rather to evolve towards a strategy of replicating in the profile of their technological development abroad the pattern of their home country specialization. Using data on patents granted in the US to the largest European-owned firms for research carried out in European locations, the results from cluster analysis and from multiple linear regressions give broad support to these propositions.

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

Cantwell, J.A., Glac, K., & Harding, R. (2004). The internationalization of R&D - the Swiss case. *Management International Review*, 44(Special Issue 3), 57-82.

***Rutgers University - Newark and New Brunswick
Management: Technological Diversification***

Technological activity is becoming increasingly internationally dispersed and international linkages of technological activity through cross-border knowledge flows are playing an ever more important role in the competitiveness of MNCs and domestic companies. This paper analyses the extent and the pattern of specialization of the internationalization of R&D since 1969 by the largest Swiss firms abroad, and by the largest non-Swiss firms in Switzerland, focusing both on changes in indigenous technological capabilities as well as the role of inward and outward foreign direct investment in the process. The evidence used is the geographical and sectional profiles of invention revealed by patents granted in the US to the world's largest firms. Swiss-owned firms abroad access technologies in the primary fields of their own industry, since they are world class companies but have at home only the science and technology base of a small country. However, foreign-owned firms conducting research in Switzerland demonstrate more technological diversification away from their own primary fields and into sources of local Swiss traditional technological strengths.

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

Cantwell, J.A., & Piscitello, L. (2004). The relationship between technological diversification and internationalisation. In: J.A. Cantwell, A. Gambardella, & O. Granstrand (Eds.), *The economics and management of technological diversification* (pp. 101-115). London: Routledge.

***Rutgers University - Newark and New Brunswick
Management: Technological Diversification***

In contrast to early work that regarded diversification and internationalization as directly interrelated and alternative strategies for firm growth, this study explores the extent to which technological diversification and internationalization can co-occur as different means by which the firm can spread its competence base. The study uses the concept of Granger causality, specifically Holtz-Eakin's technique for estimating mutual sequentiality, to investigate the net overall association between a firm's technological diversification and the internationalization of the firm's technological activity using patents granted by the USPTO to large US and European firms from 1901 to 1995. The results suggest that the relationship has changed over time: It was historically negative, and has only recently become positive, although it only becomes stable and significantly positive in the 1985-1995 time period.

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

Cantwell, J.A., Dunning, J.H., & Janne, O.E.M. (2004). Towards a technology-seeking explanation of U.S. direct investment in the United Kingdom. *Journal of International Management*, 10(1), 5-20.

***Rutgers University - Newark and New Brunswick
Management: Technological Diversification***

This article examines the evolution of the industrial structure of local technological development by U.S.-owned multinational enterprises (MNEs) in the United Kingdom in the 1950s and over the more recent period 1969-1995. Using a survey of U.S. subsidiaries in the United Kingdom and more recent data on patents granted in the United States to the largest MNEs, the article illustrates the effect of a shift toward internationally integrated strategies for corporate technological development. The local innovation of MNEs has moved closer to the industries of host country technological advantage, and hence to utilizing location-specific capabilities as a source of competitive advantage in the MNE. We interpret this as a shift from an asset-exploiting toward an asset-augmenting form of foreign direct investment (FDI).

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

Carter, T. (2004). *Many thin companies. The change in customer dealings and managers since September 11, 2001*. Binghamton, NY: Best Business Books.

***William Paterson University
Management: Disaster Impact***

The world changed after September 11, 2001, and this tragic event became a defining moment in history and our lives. The purpose of this book is to examine the impact of September 11 on organizations and how they perform, and on customers and how they buy differently. In effect has September 11, 2001 led to *Many Thin Companies?* The societal impact due to the loss of lives and terrorist threats to personal safety have been devastating. The business impact has been adverse as well. We know that in all areas of our lives we can never relax again. We have to be stronger and more effective in business and our own lives.

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

Carter, T. (2004). Visiting Nurse Association of New York and crisis management after September 11, 2001. *Journal of Hospital Marketing & Public Relations*, 15(1), 89-98.

William Paterson University
Management: Disaster Impact

September 11, 2001 was a devastating event that changed all of our lives and organizations. This article examines the impact of September 11, 2001 on the Visiting Nurse Association of New York and how it decided to respond in the future. Crisis Management, which has become more prevalent for many organizations, is an important strategic initiative for the VNA helping them provide the infrastructure to respond effectively to emergencies and unpredictable events. It is important in today's volatile business climate that hospital and nursing organizations develop a strategic system to handle "worst case scenarios."

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

Chandra, A., Sikula, A., & Paul, D. P. III (2004). Ethical considerations in the marketing of e-health products. *International Journal of Medical Marketing*, 4(2), 110-118.

Monmouth University
Marketing: Healthcare

The Internet is now recognized as a growing international phenomenon. All kinds of products and services are being marketed over the Internet to consumers throughout the world because country borders no longer restrict conducting business in the international marketplace. Though there are several advantages of online commerce, this form of marketing does raise ethical dilemmas, particularly when it comes to marketing healthcare products and information to consumers internationally. This paper examines some of these potential ethical concerns and provides some strategies for consumers and online pharmaceutical marketers to handle these dilemmas more appropriately.

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

Chandra, A., & Paul, D. P. III (2004). Hospitals' movements toward the electronic medical record: Implications for nurses. *Hospital Topics*, 82(1), 33-36.

***Monmouth University
Management: Healthcare***

The necessity for the American healthcare system to move to an electronic medical recordkeeping system are examined, and the effects such a change will have on nurses is discussed. The importance of bar-codes for better medication administration by nurses is stressed, as is the importance of the role of nursing educators for more widespread adoption of electronic medical records. Predictions for the future are suggested.

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

Chandra, A., Schlak, V., & Paul, D. P. III (2004). Second medical opinions sought by patients. *Hospital Topics*, 82(3), 36-39.

***Monmouth University
Management: Healthcare***

Second opinions may be sought by patients for a variety of reasons, including personal or family needs. This paper briefly reviews the literature on second medical opinions, and specifically examines some findings from studies involving a cancer and an orthopedic patient study. Based upon these examples, predictions for the future regarding second opinions are offered.

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

Coll, J.H., & Raghavan, P. (2004). Mentoring: Models and examples. *Journal of Business and Economics Research*, 1(5), 15-21.

***Seton Hall University
Management: Mentoring***

This paper examines the concept of mentoring, defined here as a process where one individual, the mentor, passes on knowledge, experience and advice to another individual, the mentee, in trust and confidence. This process is initiated by a corporation whose purpose it is to recruit, retain and grow talented people in their organization. A survey of the history of the process is reviewed. The benefits and issues of acquiring a mentor and advancing are also covered. Four interviews are reported. The authors feel that this overview of mentoring has many applications and need not be confined to the business community.

Joan H. Coll is a member of the faculty at Seton Hall University.

Cook, R.G., & Belliveau, P. (2004). The influence of human capital attributes in microenterprise training. *Journal of Small Business and Enterprise Development*, 11(4), 467-473.

***Rider University
Management: Microenterprise Training***

This study compares the educational background and years of work experience of students entering a Microenterprise Training Institute (MTI) program. Hypotheses were tested to determine if the students' human capital attributes (education and work experience) influenced their ability to graduate from this program, to submit homework on time, and/or to earn a better score on an evaluation of their business plan. Findings indicated that a student's education level was a positive influence on the ability to graduate from the program and earn a higher score on their business plan, but had no influence on their ability to complete homework assignments on time. Work experience had no effect on the student's ability to graduate, complete homework on time, or earn a higher business plan score.

Ronald G. Cook & Paul Belliveau are members of the faculty at Rider University.

Cook, R.G., Belliveau, P., & Sandberg, M.E. (2004). Training and learning as drivers of U.S. microenterprise business plan quality. *Education + Training*, 46(8/9), 398-405.

Rider University
Management: Microenterprise Training

This study examined the output quality of a U.S. microenterprise training program created to help entrepreneurs develop business plans for their ventures. The program concludes with the entrepreneurs' plans being scored by a panel of experts. Hypotheses were developed and tested to determine the importance of feedback, key components of business plan scores, and differences between teams and solo entrepreneurs. Timely feedback on business plan homework was the most significant driver of business plan quality, contributing to higher scores on the written plan and on the plan's presentation to the expert panel. Plans developed by teams also scored higher than those prepared by solo entrepreneurs.

Ronald G. Cook, Paul Belliveau, & Mark E. Sandberg are members of the faculty at Rider University.

Easton, R.W. (2004). Recent case gives new life to family limited partnerships—conflict over application of Section 2036. *Journal of Retirement Planning*, 7(5), 23-30.

Seton Hall University
Taxation: Family Limited Partnerships

The author examines recent cases in the area of family limited partnerships and limited liability companies, and explains how the recent Kimbell case brings new life to these entities.

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

El-Gazzar, S.M., Jacob, R.A., & Shalaby, A.A. (2004). An empirical investigation of goodwill attributes and subsequent impairment in the frame of SFAS Nos. 141 and 142. *Journal of Accounting and Finance Research, Winter(II)*, 1-13.

New Jersey City University
Accounting: Goodwill

In this paper we have a two-fold objective. First, we analyze the relationship between merger-realized goodwill and target firms' characteristics such as research and development programs (R&D), marketing, and promotional campaigns in the years prior to the acquisition. Second, we examine the validity of a set of clues (present at time of acquisition) as indicators of potential goodwill impairment subsequent to the merger. In the exposure drafts that preceded the Statements of Financial Accounting Standards Nos. 141 and 142, the FASB introduced the following factors as indicators of potential impairment of goodwill subsequent to the acquisition: a) a market capitalization of the acquired firm prior to the start of the acquisition discussion; b) the acquisition involved a clearly visible auction or bidding process; c) the amount of goodwill was significant relative to the cost of the acquired enterprise; and d) the purchase consideration was primarily in the form of the acquiring enterprise's shares. Consequently, the findings of this research have implications for accounting policy makers (FASB), company managements, financial analysts, and for the accounting firms planning to audit business combinations subsequent to mergers. We use a sample of mergers and acquisitions that were completed in the period 1996 to 2000. We also use the Tobin's Q metric to estimate impairments in goodwill. The results support an association between the target firm's characteristics prior to the acquisition and realized goodwill from the merger. Specifically, significant associations between goodwill and the target firm's spending on R&D, marketing and promotional efforts, and firm size were found. The results also show that merger-resulted goodwill is more likely to be impaired if the price was made in the acquiring firm's shares and if the goodwill is significant relative to the purchase price. The results lead to the inference that goodwill resulting from costly and competitive mergers may not be fully recoverable in the future. Therefore, acquiring firms should exercise prudent accounting through continuous examination of goodwill recoverability and write down of the impairment to enhance the reliability and quality of reported information. Similarly, auditors should devote attention to the valuation of goodwill for clients, especially for those resulting from seemingly costly business combinations.

Afaf A. Shalaby is a member of the faculty at New Jersey City University.

Fjermestad, J. (2004). An analysis of communication mode in group support systems research. *Decision Support Systems*, 37(2), 239-263.

***New Jersey Institute of Technology
Management: Group Support Systems***

Group support systems (GSS) have been the subject of many investigations and meta-analyses over the past decade. This study presents, summarizes, and analyzes the results of 145 experiments that used communication mode as an independent variable. The results show that the modal outcome for GSSs compared to Face-to-Face (FtF) methods is “no difference,” while the overall percentage of positive effects for results that compare GSS to FtF is 29.2%. The results suggest that the use of a GSS improves decision quality, depth of analysis, equality of participation, and satisfaction over manual methods. Additionally, more detailed analysis suggests that task type, GSS type and the interaction of both have a moderating effect on adaptation and outcome factors. Specifically, groups working on idea-generation tasks using GSS decision room technology improve to 39.6% (GSS>FtF) effect. Conversely, asynchronous computer-mediated communication (CMC) groups working on decision making tasks improved to 46.4% (GSS>FtF) effect. FtF groups show higher levels of consensus and perceived quality, communicate more, and are more efficient (requiring less time to complete the tasks). No differences are observed between FtF and GSS groups on satisfaction and usability.

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

Gates, D.F., & Yin, J.Z. (2004). Urbanization and energy in China. In A. Chen, G. Liu, & K. Zhang (Eds.), *Urbanization and social welfare in China* (pp. 351-371). Burlington, VT: Ashgate Publishing.

Seton Hall University
Management: Urbanization

China's urban population growth rate has doubled in the past twenty years and the Chinese government has made further urbanization a developmental priority. How Chinese cities cope with such rapid population increases has become a question of critical concern. This book provides an analysis of the welfare implications of China's urbanization, the development of the labor market including migration between rural and urban sectors, and natural and social environmental issues arising from urbanization. This book covers both academic and policy perspectives and, together with its sister volume, *Urban Transformation in China*, brings together a comprehensive and multi-disciplinary overview of China's urbanization.

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

Gaughan, P. A. (2004). *Measuring business interruption losses and other commercial damages*. New York: John Wiley & Sons.

Fairleigh Dickinson University
Finance: Business Interruption Losses

The past few decades have seen dramatic growth of litigation economics. This book provides a comprehensive, methodological framework for how to analyze business interruption losses.

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

Gifford, S. (2004). To make or buy: An allocation of attention. *Contributions to Theoretical Economics*, 4(1), 1-24.

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

This paper presents a novel explanation of the decision by a firm to make an input within the firm rather than to out-source the production to another firm. Due to the limited attention of the manager/entrepreneur, time spent overseeing production in-house has an opportunity cost: the neglect of potential new products/markets. Outsourcing production economizes on attention, but writing and negotiating contracts also has an opportunity cost: the neglect of current operations. This paper derives the endogenous transaction costs of writing a contract with another party and shows that positive transaction costs are not sufficient for the optimal internalization of transactions. However, positive net transaction costs result in the optimal decision to produce the input internally. In addition, although there are larger firm sizes of higher value than obtainable under the optimal policy, the optimal policy maximizes the social value of each individual transaction.

Sharon Gifford is a member of the faculty at Rutgers University - Newark and New Brunswick.

Gopalakrishnan, S., & Santoro, M.D. (2004). Distinguishing between knowledge transfer and technology transfer activities: The role of key organizational factors. *IEEE Transactions on Engineering Management*, 51(1), 57-69.

***New Jersey Institute of Technology
Management: Knowledge/Technology Transfer***

Knowledge transfer and technology transfer are often used interchangeably and while both knowledge transfer and technology transfer are highly interactive activities, they serve different purposes. Knowledge transfer implies a broader, more inclusive construct that is directed more toward understanding the "whys" for change. In contrast, technology transfer is a narrower and more targeted construct that usually embodies certain tools for changing the environment. Grounding our work in the 7-S framework, we examine the role of key organizational factors in facilitating knowledge transfer and technology transfer activities. Survey data for this study were collected from 189 industrial firms representing 21 different industrial sectors. Results show that there are differences in the types of firm structures, cultures and university policies for intellectual property rights (IPR), patent ownership, and licensing that facilitated knowledge transfer activities compared to those that facilitated technology transfer activities. Specifically, firms with more mechanistic structures and more stable direction-oriented cultures were associated with higher levels of knowledge transfer. Conversely, firms with more organic structures, more flexible change-oriented cultures, and more customized university policies for IPR, patent ownership, and licensing were associated with higher levels of technology transfer. The firm's trust in its university research center partner was equally important for both activities. We conclude by discussing the implications of our findings for future research and management practice.

Shanthi Gopalakrishnan is a member of the faculty at New Jersey Institute of Technology.

Gupta, R.C., & Ahsanullah, M. (2004). Some characterization results based on the conditional expectation of a function of non-adjacent order statistic (record value). *Annals of the Institute of Statistical Mathematics*, 56(4), 721-732.

Rider University
Decision Sciences: Record Values

This paper provides further characterization results for distributions of record values.

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

Haksever, C., Chaganti, R., & Cook, R.G. (2004). A model of value creation: Strategic view. *Journal of Business Ethics*, 49, 291-305.

Rider University
Management: Value Creation

Value creation has long been hailed as the major objective of business firms by many management researchers. However, most discussions of value creation do not address an important question: "For whom is the value created?" The purpose of this paper is to take a first step to fill this void and propose a model of value creation along three dimensions: financial, nonfinancial, and time. It is hoped that the model will contribute to a better understanding of how strategic and operational decisions of managers may create value for some stakeholders while destroying it for others.

Cengiz Haksever, Radha Chaganti, & Ronald G. Cook are members of the faculty at Rider University.

Hamilton, D.M. (2004). Business-to-consumer (B2C) Internet business models. In H. Bidgoli (Ed.), *The Internet encyclopedia* (pp. 129-138), New York: John Wiley & Sons.

Rowan University
Computing: Internet Business Models

This chapter proposes a taxonomy of B2C business models based upon what the site provides (e.g., a product or service) as well as how the site earns its revenue (e.g., payment for product or service, advertising, sponsorship, transaction commission, etc.). The paper also touches briefly on how business can use the Internet to achieve competitive advantage, and offers some lessons learned from the dot-com bubble burst.

Diane M. Hamilton is a member of the faculty at Rowan University.

Hill, M.E., & Cromartie, J. (2004). That which is “not”: Forgetting *Consumption, Markets and Culture*, 7(1), 69-98.

Montclair State University
Marketing: Consumer Behavior

This article adopts a poststructural perspective to challenge the legitimization given to the exclusionary study of “the apparent” in memory. It is our contention that this approach neglects the development of a necessary and concurrent understanding of the contribution provided by the “less-apparent”-- forgetting. It is argued that our pre-occupation with the apparent obscures the relationship between memory and forgetting, resulting in a misguided, or at least a too-limited set of understandings associated with both. Through a deconstructive interdisciplinary approach, a new intelligibility of memory, grounded in an understanding of forgetting, is offered. From this perspective the consumer is cast as a constructive inquirer (homo enquirean) rather than as a retention bin (homo estoreran) to reveal what is being constructed and why. This change in perspective provides new avenues for research into consumer behavior and marketing strategy, which are discussed.

Mark E. Hill is a member of the faculty at Montclair State University.

Holahan, P.J., Aronson, Z.H., Jurkat, M.P., & Schoorman, F.D. (2004). Implementing computer technology: A multiorganizational test of Klein and Sorra's model. *Journal of Engineering and Technology Management*, 21(1-2), 31-50.

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

In an empirical test and extension of Klein and Sorra's model, the organization's receptivity toward change, climate for implementation, and innovation-values fit are tested as determinants of implementation effectiveness. The model suggests that collective human perceptions have an impact on successful implementation of technology. The research examines the implementation of computer technology in science education in a sample of 69 schools. The results provide strong support for the hypothesized relationships between receptivity toward change, climate for implementation, and implementation effectiveness.

Patricia J. Holahan, Zvi H. Aronson, & M. Peter Jurkat are members of the faculty at Stevens Institute of Technology.

Holtzman, M.P., & de Mesa Graziano, C. (2004). *New SEC guidance for management's discussion and analysis - final rule 72*. Florham Park, NJ: Financial Executives Research Foundation.

***Seton Hall University
Accounting: Management Discussion and Analysis***

This report reviews new SEC guidance for preparing Management's Discussion and Analysis (MD&A) provided by the Securities and Exchange commission (SEC) in Final Rule No. 72. It provides practitioners with ideas and guidance for implementing the new rule.

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

Holtzman, M.P., & de Mesa Graziano, C. (2004). *Contractual obligations disclosed in management's discussion and analysis*. Florham Park, NJ: Financial Executives Research Foundation.

Seton Hall University
Accounting: Disclosures

This report summarizes current regulations governing disclosure of contractual obligations in Management's Discussion and Analysis (MD&A). It identifies recent trends in practice based on a survey of members of Financial Executives International (FEI) and a review of 2003 disclosures. Examples from these disclosures illustrate how current trends apply to specific contractual obligations.

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

Holtzman, M.P., & de Mesa Graziano, C. (2004). Analyze this: MD&A table of contractual obligations. *Financial Executive*, December, 44-47.
<http://www.fei.org/mag/issues/Dec2004.cfm>.

Seton Hall University
Accounting: Disclosures

Has the Securities and Exchange Commission's attempt to make corporate annual reports' Management Discussion and Analysis (MD&A) section more useful to users been successful? This study, based on both a review of annual reports and a survey of users evaluates this question.

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

Hunter, R.J. Jr. (2004). HIV: Fear of AIDS or medical malpractice? *North Dakota Law Review*, 80(3), 385-403.

Seton Hall University
Legal Studies: AIDS Diagnosis

In the summer of 1981, an extremely rare cancer, Kaposi's sarcoma, emerged as a disease striking young gay men in New York, Los Angeles and San Francisco. The disease was named AIDS in 1982. HIV, or the Human Immunodeficiency Virus, causes AIDS and the Acquired Immunodeficiency Syndrome. Tests for HIV infection indicate whether or not the human body has produced antibodies to the virus. This article examines the legal issue of whether or not a doctor who misreads an HIV test, thus incorrectly telling a patient that it is positive, can be held liable for emotional damages caused by the misdiagnosis and subsequent advice. Two cases from New Jersey, *Williams v. Waldman* and *Doe v. Arts*, impact the answers to these questions.

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

Hunter, R.J. Jr., & Ryan, L.V. (2004). Privatization and transformation in Poland: An update. *The Polish Review*, XLIX(3), 919-943.

Seton Hall University
Finance: Poland

Experts and the general public in Poland in the period 1989-1993, the formative years of the transition, were in substantial agreement that the "essence of restructuring" [of the Polish economy] is a *denationalization*, and that the key element in denationalization is a significant growth of the share and importance of private ownership, that is, so called "privatization". *Privatization* also includes the *destatization* of economic activity through the legal transfer of former state-owned property from the state into private hands. The process has been made even more difficult, in that it had to be accomplished in the decidedly negative context of a centrally planned economy.

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

Hunter, R.J. Jr., & Ryan, L.V. (2004). The Schengen System: Protecting the borders and security of the European Union. *Business Law Review*, 37, 29-42.

Seton Hall University
Legal Studies: European Union

The *Schengen System*, designed to remove interior frontier controls within the European Union, is an important part of the area of “freedom, security and justice” that will characterize the European Union (EU), a political and economic giant that will comprise 455 million people in May 2004. With accession of ten new states to the EU in May of 2004, enlarging the bloc from fifteen nations to twenty five, there has been a renewed interest in and emphasis on the *Schengen System* in order to provide a sense of economic well-being, political stability, and physical security for all members of the community. This paper examines the possible issues associated with this development and in particular, raises the question of whether or not in an era of terrorism, with mounting concerns about a veritable flood of workers from the eastern countries, can individual and societal rights be adequately balanced in a borderless Europe?

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

Isik, I., Gunduz, L., Kilic, O., & Uysal, D. (2004). Assessing the relationship between liberalization, ownership and performance: The case of Turkish banks. *International Business & Economics Journal*, 3(1), 39-52.

Rowan University
Finance: International

This paper employs a DEA-type Malmquist index approach to evaluate the impact of financial liberalization on the productivity changes of public, private and foreign banks in Turkey during the period between 1981 and 1990. The results indicate that all forms of banks have benefited from financial liberalization. However, foreign banks were found to be the most productive, followed by private banks and public banks respectively. The major source of productivity gains is scale changes for public and private banks and technical progress for foreign banks. It also seems that productivity growth indices of all banks converge towards the end of a liberalization period.

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

Kaufman-Scarborough, C., & Cohen, J. (2004). Unfolding consumer impulsivity: An existential-phenomenological study of consumers with attention deficit disorder. *Psychology and Marketing*, 21(8), 637-669.

***Rutgers University - Camden & Rider University
Marketing: Consumer Impulsivity***

This article attempts to unfold consumer impulsivity by gathering in-depth stories from persons whose impulsivity is a lifetime trait because of their attention deficit disorder (ADD/ADHD). The manuscript provides overviews of impulsivity, ADD, and impulsive consumer behavior. Insights into possible consumer-behavior challenges are offered from an information-processing perspective. Through thematic analysis of the respondents' lifetime stories, this study helps illuminate the black box of the consumer's mind with respect to impulsive consumption, by relating impulsive consumer behavior to specific problems in information processing. As such, it not only contributes to an understanding of the consumer behavior of those with ADD, but also presents a kinder and gentler picture of consumers who are dealing with information overload and frustration, rather than what might be a more common stereotype of consumers who are simply out of control.

Carol Kaufman-Scarborough is a member of the faculty at Rutgers University - Camden, & Judy Cohen is a member of the faculty at Rider University.

Kodaganallur, V. (2004). Incorporating language processing into Java applications - A JavaCC tutorial. *IEEE Software*, 21(4), 70-77.

Seton Hall University
Computing: Java Compiler Compiler

Application programs sometimes need to deal with input whose structure and meaning are dictated by complex formal rules. While compilers, command processors and database query language processors are prime examples of such applications, the need for such functionality often crops up in the context of other applications as well. Developing such functionality from scratch is complex and error-prone, and programmers rely on tools like Lex and YACC for such tasks. A good tool for such tasks in the Java programming language is the freely available “Java Compiler Compiler” or JavaCC. Extended Backus-Naur Form (EBNF) is a universal notation for specifying the syntactic rules of formal languages and is a pre-requisite to using such tools. In this article, I provide a short introduction to EBNF and show how to use JavaCC.

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

Koppel, N.B., & Hollister, K.K. (2004). Teaching business computer applications: Comparison between the traditional delivery and a hybrid approach. *Review of Business Research, IV*(1), 95-101.

Montclair State University
Pedagogy: Computer Applications

The rapid growth of Information Technology is changing the way the world does business and is changing the way teaching and learning take place. This paper reports findings from a study on a hybrid approach to teaching business computer applications. The computer applications course teaches literacy in computer applications such as Microsoft Word, Excel, and Access 2002. Data gathering took place over three semesters and includes findings from over 130 students and two faculty members. Data for this project was gathered through (1) questionnaires completed by students which evaluated their experiences and reactions to the hybrid computer course versus the traditional lecture-based course; (2) informal interviews with faculty teaching the computer literacy course to determine their perceptions of using this teaching format - both advantages and disadvantages; and (3) analysis of student test scores in both a hybrid computer course and a traditional lecture-based class.

Nicole Koppel & Kimberly Killmer Hollister are members of the faculty at Montclair State University.

Lawrence, K.D., Klimberg, R.K., & Lawrence, S.M. (2004). A multi-criteria DEA framework for evaluating e-commerce efficiency. *Applications of Management Science: Mathematical Programming*, 11, 49-67.

New Jersey Institute of Technology
Decision Sciences: E-commerce Efficiency

The Internet is being widely deployed commercially. As the widespread use and dependency on Internet technology increases, so does the need to assess factors associated with e-commerce success. This study proposes a framework for evaluating e-commerce efficiency using Data Envelopment Analysis (DEA) and an extension of DEA called multiple objective DEA (MODEA). The framework includes not only financial and operational measures, but also e-commerce specific measures.

Kenneth D. Lawrence is a member of the faculty at New Jersey Institute of Technology.

Lawrence, K.D., Lawrence, S.M., Klimberg, R.K., & Kudyba, S. (2004). Sales planning in a multi-criteria environment. *Applications of Management Science: Mathematical Programming*, 11, 69-74.

New Jersey Institute of Technology
Decision Sciences: Sales Force Sizing and Allocation

This research deals with a multi-criteria sales response model for sales force sizing and allocation. The basis of this model is the ADBUDE model, which allows the firm to estimate a sales response function, showing the relationship among sales efforts in each sales entity.

Kenneth D. Lawrence & Stephen Kudyba are members of the faculty at New Jersey Institute of Technology.

Lee, J., Hall, E.H. Jr., & Wingham, D. (2004). Diversification, productivity, and performance enhancement: An international examination. *Journal of Business Disciplines*, *V*(2), 75-91.

Rowan University
Management: Market Diversification

Diversification has been one of the major research issues in strategic and policy literatures, regardless of the organizational differences, and across national boundaries. However, evidence on diversification and performance has also been troubled with uncertainty and debate over the inconclusive nature of the relationship, particularly in international perspectives. The present study undertakes to empirically demonstrate the strategic relationships between product and market/international diversification and various indices of performance measures. In particular, this is undertaken with respect to accounting-based and market-based performance in the U.S. and Japanese manufacturing firms. In addition, this study is also designed to explore the important and under-researched interactive effect of R&D intensity on the diversification and performance linkage for both U.S. and Japanese firms. Outcomes of the study indicate that product diversification and multinational diversification have different impacts on corporate performance for U.S. and Japanese multinationals.

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

Lee, J., & Habte-Giorgis, B. (2004). 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: Market Diversification

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. 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 the 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 also identifies 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 entering the foreign export market. Third, policy makers can direct their export strategy more effectively by allocating available resources in crucial areas of export enhancement.

Jooh Lee & Behre Habte-Giorgis are members of the faculty at Rowan University.

Levin, D.Z., & Cross, R. (2004). The strength of weak ties you can trust: The mediating role of trust in effective knowledge transfer. *Management Science*, 50(11), 1477-1490.

***Rutgers University - Newark and New Brunswick
Decision Sciences: Knowledge Exchange***

Research has demonstrated that relationships are critical to knowledge creation and transfer, yet findings have been mixed regarding the importance of relational and structural characteristics of social capital for the receipt of tacit and explicit knowledge. We propose and test a model of two-party (dyadic) knowledge exchange, with strong support in each of the three companies surveyed. First, the link between strong ties and receipt of useful knowledge (as reported by the knowledge seeker) was mediated by competence- and benevolence-based trust. Second, once we controlled for these two trustworthiness dimensions, the structural benefit of weak ties emerged. This finding is consistent with prior research suggesting that weak ties provide access to nonredundant information. Third, competence-based trust was especially important for the receipt of tacit knowledge. We discuss implications for theory and practice.

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

Lindquist, J.D., & Kaufman-Scarborough, C.F. (2004). Polychronic tendency analysis: A new approach to understanding women's shopping behaviors. *Journal of Consumer Marketing*, 21(5), 332-342.

***Rutgers University - Camden
Marketing: Polychronic Tendency***

Consumer researchers have long known that some shoppers prefer to combine errands on their shopping trips, while others tend to focus on one errand at a time. However, there was no published evidence that similar behaviors occur within a specific shopping situation. This article proposes that polychronic tendency analysis (PTA) can provide insights that explain such behaviors. Self-reports were used to examine adult women's general polychronic tendency and to contrast this with reported polychronic tendencies when shopping for groceries and shopping for clothing to be worn at work. Three strong-fitting, theoretically sound constructs consisting of multiple simultaneous activity and activity-changing items were constructed using a structural equation modeling approach. The general, grocery shopping, and clothing shopping models differed from one another. This showed that women have different time-use tendencies in different shopping situations. It also demonstrates how situation-specific survey instruments and the resultant models and measurement scales can be developed using the PTA approach.

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

Lowrey, T.M., Otnes, C.C., & Ruth, J.A. (2004). Social influences on dyadic giving over time: A taxonomy from the giver's perspective. *Journal of Consumer Research*, 30(4), 547-558.

***Rutgers University - Camden
Marketing: Gift Giving***

Most gift-giving research focuses on how aspects of the giver, recipient, or their relationship impact such exchange. This longitudinal study of the Christmas giving of five informants demonstrates that givers strategically incorporate, or allow themselves to be influenced by, third parties when selecting gifts for recipients. Moreover, givers' motivations for incorporating these influences can change over time. Thus, seemingly personal gifts to recipients actually reflect givers' relationships with others in the social network. Our taxonomy of ten social influences on givers' behavior, as well as givers' motivations and the relational processes associated with each, broadens the scope of current gift-giving research and begins exploring how social relationships impact gift exchange. Marketing practitioners can apply an understanding of these ten social influences to other relationship-based consumer behavior contexts.

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

Maroney, N.C., Hassan, M.K., Basher, S.A., & Isik, I. (2004). A macroeconometric model of the Bangladesh economy and its policy implications. *The Journal of Developing Areas*, 38(1), 135-149.

Rowan University
Finance: International

This paper develops a macroeconometric model for the Bangladesh economy using nine key macroeconomic variables employing annual data from 1974 to 2000. The methodology employed in this paper uses unit root and Johansen's cointegration tests followed by vector error correction model and variance decomposition to examine the dynamic relationships among macro variables. Our results show that within the context of Bangladesh, monetary policy is more important than fiscal policy. As a significant amount of development expenditure for Bangladesh comes from foreign donations, it is also argued that this aid must be channeled to productive activities so that it contributes to economic growth. The domestic export base also has to be widened and diversified.

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

Meric, I., Prober, L.M., Eichhorn, B. H., & Meric, G. (2004). Integration and the financial characteristics of manufacturing firms in the European Union. *American Business Review*, 22(2), 88-96.

Rider University & Rowan University
Finance: International

The subject of integration has received considerable attention in the finance literature. Empirical studies provide evidence that the removal of barriers to trade and the free cross-border flow of capital increase the economic and financial integration between countries. The theory suggests that firms in different countries tend to have similar financial characteristics with increased integration. The European Union member countries have been removing barriers to trade and integrating their economies and financial markets since 1958. France, Germany, and the U.K. are the three largest economies in the European Union. In this study, we test the hypothesis that the financial characteristics of French, German, and U.K. firms are similar by using the multivariate analysis of variance (MANOVA) techniques with data from three major industries for the 1997-2001 period. Our findings indicate that, despite integration, the financial characteristics of French, German, and U.K. firms are significantly different. The test statistics indicate that the most significant differences are between German and U.K. firms and the least significant differences are between French and U.K. firms.

Ilhan Meric, Larry Prober, & Benjamin Eichhorn are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.

Meric, I., & Meric, G. (2004). The diminishing benefit of global portfolio diversification. *Global Business and Finance Review*, 9(2), 43-51.

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

In this paper, we study the impact of the September 11, 2001 terrorist attacks in the U.S. and the ensuing war against terrorism during the post-September-11 period on the co-movements of the U.S., Japanese, Australian, U.K., and German stock markets. Our rolling correlation analysis results indicate that correlation between the U.S. stock market and the world's other major stock markets increased substantially, and therefore, the benefit of global portfolio diversification to U.S. investors with these markets decreased considerably after September 11, 2001. Our Granger causality test results indicate that there is a closer linkage between the U.S. stock market and the world's other major stock markets in the post-September-11 period than in the pre-September-11 period.

Ilhan Meric is a member of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.

Miller, G.J. (2004). Tom Zak, Inc.: A case study. In K. Hodge (Ed.), *Annual Advances in Business Cases*. New York: McGraw-Hill Primis.

***The College of New Jersey
Pedagogy: Legal Studies***

This case is about a small Midwest contractor who was awarded a Federal Government Marine Construction Contract to repair a breakwater (a stone barrier to break waves) off the coast of Maine at a cost of about \$2.3 million. The contractor, Tom Zak, was inexperienced in marine construction and completed only about one-fifth of the job before the contract was terminated by the Federal government. Zak subsequently filed a termination settlement claim with the government for \$11,835,253. Almost half of the claim amount (\$5,534,658) was for equipment used on the job, which had been purchased by Zak for \$634,358. In claiming this amount for equipment, Zak attempted to take advantage of an ambiguous clause in the government's Federal Acquisition Regulations (FAR) regarding reimbursement for equipment under a termination settlement claim. Should the Federal government have hired Zak to begin with, since he had no previous experience in Marine construction? Was Zak justified in attempting to take advantage of this clause in the FAR? These are among the questions that the student is asked to consider after reading the details of the case.

Gerald J. Miller is a member of the faculty at The College of New Jersey.

Nadarajah, S., & Ahsanullah, M. (2004). On the arc-sine record values. *Calcutta Statistical Association Bulletin*, 55(March&June), 217-218.

***Rider University
Decision Sciences: Record Values***

Explicit algebraic expressions are derived for computing the means, variances and the covariances of the record values from the arc-sine distribution. The derivation uses a representation theorem due to Bairamov and Ahsanullah.

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

Nevezorov, V.B., & Ahsanullah, M. (2004). Characterizations of distributions by regressional properties of records. *Journal of Applied Statistical Science*, 13(1), 33-39.

Rider University
Decision Sciences: Record Values

A new characterization of distributions based on a regressional property of order statistics is obtained.

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

Newman, C.M. (2004). Enhancing creative thinking in a case-based MBA course. *Journal of College Teaching & Learning*, 1(3), 27-30.

Rider University
Pedagogy: Case Analysis

Improving the critical thinking ability of students is a learning outcome of many undergraduate and graduate courses. While case-based courses encourage higher order critical thinking, students still often become rote in the application of concepts and theories to problem-solving situations. This paper presents an example of a graduate marketing MBA course that was revised by integrating the creative problem solving process with the traditional case analysis process in order to enhance student critical thinking and problem solving skills.

Cynthia M. Newman is a member of the faculty at Rider University.

Newman, C.M. (2004). Positioning: A prescriptive model with an application example. *Journal of Business Disciplines*, 5(1), 45-62.

Rider University
Marketing: Positioning

Positioning is a critical marketing concept in that it forms the basis of an organization's mission statement and drives the development of marketing strategies. This concept is used by both for-profit and not-for-profit organizations as they compete and adapt in an ever-evolving environment. However, despite its widespread presence in practice and in marketing literature, very little attention has been given to evaluating whether the concept is properly understood and appropriately practiced by organizational leaders. The current article presents a prescriptive model of organizational positioning that is grounded in the marketing literature. The results of an application of the model are then presented, and the model is evaluated. The use of the model to evaluate practice is also considered.

Cynthia M. Newman is a member of the faculty at Rider University.

Nunez, E. (2004). Integrated new product development for turbulent and uncertain environments. *Doctoral dissertation, Stevens Institute of Technology.*

***Felician College
Management: New Product Development***

This study is the first of its kind to analyze the influence of structured (e.g. StageGate™) and improvisational new product development (NPD) processes on speed, cost, and success under varying degrees of instability. This research establishes the merit of combining these two seemingly counterintuitive approaches, while demonstrating that they are not two opposing, incompatible qualities. Our study has broken new ground by establishing structured approaches as a foundation on which to build. Specifically, we have found that under circumstances where NPD teams are using a structured approach but require additional flexibility to increase speed or to help achieve success, introducing improvisation into the mix is productive. For the practitioner, this implies that by intelligently coupling structure with improvisation, our solution plays to the strength of each while offering a way of overcoming many of the shortcomings of either approach. In addition, our study has established subtle, yet important differences between environmental change and uncertainty that warrant management consideration.

Enrique Nunez is a member of the faculty at Felician College.

Overton, R.H. (2004). Designing a graduate curriculum: Use of credentials to enhance student portfolios. *Journal of College Teaching and Learning*, 1(10), 17-28.

New Jersey City University
Pedagogy: Business

Designing a graduate curriculum that meets the needs of the student not planning to pursue an academic career is challenging. Students want a recognized degree that nonetheless delivers content immediately relevant to their career tasks and credible to their employers. Innovative programs with career content are in high demand, but in the process of innovation, standards of scholarship, critical thinking and knowledge must be upheld. This paper describes how teaching and learning concepts and principles were used to combine demands of career and scholarship into an innovative graduate program. The environmental scan leading to this design predicated a design that uses national professional credentials as one method of assessment. The curriculum provides students with portfolios validating their work during and at the end of a Master of Science program. Instead of a thesis, students create a capstone project combining scholarship with an employer-ready portfolio. Suggestions are made concerning the transfer of the methodology to practically any discipline.

Rosilyn H. Overton is a member of of the faculty at New Jersey City University.

Pelham, A.M., & Lieb, P. (2004). Differences between presidents' and sales managers' perceptions of the industry environment and firm strategy in small industrial firms: Relationship to performance satisfaction. *Journal of Small Business Management*, 42(2), 174-189.

***The College of New Jersey
Management: Sales Force***

The industrial sales force is the primary source of information about the competitive environment. Differences between perceptions of that environment between the national sales manager and the firm president in small industrial firms may reflect inadequate environmental information input into strategic decision-making. The sales-force is a major element in implementation of strategy and differences between perceptions of firm strategy may reflect inadequate coordination and communication between the chief strategy decision-maker and the manager who is responsible for implementing that strategy in the market place. It would be expected that these differences in perceptions would negatively impact strategy formulation and execution resulting in unsatisfactory firm performance. This study surveyed the environmental and strategy perceptions of presidents and national sales managers in small to medium sized industrial firms as well as the presidents' satisfaction with firm profitability and marketing/sales effectiveness. The average absolute difference in environment perceptions has a negative relationship with satisfaction with profit. The average absolute difference in strategy perceptions has a negative relationship with marketing/sales effectiveness. This latter relationship is especially strong in an environment high in capital spending variation and for larger firms. The authors suggest implications for managers based on these results.

Alfred M. Pelham & Pamela Lieb are members of the faculty at The College of New Jersey.

Poon, W.W. (2004). Using fair value accounting for financial instruments. *American Business Review*, 22(1), 39-41.

Montclair State University
Accounting: Financial Instruments

In the Statement of Financial Accounting Standards No. 133, the Financial Accounting Standards Board mentioned its goal of requiring all financial instruments be carried in the statement of financial position at their fair value. However, after more than four years, no pronouncement has yet been issued. This paper discusses the merits and demerits of using fair value in accounting for financial instruments and advocates the use of footnote disclosures to deal with this difficult issue.

Wing W. Poon is a member of the faculty at Montclair State University.

Presby, L. (2004). Assessing student feedback from personal multimedia supplements in both online and traditional programs. *Review of Business Research, Academy of International Business and Economics, IV(1)*, 204-209.

William Paterson University
Pedagogy: Assessment

Universities are encouraging faculty integration of Web-based products. As a result, online delivery programs have been flourishing. However, assessing students mastery of material has sometimes been difficult. Blackboard is one course management tool that combines the best of the web in an easy to use package that allows one to give tests and record grades implementing significant electronic innovation in teaching and learning. This paper offers a look at the inclusion of a personalized video CD, created through Tegrity Software, containing 10 modules of spreadsheet instruction that are presented free to students the first day of class to be used as a complement to Blackboard. Delivery, as well as assignments, is augmented with the CD. Students are tested on the material and provide feedback as to their usefulness of the CD. This execution has been found to be effective for academics when implementing significant electronic innovation in teaching and learning. Preliminary results indicate significant increases in student interest and involvement in learning, and improved test scores. Moreover, additional material can now be effectively covered.

Leonard Presby is a member of the faculty at William Paterson University.

Pritchard, R.E., Saccucci, M.S., Potter, G.C., & Van Brunt, M.M. (2004). Effect of rigorous prerequisite enforcement on quantitative skills outcomes assessed at a regional university. *Journal of Financial Education*, 30(Fall), 17-27.

Rowan University
Pedagogy: Finance

This article demonstrates the importance of strict enforcement of prerequisites for Principles of Finance in terms of ensuring that all students enrolled in the course have the necessary quantitative skills. In addition, the article explains how a strict prerequisite enforcement program was developed and implemented, offering an example for other institutions. Strict prerequisite enforcement for Principles of Finance is important to the business practitioner in that it provides an added level of assurance that students who complete the finance course have the appropriate basic quantitative skills necessary for success in business.

Robert E. Pritchard, Gregory C. Potter, & Margaret M. Van Brunt are members of the faculty at Rowan University.

Pritchard, R.E., Potter, G.C., Damming, J., & Wriggins, B. (2004). Implementing a course-embedded resume and professional employment action plan preparation program for college of business juniors. *Journal of Education for Business*, 79(6), 348 - 353.

Rowan University
Pedagogy: Career Planning & Placement

The program described in this article is important to business practitioners because it better prepares graduating business students to present (market) themselves to potential employers. Business school graduates who can accurately describe themselves using appropriate computer-scanning-sensitive terminology, for example, have a better chance of spiking employer interest. Furthermore, employers provided with the accurate descriptions can more easily select those appropriately-qualified candidates who will be able to successfully fill job openings.

Robert E. Pritchard, Gregory C. Potter, Joanne Damming, & Betsey Wriggins are members of the faculty at Rowan University.

Pritchard, R.E., Potter, G.C., & Saccucci, M.S. (2004). The selection of a business major: Elements influencing student choice and implications for outcomes assessment. *Journal of Education for Business*, 79(3), 152-156.

Rowan University
Pedagogy: Business

This article is important both to business practitioners and academic managers and faculty because it provides the outline for establishing a student recruitment program that clearly establishes the opportunities available to students as well as the expectations. Schools of business that follow the guidelines will likely have higher retention rates and produce graduates who are well suited to their business major. Producing such students should lead to more fulfilling careers for the graduates and more productive employees for the business.

Robert E. Pritchard & Gregory S. Potter are members of the faculty at Rowan University.

Raqab, M.Z., & Ahsanullah, M. (2004). Inferences for generalized secant hyperbolic distribution based on order statistics. *Journal of Statistical Theory and Applications*, 3(1), 13-31.

Rider University
Decision Sciences: Record Values

In this paper we consider the generalized secant hyperbolic distribution with known shape parameter t . Exact expressions for single and product moments of order statistics are established. The expressions are represented in terms of Riemann zeta, polygamma and hypergeometric functions. These special functions allow us to use a series of Mathematica procedures that will compute the means, variances and covariances of order statistics from the generalized secant hyperbolic distribution. The obtained values are used to compute the coefficients of the best linear unbiased estimators of the location and scale parameters. The variances of these estimators are also presented. A real data set has been used to illustrate our findings.

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

Ratner, M., Meric, I., & Meric, G. (2004). The cross-autocorrelation of size-based portfolio returns in Europe. *Studies in Economics and Finance*, 22(1), 41-59.

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

This study examines the cross-autocorrelation of size-based portfolio returns in a sample of 15 major European markets using daily data from January 1990 through December 1999. Previous studies have primarily used U.S. data. This study extends previous research by considering results in multiple European exchanges. We examine whether a difference in size-based portfolios exists by testing cross-autocorrelation, granger-causality, and asymmetric responses in the European markets. The results confirm that large stock portfolio returns lead small stock portfolio returns in most European countries, and that cross-autocorrelation is present both within and between European financial markets.

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

Riotto, J.J. (2004). Model For calculating ROI of training/learning initiatives. *Journal of Interactive Instruction Development*, 16(4), 18-21.

***New Jersey City University
Finance: Return on Investment Training***

There has been an explosion of renewed interest in calculating Return on Investment (ROI), especially for learning and training initiatives. It is no surprise that trained employees are essential to any company's performance and quality efforts. Furthermore, measuring value and ROI for training and e-learning is significant. An all too often neglected element is intangible benefits. This study will provide a Return On Investment Range Model (ROIRM) that can be utilized by an organization to establish a metric to support investment in training and learning and further substantiate the organization's value.

Joseph J. Riotto is a member of the faculty at New Jersey City University.

Rudin, J.P., Wingham, D.W., & Weaver, K.M. (2004). Equal Employment Opportunity (EEO) legislation and small businesses: Real hazard or red herring? *Journal of Small Business and Entrepreneurship*, 17(2), 93-102.

Rowan University
Management: Equal Employment Opportunity

This paper examines the impact of state EEO legislation on the mortality rates of small businesses in twenty industries. Extant strategic human resource management literature tends explicitly or implicitly to discount the relative importance of EEO compliance as a function of Human Resource Management responsibilities. However, we find a positive impact of state EEO legislation on the likelihood of organizational survival. State EEO legislation may require small businesses to engage in fair employment practices that increase their vitality. Alternatively, EEO legislation is part of a package of policies that have the net effect of reducing small business mortality rates.

Joel Rudin & K. Mark Weaver are members of the faculty at Rowan University.

Rudin, J.P., & Harshman, E. (2004). Keeping the faith but losing in court: Legal implications of proselytizing in the workplace. *Employee Responsibilities and Rights Journal*, 16(2), 105-112.

Rowan University
Management: Proselytizing in the Workplace

Proselytizing at work occurs when an employee tries to convince co-workers to change their religions. This presents an interesting set of legal issues, because some employees feel that proselytizing is a requirement of their religion. Therefore, they could perceive a prohibition on proselytizing at work as a discriminatory act against members of their religion. On the other hand, other employees may be offended by attempts to change their religious practices. These employees could perceive workplace proselytizing as religious harassment. Therefore, American employers have to adopt religious harassment policies that are much more complex than their sexual harassment policies. In this paper, we outline the components of a legally compliant religious harassment policy which balances the competing rights of proselytizers and their intended targets.

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

Ruth, J.A., Brunel, F.F., & Otnes, C.C. (2004). An investigation of the power of emotions in relationship realignment: The gift recipient's perspective. *Psychology & Marketing*, 21(1), 29-52.

***Rutgers University - Camden
Marketing: Gift Giving***

This study investigates the types of emotions experienced by consumers that link a broad spectrum of idiosyncratic, gift-exchange experiences with specific relationship realignment outcomes. Content analysis and analysis of variance procedures are used to assess the link between emotions and gift recipients' perceptions of relationship quality. The results demonstrate that rather than the overall amount of felt emotions, it is the balance of positive and negative emotions that is associated with specific relationship outcomes. It also appears that coping processes allow individuals to realize an overall neutral or positive outcome for the relationship, even if negative emotions are experienced. Moreover, different patterns of emotions characterize each of five different relational outcomes of the gift-receipt experience. These results have theoretical and practical implications for gift exchange as well as other emotion-laden marketing relationships, such as those found in services and personal selling contexts.

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

Ruth, J.A., & York, A. (2004). Framing information to enhance corporate reputation: The impact of message source, information type, and reference point. *Journal of Business Research*, 57(1), 14-20.

***Rutgers University - Camden
Marketing: Managing the Message***

This paper investigates how the presentation of performance information affects stakeholders' attitudes towards firms that seek to enhance their reputation. Specifically, we investigate the effect of three information characteristics on stakeholder attitudes toward the firm: the message source, information type (numeric vs. verbal information), and reference point (trend vs. competitor comparisons). An experiment employing a 3 X 2 X 2 design is utilized, showing that the source of the information interacts with both the reference point and information type to affect attitude change. The "consistency" between source and information type or reference point determines the impact on degree of attitude change. Our results have important implications for managers, demonstrating that reputation does not have to be merely a passive reflection of a firm, but can be the target of a firm's active management.

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

Schiff, A.I., & Schiff, J.B. (2004). In search of a pro forma earnings standard. *Management Accounting Quarterly*, 5(1), 40-44.

Fairleigh Dickinson University
Accounting: Pro Forma Earnings

The business community and, more broadly, American society continue to be buffeted and frustrated by news of financial reporting failures involving high-profile organizations. Concurrently, the demand for improving the understandability and transparency of corporate financial reporting continues to grow. Standard & Poor's has taken a step in the right direction by developing and promoting its relatively straightforward core earnings metric. Financial executives and managers, however, need to understand the strengths and weaknesses of S&P's approach and prepare themselves for questions from their constituencies regarding their core earnings. They would do well to seriously consider our proposed recurring earnings (RE) framework as an approach to improve the quality of communication and financial reporting clarity to a diverse stakeholder audience including, but not limited to, investors, analysts, creditors, regulators, customers, associates, and suppliers. Our company-specific ad forma earnings model and methodology will enable financial managers to modify core earnings as reported by S&P to derive RE. Similarly, they can adjust pro forma earnings as reported by securities analysts. In addition, financial and accounting professionals can measure internal performance of business segments with RE as the numerator in calculating segment return on assets.

Jonathan B. Schiff is a member of the faculty at Fairleigh Dickinson University.

Schneider, M., & Lieb, P. (2004). The challenges of teaching strategic management: Working toward successful inclusion of the resource-based view. *Journal of Management Education*, 28(2), 170-187.

***New Jersey Institute of Technology & The College of New Jersey
Pedagogy: Management***

This article focuses on improving pedagogy and content of the strategic management course, which might lead to improved strategic management practice. Strategic management is an integral component of most business programs, and generally is the required capstone course. The content of the course tends to reflect developments in the academic field of strategic management, particularly the body of work associated with Michael Porter on industrial organization economics, but also reflects best practices in industry. Yet, we find that the course as it is taught often lags behind in inclusion of new material on the resource-based view (RBV), which stresses focus on core competencies and capabilities - or how firms are different from each other in ways that are of value in the market - rather than focusing on industry dynamics and assuming homogeneity across firms in an industry. Further, business practice has changed, leading to hyper-competition and disequilibrium, and we advocate that the RBV (as well as continued emphasis on industrial organization economics) is of benefit to students both intellectually and in terms of preparation for practice. Suggestions for better inclusion of the RBV include developing an interpretive perspective in the course focused on qualitative data and meaning; comparing and illustrating the value of the RBV in case development, selection, analysis; and illustrating how collective knowledge is developed through team-based projects.

Marguerite Schneider is a member of the faculty at New Jersey Institute of Technology & Pamela Lieb is a member of the faculty at The College of New Jersey.

Schoen, E.J., & Falchek, J.S. (2004). Professional fundraisers beware: There is no first amendment immunity for fraud. *Midwest Law Review*, 19(Fall), 128-152.

Rowan University
Legal Studies: Fundraising Fraud

In *Illinois ex rel. Madigan v. Telemarketing Associates, Inc.*, 123 S. Ct. 1829 (2003), the United States Supreme Court unanimously decided that "States may maintain fraud actions when fundraisers make false or misleading representations designed to deceive donors about how their donations will be used." In reaching this decision, the Court clarified the reach of its three prior decisions according First Amendment protection to charitable solicitation activities, and restored an enforcement tool that enables States to combat fundraising businesses that falsely lead donors to believe their donations will be used for a purported charitable purpose. While at first blush it appears to be intuitively obvious that deceitful charitable solicitors should be held accountable for defrauding donors about how their donations will be used, the First Amendment issues surrounding professional fundraising activities are complicated, and require close analysis of the preceding *Schaumburg, Munson, and Riley trilogy*, and the regulations of professional fundraisers those decisions struck down because they violated the First Amendment. That examination demonstrates the U.S. Supreme Court decision in *Madigan* is compatible with the *Schaumburg, Munson, and Riley trilogy*, and is not an aberration from the First Amendment.

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

Scullin, S.S., Fjermestad, J., & Romano, N.C. Jr. (2004). E-relationship marketing: Changes in traditional marketing as an outcome of electronic customer relationship management. *The Journal of Enterprise Information Management*, 17(6), 410-415.

New Jersey Institute of Technology
Marketing: Electronic Customer Relationship Management

Marketing concepts and definitions have remained relatively unchanged until recently. Electronic customer relationship management (eCRM) has forced marketing managers to reevaluate how, when and to what extent they interact with their customers. This paper is focused on the role of specific marketing concepts and how eCRM has enhanced or altered each concept. Every topic discussed is illustrated with current business examples. Several examples from the business trade press are used to illustrate the success an organization can achieve when using eCRM to enhance marketing skills.

Shannon Sue Scullin & Jerry Fjermestad are members of the faculty at New Jersey Institute of Technology.

Shelfer, K.M., Corum, C., Procaccino, J.D., & Didier, J. (2004). Smart cards, In M.V. Zelkowitz (Ed.), *Advances in computers, Vol. 60* (pp. 147-149). Elsevier Academic Press.

Rider University
Computing: Smart Cards

This paper presents an overview of the history, commercialization, technology, standards, and current and future applications of smart cards. Section 1 is an overview of smart cards, including their current global use of identification, verification and authorization applications through their ability to support transaction processing, information management and multiple applications on a single card. This section also includes a summary of the invention and early development and application of smart cards. The second section describes a typical smart card-based transaction, tracing it from the initial contact between a card and the card reader through the transaction to termination of the transaction. The third section describes the physical characteristics of the smart card, and its associated contact and contactless interfaces, integrated circuit (IC) chip and processor capacity. Section 4 summarizes the international standards associated with smart cards, including those related to interoperability among contact and contactless cards, and their respective reading devices. In Section 5, the focus is a high-level discussion of associated access technologies, including a more detailed look at magnetic stripe and barcode technologies and standards. This section includes a very brief mention of the impact of RISC-based technologies and Sun's Java™ KLVirtual Machine®. Section 6 discusses smart card security relating to the card's ability to authorize and facilitate electronic, logical and physical access to controlled applications and physical locations. Also discussed is physical security, which relates to cardholders, environment and cards tampering, and data security, which is related to smart cards' ability to support cryptography and cross validation of data stored on the cards across multiple databases for purposes of identification verification. Section 7 concludes this paper with a look at the future of smart card-related developments, including those related to both technology and applications. Technology-related developments include the support of more than a single operating system on the processor chip and peripheral card technologies. Application-related developments include those related to identification, information storage and transaction processing.

J. Drew Procaccino is a member of the faculty at Rider University.

Shi, X., Holahan, P.J., & Jurkat, M.P. (2004). Satisfaction formation processes in library users: Understanding multisource effects. *The Journal of Academic Librarianship*, 30(2), 122-131.

***Stevens Institute of Technology
Management: Libraries***

This study explores whether disconfirmation theory can explain satisfaction formation processes in library users. Both library users' needs and expectations are investigated as disconfirmation standards. Overall library user satisfaction is predicted to be a function of two independent sources—satisfaction with the information product received and satisfaction with the information system and library services used to retrieve the information product. Both sources are hypothesized to contribute independently to satisfaction in library users.

Patricia J. Holahan & M. Peter Jurkat are members of the faculty at Stevens Institute of Technology.

Shim, S.J. (2004). Use of personal digital assistants in pharmaceutical detailing: Perceptions of sales representatives. *International Journal of Medical Marketing*, 4(1), 47-53.

***Seton Hall University
Computing: PDAs in Pharmaceutical Sales***

This study explores the perceptions of pharmaceutical sales representatives toward the use of personal digital assistants (PDAs) in pharmaceutical detailing. It uses data from a survey of sales representatives at a large pharmaceutical company that has adopted a PDA system for use in pharmaceutical detailing. The study identifies the specific features that sales representatives require of the PDA system for pharmaceutical detailing tasks and assesses the capabilities of the PDA system with respect to those features. Given the importance of user perceptions in the process of PDA adoption and implementation, the findings will prove helpful to those who use or plan to use PDAs in pharmaceutical detailing.

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

Shontz, M.L., Parker, J.C., & Parker, R. (2004). What do librarians think about marketing? A survey of public librarians' attitudes toward the marketing of library services. *Library Quarterly*, 74(1), 63-84.

Rowan University
Marketing: Library Services

The purpose of this study was to identify attitudes of public librarians toward the marketing of library services and relate these attitudes to selected independent variables. A questionnaire was mailed to individual members of the New Jersey Library Association. Although most of the respondents had generally positive attitudes toward library marketing, there were some statistically significant differences among subgroups. For example, more positive attitudes toward marketing were expressed by library administrators, librarians who had taken a course or workshop in marketing, and those who perceived marketing to be a high priority in their libraries. Implications for library practice and library education are briefly discussed.

Marilyn L. Shontz & Richard Parker are members of the faculty at Rowan University. Jon Parker is Librarian at the Camden (NJ) Public Library.

Skiba, M. (2004). Learning to master environmental change at work. *Journal of Biocommunication*, 30(2), 1-10.

Monmouth University
Management: Environmental Changes

In 1999, the author conducted a research project that examined how communications managers learned within their work organizations, and examined the types of informal learning mechanisms used to accomplish this learning. This article discusses how the effects of environmental change impacted a group of training and communications managers. Current developments are offered to understand such influences as technology, corporate restructuring, the rules of accountability, and the demise of employee loyalty.

Michaeline Skiba is a member of the faculty at Monmouth University.

Smither, J.W., London, M., Reilly, R.R., & Flautt, R. et al (2004). Discussing multisource feedback with raters and performance improvement. *Journal of Management Development*, 23(5/6), 456-468.

***Stevens Institute of Technology
Management: Human Resources***

This paper hypothesized that ratees who share their multisource feedback with raters and ask for suggestions would improve more than other ratees. The participants were 5,335 ratees in a large, global corporation who received multisource feedback. Nine months after the initial survey, there was a follow-up survey in which raters indicated whether the feedback recipient had shared the feedback and asked for suggestions. One year after the initial survey, there was a second multisource feedback survey. It was found that sharing feedback and asking for suggestions accounted for only a very small (albeit statistically significant) proportion of variance in improvement over time. This paper discusses factors that may affect the impact of sharing feedback and asking for suggestions following multisource feedback.

Richard R. Reilly is a member of the faculty at Stevens Institute of Technology.

Subramanian, H., & Rapp, W.V. (2004). Leveraging IT as a core competency to enter new businesses: The UPS case. *The Business Review, Cambridge*, 2(2), 1-10.

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

In a very competitive and constantly changing business world, firms must develop innovative methods to accomplish their goals by listening to customers and then delivering quality products and services clients want at a price they will pay. Depending on the firm's strategy, rapid technology developments and globalization can be key in this need to innovate to become and remain competitive. Successful companies thus are customer-centric and use technology to compete globally and accomplish their ends. By being successful competitors, they serve employees, customers and shareholder. In the book called *Information Technology Strategies*, the author identifies three types of IT strategists, excluding ones with no strategy that only use IT to operationally run their organizations. The most advanced level-3 strategists use IT to achieve and sustain a competitive advantage by changing their industries' long-term competitive dynamics to their advantage in ways competitors find difficult and expensive to copy. Forcing rivals to respond to these initiatives costs them time and money. In this paper the authors have identified that among level-3 strategists, there is a sub-group for whom using IT strategically has become a core competency. Strategically using IT permeates every aspect of these firms' products and operations and has enabled them to successfully enter new businesses. These firms have leveraged this competency in IT strategy to grow and diversify while achieving IT economies of scope, scale and learning. For them this is a powerful business model that helps them achieve higher growth rates even when basic businesses are mature. We term them three plus (3+) IT strategists. The authors examine United Parcel Service (UPS), the world's leading package delivery company, as a 3+-strategy example. UPS is a pioneer in providing very high quality services to its customers by leveraging the latest IT technology throughout its businesses. Reliable, up-to-the minute information is very important to its customers and is the driving factor for its heavy investment in IT and its development as a core competency. From this analysis one can see that through a relentless focus on customers, top quality products and services and the strategic use of IT, UPS has developed IT into a core competency and has leveraged it to enter new businesses.

William V. Rapp is a member of the faculty at New Jersey Institute of Technology & Hamalathe Subramanian is an employee of the New Jersey-based Dendrite Corporation.

Vance, D.E. (2004). *Financial Analysis and Decision Making - Chinese Translation*. New York: McGraw-Hill.

***Rutgers University - Camden
Pedagogy: Finance***

This book makes practical, quantitative tools and techniques for decision making available to managers in one of the fastest growing economies in the world. Among the innovations in the book are: techniques for modeling strategic options, means for valuing stocks and bonds which are vital to emerging Chinese capital markets, and computational techniques for solving non-linear equations for internal rate of return, imputed lease rates and bond yield.

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

Vandegrift, D., & Yoked, T. (2004). Obesity rates, income, and suburban sprawl: An analysis of US states. *Health & Place, 10*(3), 221-229.

***The College of New Jersey
Economics: Causes of Obesity***

In a decade of economic growth and rising income, obesity has risen dramatically. This is puzzling when researchers have found that there is an inverse relation between income and obesity. This paper argues that new location patterns produced by suburban sprawl are an important cause of rising obesity rates. New location patterns are such that work, school and social activities are not as easily accessible by foot. Changes in sprawl then drive changes in the causes of obesity identified by medical researchers (e.g., low activity levels). We define sprawl as increases in the amount of developed land, holding population constant. Determinants and outcomes are analyzed on a population basis. We use state-level data from the 1990s on obesity to show that states that increased the amount of developed land (holding population constant) showed larger increases in obesity. As a result, town planning efforts to reduce sprawl may be justified not only on aesthetic grounds but also based on efforts to reduce the costs associated with treating medical conditions related to obesity.

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

Warner, D., & Procaccino, J.D. (2004). Toward wellness: Women seeking health information. *Journal of the American Society for Information Science and Technology*, 55(8), 709-730.

Rider University
Computing: Health Information

This paper examines the health information seeking processes of women, including their use of formal, informal, and hybrid channels. The Internet is regarded as a hybrid channel. The researchers define information seeking as a process of seeking information needed for personal decision-making related to health and medical issues. A study with a convenience sample of 119 women assessed the process of seeking health information (women's health information needs, the search strategies they employed for filling the information need, and the use of the health information found), and their awareness of specific health and medical information resources. Our survey instrument was based on Kuhlthau's Information Search Process (ISP) model. Results appeared to address the uncertainty stage of the ISP model, as there were conflicting responses regarding the facility of locating information, the usefulness of the information found, and whether or not the subjects' health questions were answered. The study also identified a low awareness by our respondents of specific health and medical information resources. There is an opportunity for health information providers to play a role mediating at this uncertainty stage to connect health information seekers with reliable information.

Dorothy Warner & J. Drew Procaccino are members of the faculty at Rider University.

Wesolowski, J., & Ahsanullah, M. (2004). Switching order statistics through random power contractions. *Australian & New Zealand Journal of Statistics*, 46(2), 297-303.

Rider University
Decision Sciences: Order Statistics

This paper investigates a new random contraction scheme which complements the length-biasing and convolution contraction schemes considered in the literature. A random power contraction is used with order statistics, leading to new and elegant characterizations of the power distribution. In view of Rossberg's counter-example of a non-exponential law with exponentially distributed spacings of order statistics, possibly the most appealing consequence of the result is a characterization of the exponential distribution via an independent exponential shift of order statistics.

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

Xu, X.E. (2004). A comparative study of venture capital performance in US and Europe. *Journal of Entrepreneurial Finance and Business Ventures*, 9(3), 61-76.

Seton Hall University
Finance: Venture Capital

For the past fifty years in the United States, venture capital (VC) has provided initial funding to innovative entrepreneurial enterprises, while the European venture capital industry has only really emerged over the past decade. Using quarterly data from 1993 to 2003, this paper examines and compares the return and risk performance of venture capital funds in US and Europe. Several results are noteworthy. First, pooled venture capital returns in US and Europe are 3.273% and 0.765% (on a quarterly basis) above the CAPM market risk-adjusted returns, respectively. Second, US venture capital fund performance dominates that of Europe in all measures: mean return, total-risk adjusted return, and market-risk adjusted return. Third, the linkage between US VC fund performance and the US stock market is much stronger than the co-movement between the European VC and European stock market. Finally, the introduction of Euro.NM in 1997 has substantially enhanced the relationship between the venture capital and stock market performance in Europe.

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

Xu, X.E., Yau, J., & Fung, H. (2004). Do hedge fund managers display skill? *Journal of Alternative Investments*, 6(4), 22-31.

Seton Hall University
Finance: Hedge Funds

This study uses monthly data on 115 hedge funds for the seven-year period 1994-2000 to examine performance after accounting for target market indices and illiquidity effects. We find that the excess return on hedge funds is so small relative to the survivorship bias that it can be considered trivial, a finding suggesting no manager skill. Results also indicate that higher moments of returns do not appear to have a significant impact on the performance measure with excess returns. Incentive fees have significant positive effects on excess returns using the simple CAPM, but not on excess returns adjusted for illiquidity effects using the Dimson model. In addition, incentive fees appear to motivate hedge fund managers to reduce the systematic risk. Management fees, fund size, fund age, and leverage are important factors in explaining excess returns, but not in determining contemporaneous or lagged market betas

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

Xu, X.E. (2004). Venture capital and buyout funds as alternative equity investment classes. *Journal of Investing*, 13(4), 74-81.

Seton Hall University
Finance: Venture Capital

Using quarterly data from 1986 to 2001, this paper studies the risk and return performance of venture capital and buyout funds as alternative equity investment classes. Several results are noteworthy. First, pooled venture capital returns and buyout fund returns are 2.5% and 2.745% (on a quarterly basis) above the CAPM risk-adjusted returns, respectively. The superior alphas of the venture capital and buyout funds, however, are subject to biases due to potential income smoothing in the reporting process, illiquidity of private equity investments, and heterogeneity of fund returns. Second, venture returns are strongly related to the returns on the overall equity market index and the book to market value factor in the Fama and French three-factor models. Buyout returns, however, do not have a significant relationship with these systematic risk factors. These results show a stronger linkage between venture capital funds and public equity markets, and a weaker linkage between buyout funds and the public equity markets. Finally, both venture returns and buyout returns are strongly related to the growth in industrial production, demonstrating the cyclical nature of the private equity industry.

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

Yang, J.G.S., & Chang, C. (2004). Not all dividends qualify for the reduced tax rate. *Practical Tax Strategies*, 72(3), 171-175.

Montclair State University
Taxation: Dividends

This paper investigates the possible impacts on tax strategies when the “double taxation” is eliminated. It points out that, in order to achieve this goal, the “tax-free dividend” has been extended to include not only the real dividend but also the “deemed dividend” that serves as a reduction of taxable capital gain when the stock is sold. It offers the “equity method” of accounting to carry out the task in determining the correct amount of taxable capital gain when sold. It explains that not all dividend distributions are tax-free, and a loss does not necessarily prevent a corporation from distributing a tax-free dividend. It all depends on the amounts of “accumulated earnings and profits” and “current earnings and profits.” This paper further demonstrates how a corporation can manage its income so as to take advantage of the individual long-term capital gain. It indicates how a corporation can maneuver its cash dividend payments for the purpose of showing its stability and growth. The capital loss can also serve as an important tool in saving income tax. This paper shows how to accomplish this objective by means of augmenting the tax-free cash dividend distribution. Since there will be no more double taxation, this paper also scrutinizes some techniques to shift income between the shareholder and the corporation in maximizing the benefits of single taxation. A typical example would be to consider whether it is more beneficial for the shareholder or the corporation to recognize the capital gain or loss from a property to be contributed by a shareholder. There are many more tax strategies to be explored.

James G.S. Yang & Chiabo Chang are members of the faculty at Montclair State University.

Yang, J.G.S., & Zheshi, R. (2004). Problems implementing the VAT in China. *International Tax Journal*, 30(1), 46-64.

Montclair State University
Taxation: Value-Added Tax

This paper explores the Chinese value-added tax (VAT) system and points out its deficiencies by means of experience. The Chinese VAT is imposed not only on final consumer goods but also on all input raw materials, fixed assets and repair services, except transportation, construction and real estate. The seller is responsible for collecting the VAT from the buyer and delivering it to the central government. The seller shall give a VAT invoice to the buyer, and this is the buyer's input tax. When the buyer re-sells the product, the seller now can deduct the VAT already paid in the past, and this is the seller's output tax. However, the Chinese VAT system does not allow the input tax on the fixed assets purchased to be deducted from the output tax. This is called production-type VAT. It has the effect of imposing the VAT at the time of production rather than at the time of consumption. This discourages production and encourages consumption. It will increase the production cost and jeopardize the capital investment and the national economic development. The Chinese VAT rate is as high as 17%. The VAT has since become the major source of tax revenue for the central government. The Chinese VAT is essentially a national tax. As a benefit, no matter where the seller and the buyer reside, no one can evade the VAT. In order to remedy the above defects this paper suggests changing the system from a production type to a consumption type in principle, and to abolish the non-deductibility of the input tax on fixed assets. It further recommends expanding the tax scope to include transportation, construction and real estate. It also urges speeding up the VAT legislation and improving the management of the VAT invoices.

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

Yang, J.G.S., & Chang, C. (2004). Tax leverage between dividend, capital gain and capital loss. *The National Accounting Journal*, 6(1), 67-76.

Montclair State University

Taxation: Dividends, Capital Gains & Losses

This paper points out the different tax treatments for capital losses, dividends, and capital gains. Capital loss can save income tax up to 35%. Dividends are now taxed at rates as low as 15%, but cannot be used to offset capital losses. As a result, the tax liability is always due immediately. Short-term capital gains are taxed as ordinary income up to a 35% rate. Long-term capital gains are also taxed at 15%, but must be used to offset capital losses first. As a consequence, the benefits of capital loss deduction are sacrificed. These differences create a tax planning opportunity for choosing between a dividend approach and a long-term capital gain approach. This paper demonstrates that there may be a break-even level between these two approaches. Below that point, the dividend approach is more beneficial, while above that point the long-term capital gain approach is preferable. This paper further reveals that the choice of dividend to be taxed at a lower rate of 15% has one important constraint. If an investor borrows funds to purchase the stock, the dividend cannot be included in the calculation of investment interest deduction. However, if the investor has other investment income, such as short-term capital gain and interest income, the investor may increase the deduction of investment interest expense. The paper shows many ways the investor might be able to create capital losses, dividends and short-term and long-term capital gains. For example, a corporation may not distribute a dividend so that the shareholder can sell the stock to realize a long-term capital gain. A corporation may distribute a dividend so that the shareholder may not have to sell stock and realize a short-term capital gain. A corporation may manipulate its income up or down so that the shareholder can sell the stock realizing a capital gain or loss as desired. A corporation may issue a stock dividend to cause the stock price to go down and let the shareholders sell the stock realizing a capital loss, as desired. A corporation may also purchase treasury stock to cause the stock prices to go up and let the shareholder sell the stock realizing a long-term capital gain that is taxed at only 15%. These strategies illustrate the potential benefits of maneuvering among capital losses, dividends and short-term and long-term capital gains.

James G.S. Yang & Chiabo Chang are members of the faculty at Montclair State University.

Yang, J.G.S., & Chang, C. (2004). Tax strategies for tax-advantaged dividends and capital gains. *The CPA Journal*, 74(3), 53-55.

Montclair State University
Taxation: Dividends & Capital Gains

This paper points out the possible tax strategies associated with tax-advantaged dividends and long-term capital gains. The tax rate is now as low as 15% for both dividends and long-term capital gains. Therefore, investors may choose dividend-paying stocks over interest-bearing bonds. Capital gains can offset capital losses, while dividends cannot be offset by capital losses and always entail a tax liability. Capital losses can reduce income tax by as much as 35%. Therefore, a capital loss has the greatest impact on tax, and whether a capital gain is more beneficial than a dividend depends on the individual situation. In order to take advantage of deductible capital loss, a stockholder may purchase a stock and immediately ask for a cash dividend distribution from the corporation. It causes the stock price to drop. The stockholder then sells the stock, realizing a capital loss. As a result, the stockholder has enjoyed the low-tax dividend and at the same time taken advantage of the deductible capital loss. This paper demonstrates that this tax strategy is beneficial only because the dividend is now taxed at a much lower rate of 15% than the ordinary income tax rate of as much as 35%. However, in order to enjoy this low-tax dividend, The Act imposes a holding period of 61 days in a 121-day period surrounding the ex-dividend date. The short-term capital gain is taxed at 35% while the dividend is taxed at only 15%. This paper shows how a corporation may help a stockholder change from short-term capital gain to dividend. Further, since the dividend cannot offset a capital loss while a long-term capital gain can, a corporation may convert its dividend into a stockholder's long-term capital gain. The paper shows whether or not this is beneficial to the stockholders depends on the individual situation. In addition, since there is such a big difference between the corporate income tax rate at 35% and the individual stockholder's long-term capital gain tax rate at 15%, a corporation may attempt to shift its earnings to become the stockholder's long-term capital gain. Due to this disparity in income tax rates, a corporation and its stockholders may coordinate with each other to shift capital loss or capital gain of a property between them. The Act on tax-advantaged dividends and capital gains has greatly reduced the ill-effect of double taxation and tax burden, but it opens up many opportunities for tax strategies.

James G.S. Yang & Chiabo Chang are members of the faculty at Montclair State University.

Yang, S., & Liang, P. (2004). Global analysis of gene expression by differential display: A mathematical model. *Molecular Biotechnology*, 27(3), 197-208.

Seton Hall University
Decision Sciences: Differential Display

Differential display (DD) is one of the most commonly used approaches for identifying differentially expressed genes. However, there has been lack of accurate guidance on how many DD polymerase chain reaction (PCR) primer combinations are needed to display most of the genes expressed in a eukaryotic cell. This study critically evaluated the gene coverage by DD as a function of the number of arbitrary primers, the number of 3' bases of an arbitrary primer required to completely match an mRNA target sequence, the additional 5' base match(s) of arbitrary primers in first-strand cDNA recognition, and the length of mRNA tails being analyzed. The resulting new DD mathematical model predicts that 80 to 160 arbitrary 13mers, when used in combinations with 3 one-base anchored oligo-dT primers, would allow any given mRNA within a eukaryotic cell to be detected with a 74% to 93% probability, respectively. The prediction was supported by both computer simulation of the DD process and experimental data from a comprehensive fluorescent DD screening for target genes of tumor-suppressor p53. Thus, this work provides a theoretical foundation upon which global analysis of gene expression by DD can be pursued.

Shitao Yang is a member of the faculty at Seton Hall University.

Zhao, R., & He, Y. (2004). The impact of SFAS No. 114 on the linear information dynamic for commercial banks. *Review of Quantitative Finance and Accounting*, 23(4), 313-328.

Monmouth University
Accounting: Commercial Banking

Increase (decrease) in loan loss provisions would decrease (increase) bank earnings, but increase (decrease) regulatory capital. Previous studies have separately documented earnings and capital management behavior via loan loss provisions by commercial banks. However, it is difficult to isolate a bank's demand for increasing earnings from its demand for regulatory capital because earnings is a source of capital. Based on the objective bank function, this study investigates the impact of SFAS No. 114 on the information content of loan loss provisions in relation to both earnings quality and capital adequacy in a linear information dynamic framework. Test results show that the association between market value with loan loss provisions became significantly stronger for commercial banks in the post- than in the pre-adoption period. As a result, SFAS No. 114 is also found to positively affect the association of market value with both bank earnings and regulatory capital through the clean surplus relation because of the higher value relevance of loan loss provisions. The findings thus provide empirical evidence that SFAS No. 114 has significantly complemented banking regulations in enhancing (reducing) the (dispersion from the) accounting measurement construct of loan loss provisions.

Ronald Zhao & Yihong He are members of the faculty at Monmouth 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.

Learners as Teachers

Cheryl Veronda and Steven E. McHugh, Sr.

Centenary College

Educators agree that engagement of students is critical to effective teaching. Although there are numerous educational methodologies addressing the capture of student interest, one method, which has proved successful, with assessable results, is the empowerment of students to teach others. This process may be implemented using various student groups and subject matters. The following is an example of this method.

A financial management class in the MBA program was challenged with the opportunity to teach undergraduate students about the topic of retirement planning and financial instruments. The graduate students were informed that they would be assessed on their content, creativity, presentation, use of technology, knowledge gained by the undergraduates, and the degree to which their audience was motivated to act on their message. The graduate learners were empowered to manage the delivery of the educational presentation in the way they felt was most appropriate. This particular graduate class chose to introduce the topic with a skit based on the long-running television series, *Friends*, which effectively engaged the audience's attention. Using the coffee house setting of the show, the graduate students demonstrated the importance of saving for the future and how a minimal personal investment and duration will achieve financial independence by the time the undergraduate students retire. It also provided for several entertaining moments based on the antics of the *Friends*' "cast." The graduate learners addressed the topic time-value of money; then the group continued with the topics of credit card usage, mutual funds, and qualified retirement accounts.

This graduate student group project met numerous assessable learning goals. Firstly, although the graduate students were the "teachers" in this activity, they learned a considerable amount about the topics prior to and during the lecture. Secondly, the questions from the undergraduate students also reinforced the need for the lecture. Thirdly, this experiential learning activity required many of the skills needed in the real-world environment, such as written and oral communications skills, and planning and organizing skills. Additionally, the activity required the students to use educational resources, which were both internal and external to Centenary College. Finally, it also provided a new approach to learning, which aided in the graduate students' satisfaction, information retention, and engagement.

Numerous benefits were also provided to the undergraduate students who attended the seminar. Depending on students' majors and class selection, a large percentage of undergraduate students are likely to obtain their degree without course content covering personal financial skills. Therefore, for many of the undergraduate students, this seminar provided information that will be valuable as a student transitions from a scholar to a practitioner. Their knowledge of the topic (measured by pre- and post-tests) increased 59%. Additionally, having an engaging lesson taught by graduate students helps to introduce undergraduate students to graduate-level degree programs.

A Classroom Exercise that Underscores the Learning Opportunities Available to Students When Classrooms are Linked to Business Organizations

Alfred M. Pelham

The College of New Jersey

In MKT 371, Professional Selling, class students are evaluated on their ability to demonstrate their knowledge of professional selling concepts and demonstrate the skills/abilities developed in the class. These skills and abilities include:

1. active listening , 2. ability to ask probing questions, 3. ability to understand the customer's situation and problem, 4. the ability to develop a joint buyer-seller understanding of the implications of that problem, 5. the ability to offer solutions to solve that problem, 6. the ability to address buyer concerns about those solutions, and 7. the ability to secure commitment to those solutions.

Students participate in impromptu role plays and a formal role play exercise where one student acts a buyer and the other student acts as a salesperson. The instructor and the students evaluate the student salesperson's role-play exercises. Sales managers from AXA Advisors (Marlton, NJ), Ryan Homes (Moorestown, NJ), and Federated Insurance participate in this class through guest lectures, viewing of in-class role plays, and judging of the final videotaped role-play that is used for a significant portion of the course grade. The student with the best role play exercise received a \$200 award from Federated Insurance. That student's name was placed on the Federated Plaque "Best of the Best" that is located in the School of Business building.

In addition, the three firms mentioned above sponsor two students for the National Collegiate Sales Competition at Kennesaw State University each year. This sponsorship entails reimbursement of expenses and coaching to prepare for the role-play exercises at the competition.

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, Pedagogy, and Taxation. The abstract for a given publication may be found in Section 2. Section 2 lists the publications alphabetically in order of the last name of the first author appearing in the citation.

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

College and/or University:

Citation of the Publication

Discipline: Specific application

Bloomfield College:

Bynoe, A.J., & Di Liberto, M.J.F. (2004). Financial structure and growth in the Caribbean: An empirical analysis. *International Advances in Economic Research*, 10(3), 246.

Economics: Developing Countries

Fairleigh Dickinson University:

Schiff, A.I., & Schiff, J.B. (2004). In search of a pro forma earnings standard. *Management Accounting Quarterly*, 5(1), 40-44.

Accounting: Pro Forma Earnings

Gaughan, P. A. (2004). *Measuring business interruption losses and other commercial damages*. New York: John Wiley & Sons.

Finance: Business Interruption Losses

Bachmeier, L., Gaughan, P., & Swanson, N.R. (2004). The volume of federal litigation and the macroeconomy. *International Review of Law & Economics*, 24(2), 191-207.

Economics: Macroeconomic Impact on Federal Litigation

Felician College:

Nunez, E. (2004). Integrated new product development for turbulent and uncertain environments. *Doctoral dissertation, Stevens Institute of Technology.*

Management: New Product Development

Monmouth University:

Zhao, R., & He, Y. (2004). The impact of SFAS No. 114 on the linear information dynamic for commercial banks. *Review of Quantitative Finance and Accounting*, 23(4), 313-328.

Accounting: Commercial Banking

Skiba, M. (2004). Learning to master environmental change at work. *Journal of Biocommunication*, 30(2), 1-10.

Management: Environmental Changes

Chandra, A., & Paul, D. P. III (2004). Hospitals' movements toward the electronic medical record: Implications for nurses. *Hospital Topics*, 82(1), 33-36.

Management: Healthcare

Chandra, A., Schlak, V., & Paul, D. P. III (2004). Second medical opinions sought by patients. *Hospital Topics*, 82(3), 36-39.

Management: Healthcare

Chandra, A., Sikula, A., & Paul, D. P. III (2004). Ethical considerations in the marketing of e-health products. *International Journal of Medical Marketing*, 4(2), 110-118.

Marketing: Healthcare

Monmouth University (continued):

Boronico, J.S., & Christensen, E.W. (2004). The application of Neyman-Pearson methodology to the estimation of Web advertising viewers. *Journal of Applied Business Research*, 20(2), 45-50.

Marketing: Internet Advertising

Balotsky, E.R., & Christensen, E.W. (2004). Educating a modern business workforce: An integrated educational information technology strategy. *Group and Organization Management*, 29(2), 148-170.

Pedagogy: IT-Mediated Methods

Montclair State University:

Poon, W.W. (2004). Using fair value accounting for financial instruments. *American Business Review*, 22(1), 39-41.

Accounting: Financial Instruments

Berenson, M.L., Levine, D.M., & Krehbiel, T.C. (2004). *Basic business statistics: concepts and applications*. Upper Saddle River, NJ: Prentice Hall.

Decision Sciences: Statistics

Hill, M.E., & Cromartie, J. (2004). That which is “not”: Forgetting *Consumption, Markets and Culture*, 7(1), 69-98.

Marketing: Consumer Behavior

Koppel, N.B., & Hollister, K.K. (2004). Teaching business computer applications: Comparison between the traditional delivery and a hybrid approach. *Review of Business Research*, IV(1), 95-101.

Pedagogy: Computer Applications

Armstrong, R.D., Jones, D.H., Koppel, N.B., & Pashley, P.J. (2004). Computerized adaptive testing with multiple-form structures. *Applied Psychological Measurement*, 28(3), 147-164.

Pedagogy: Testing

Montclair State University (continued):

Yang, J.G.S., & Chang, C. (2004). Not all dividends qualify for the reduced tax rate. *Practical Tax Strategies*, 72(3), 171-175.

Taxation: Dividends

Yang, J.G.S., & Chang, C. (2004). Tax strategies for tax-advantaged dividends and capital gains. *The CPA Journal*, 74(3), 53-55.

Taxation: Dividends & Capital Gains

Yang, J.G.S., & Chang, C. (2004). Tax leverage between dividend, capital gain and capital loss. *The National Accounting Journal*, 6(1), 67-76.

Taxation: Dividends, Capital Gains & Losses

Yang, J.G.S., & Zheshi, R. (2004). Problems implementing the VAT in China. *International Tax Journal*, 30(1), 46-64.

Taxation: Value-Added Tax

New Jersey City University:

El-Gazzar, S.M., Jacob, R.A., & Shalaby, A.A. (2004). An empirical investigation of goodwill attributes and subsequent impairment in the frame of SFAS Nos. 141 and 142. *Journal of Accounting and Finance Research, Winter(II)*, 1-13.

Accounting: Goodwill

Riotto, J.J. (2004). Model For calculating ROI of training/learning initiatives. *Journal of Interactive Instruction Development, 16(4)*, 18-21.

Finance: Return on Investment Training

Overton, R. H. (2004). Designing a graduate curriculum: Use of credentials to enhance student portfolios. *Journal of College Teaching and Learning, 1(10)*, 17-28.

Pedagogy: Business

New Jersey Institute of Technology:

Lawrence, K.D., Klimberg, R.K., & Lawrence, S.M. (2004). A multi-criteria DEA framework for evaluating e-commerce efficiency. *Applications of Management Science: Mathematical Programming*, 11, 49-67.

Decision Sciences: E-commerce Efficiency

Lawrence, K.D., Lawrence, S.M., Klimberg, R.K., & Kudyba, S. (2004). Sales planning in a multi-criteria environment. *Applications of Management Science: Mathematical Programming*, 11, 69-74.

Decision Sciences: Sales Force Sizing and Allocation

Fjermestad, J. (2004). An analysis of communication mode in group support systems research. *Decision Support Systems*, 37(2), 239-263.

Management: Group Support Systems

Subramanian, H., & Rapp, W.V. (2004). Leveraging IT as a core competency to enter new businesses: The UPS case. *The Business Review, Cambridge*, 2(2), 1-10.

Management: Information Technology

Gopalakrishnan, S., & Santoro, M.D. (2004). Distinguishing between knowledge transfer and technology transfer activities: The role of key organizational factors. *IEEE Transactions on Engineering Management*, 51(1), 57-69.

Management: Knowledge/Technology Transfer

New Jersey Institute of Technology (continued):

Scullin, S.S., Fjermestad, J., & Romano, N.C. Jr. (2004). E-relationship marketing: Changes in traditional marketing as an outcome of electronic customer relationship management. *The Journal of Enterprise Information Management*, 17(6), 410-415.

Marketing: Electronic Customer Relationship Management

Schneider, M., & Lieb, P. (2004). The challenges of teaching strategic management: Working toward successful inclusion of the resource-based view. *Journal of Management Education*, 28(2), 170-187.

Pedagogy: Management

Rider University:

Warner, D., & Procaccino, J.D. (2004). Toward wellness: Women seeking health information. *Journal of the American Society for Information Science and Technology*, 55(8), 709-730.

Computing: Health Information

Shelfer, K.M., Corum, C., Procaccino, J.D., & Didier, J. (2004). Smart cards, In M.V. Zelkowitz (Ed.), *Advances in computers, Vol. 60* (pp. 147-149). Elsevier Academic Press.

Computing: Smart Cards

Wesolowski, J., & Ahsanullah, M. (2004). Switching order statistics through random power contractions. *Australian & New Zealand Journal of Statistics*, 46(2), 297-303.

Decision Sciences: Order Statistics

Ahsanullah, M. (2004). A characterization of the uniform distribution by dual generalized order statistics. *Communications in Statistics*, 33(12), 2921-2928.

Decision Sciences: Record Values

Ahsanullah, M., & Raqab, M.Z. (2004). Characterizations of distributions by conditional expectations of generalized order statistics. *Journal of Applied Statistical Science*, 13(1), 41-48.

Decision Sciences: Record Values

Rider University (continued):

Ahsanullah, M., & Malov, S. (2004). On some characterizations via distributional properties of records. *Journal of Statistical Theory and Applications*, 3(2), 135-140.

Decision Sciences: Record Values

Ansanullah, M. (2004). *Record values - theory and applications*. Lanham, MD: University Press of America.

Decision Sciences: Record Values

Gupta, R.C., & Ahsanullah, M. (2004). Some characterization results based on the conditional expectation of a function of non-adjacent order statistic (record value). *Annals of the Institute of Statistical Mathematics*, 56(4), 721-732.

Decision Sciences: Record Values

Nadarajah, S., & Ahsanullah, M. (2004). On the arc-sine record values. *Calcutta Statistical Association Bulletin*, 55(March&June), 217-218.

Decision Sciences: Record Values

Nevzorov, V.B., & Ahsanullah, M. (2004). Characterizations of distributions by regressional properties of records. *Journal of Applied Statistical Science*, 13(1), 33-39.

Decision Sciences: Record Values

Rider University (continued):

Raqab, M.Z., & Ahsanullah, M. (2004). Inferences for generalized secant hyperbolic distribution based on order statistics. *Journal of Statistical Theory and Applications*, 3(1), 13-31.

Decision Sciences: Record Values

Ratner, M., Meric, I., & Meric, G. (2004). The cross-autocorrelation of size-based portfolio returns in Europe. *Studies in Economics and Finance*, 22(1), 41-59.

Finance: International

Meric, I., Prober, L.M., Eichhorn, B. H., & Meric, G. (2004). Integration and the financial characteristics of manufacturing firms in the European Union. *American Business Review*, 22(2), 88-96.

Finance: International

Meric, I., & Meric, G. (2004). The diminishing benefit of global portfolio diversification. *Global Business and Finance Review*, 9(2), 43-51.

Finance: International

Cook, R.G., & Belliveau, P. (2004). The influence of human capital attributes in microenterprise training. *Journal of Small Business and Enterprise Development*, 11(4), 467-473.

Management: Microenterprise Training

Rider University (continued):

Cook, R.G., Belliveau, P., & Sandberg, M.E. (2004). Training and learning as drivers of U.S. microenterprise business plan quality. *Education + Training, 46*(8/9), 398-405.

Management: Microenterprise Training

Haksever, C., Chaganti, R., & Cook, R.G. (2004). A model of value creation: Strategic view. *Journal of Business Ethics, 49*, 291-305.

Management: Value Creation

Kaufman-Scarborough, C., & Cohen, J. (2004). Unfolding consumer impulsivity: An existential-phenomenological study of consumers with attention deficit disorder. *Psychology and Marketing, 21*(8), 637-669.

Marketing: Consumer Impulsivity

Newman, C.M. (2004). Positioning: A prescriptive model with an application example. *Journal of Business Disciplines, 5*(1), 45-62.

Marketing: Positioning

Newman, C.M. (2004). Enhancing creative thinking in a case-based MBA course. *Journal of College Teaching & Learning, 1*(3), 27-30.

Pedagogy: Case Analysis

Rowan University:

Hamilton, D.M. (2004). Business-to-consumer (B2C) Internet business models. In H. Bidgoli (Ed.), *The Internet encyclopedia* (pp. 129-138), New York: John Wiley & Sons.

Computing: Internet Business Models

Isik, I., Gunduz, L., Kilic, O., & Uysal, D. (2004). Assessing the relationship between liberalization, ownership and performance: The case of Turkish banks. *International Business & Economics Journal*, 3(1), 39-52.

Finance: International

Maroney, N.C., Hassan, M.K., Basher, S.A., & Isik, I. (2004). A macroeconometric model of the Bangladesh economy and its policy implications. *The Journal of Developing Areas*, 38(1), 135-149.

Finance: International

Meric, I., Prober, L.M., Eichhorn, B. H., & Meric, G. (2004). Integration and the financial characteristics of manufacturing firms in the European Union. *American Business Review*, 22(2), 88-96.

Finance: International

Meric, I., & Meric, G. (2004). The diminishing benefit of global portfolio diversification. *Global Business and Finance Review*, 9(2), 43-51.

Finance: International

Rowan University (continued):

Ratner, M., Meric, I., & Meric, G. (2004). The cross-autocorrelation of size-based portfolio returns in Europe. *Studies in Economics and Finance*, 22(1), 41-59.

Finance: International

Ahn, S.C., & Gadarowski, C. (2004). Small sample properties of the GMM specification test based on the Hansen-Jagannathan distance. *Journal of Empirical Finance*, 11(1), 109-132.

Finance: Pricing Models

Schoen, E.J., & Falchek, J.S. (2004). Professional fundraisers beware: There is no first amendment immunity for fraud. *Midwest Law Review*, 19(Fall), 128-152.

Legal Studies: Fundraising Fraud

Rudin, J.P., Wingham, D.W., & Weaver, K.M. (2004). Equal Employment Opportunity (EEO) legislation and small businesses: Real hazard or red herring? *Journal of Small Business and Entrepreneurship*, 17(2), 93-102.

Management: Equal Employment Opportunity

Lee, J., Hall, E.H. Jr., & Wingham, D. (2004). Diversification, productivity, and performance enhancement: An international examination. *Journal of Business Disciplines*, V(2), 75-91.

Management: Market Diversification

Rowan University (continued):

Lee, J., & Habte-Giorgis, B. (2004). 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: Market Diversification

Rudin, J.P., & Harshman, E. (2004). Keeping the faith but losing in court: Legal implications of proselytizing in the workplace. *Employee Responsibilities and Rights Journal*, 16(2), 105-112.

Management: Proselytizing in the Workplace

Shontz, M.L., Parker, J.C., & Parker, R. (2004). What do librarians think about marketing? A survey of public librarians' attitudes toward the marketing of library services. *Library Quarterly*, 74(1), 63-84.

Marketing: Library Services

Pritchard, R.E., Potter, G.C., & Saccucci, M.S. (2004). The selection of a business major: Elements influencing student choice and implications for outcomes assessment. *Journal of Education for Business*, 79(3), 152-156.

Pedagogy: Business

Pritchard, R.E., Potter, G.C., Damming, J., & Wriggins, B. (2004). Implementing a course-embedded resume and professional employment action plan preparation program for college of business juniors. *Journal of Education for Business*, 79(6), 348 - 353.

Pedagogy: Career Planning & Placement

Rowan University (continued):

Pritchard, R.E., Saccucci, M.S., Potter, G.C., & Van Brunt, M.M. (2004). Effect of rigorous prerequisite enforcement on quantitative skills outcomes assessed at a regional university. *Journal of Financial Education*, 30(Fall), 17-27.

Pedagogy: Finance

Rutgers University - Camden:

Baveja, A., Jamil, M., & Kushary, D. (2004). A sequential model for cracking down on street markets for illicit drugs. *Socio-Economic Planning Sciences*, 38(1), 7- 41.

Management: Drug Enforcement

Lowrey, T.M., Otnes, C.C., & Ruth, J.A. (2004). Social influences on dyadic giving over time: A taxonomy from the giver's perspective. *Journal of Consumer Research*, 30(4), 547-558.

Marketing: Gift Giving

Ruth, J.A., Brunel, F.F., & Otnes, C.C. (2004). An investigation of the power of emotions in relationship realignment: The gift recipient's perspective. *Psychology & Marketing*, 21(1), 29-52.

Marketing: Gift Giving

Ruth, J.A., & York, A. (2004). Framing information to enhance corporate reputation: The impact of message source, information type, and reference point. *Journal of Business Research*, 57(1), 14-20.

Marketing: Managing the Message

Lindquist, J.D., & Kaufman-Scarborough, C.F. (2004). Polychronic tendency analysis: A new approach to understanding women's shopping behaviors. *Journal of Consumer Marketing*, 21(5), 332-342.

Marketing: Polychronic Tendency

Rutgers University – Camden (continued):

Kaufman-Scarborough, C., & Cohen, J. (2004). Unfolding consumer impulsivity: An existential-phenomenological study of consumers with attention deficit disorder. *Psychology and Marketing*, 21(8), 637-669.

Marketing: Consumer Impulsivity

Vance, D.E. (2004). *Financial Analysis and Decision Making - Chinese Translation*. New York: McGraw-Hill.

Pedagogy: Finance

Rutgers University - Newark and New Brunswick:

Levin, D.Z., & Cross, R. (2004). The strength of weak ties you can trust: The mediating role of trust in effective knowledge transfer. *Management Science*, 50(11), 1477-1490.

Decision Sciences: Knowledge Exchange

Bachmeier, L., Gaughan, P., & Swanson, N.R. (2004). The volume of federal litigation and the macroeconomy. *International Review of Law & Economics*, 24(2), 191-207.

Economics: Macroeconomic Impact on Federal Litigation

Gifford, S. (2004). To make or buy: An allocation of attention. *Contributions to Theoretical Economics*, 4(1), 1-24.

Economics: Outsourcing

Cantwell, J.A., & Bellak, C. (2004). Revaluing the capital stock of international production. *International Business Review*, 13(1), 1-18.

Management: Foreign Direct Investment

Cantwell, J.A., & Mudambi, R. (2004). Multinational enterprises and competence-creating knowledge flows: A theoretical analysis. In: V. Mahnke, & T. Pedersen (Eds.), *Knowledge flows, governance and the multinational enterprise: Frontiers in international management research* (pp. 38-57). London: Palgrave Macmillan.

Management: Knowledge Flows

Rutgers University - Newark and New Brunswick (continued):

Cantwell, J.A. (2004). Introduction. In J.A. Cantwell (Ed.), *Globalization and the location of firms* (pp. xi-xxv). Cheltenham, UK: Edward Elgar.

Management: Location Impact on Technology

Cantwell, J.A., Iammarino, S., & Noonan, C.A. (2004). Sticky places in slippery space – the location of innovation by MNCs in the European regions. In J.A. Cantwell (Ed.), *Globalization and the location of firms* (pp. 470-499), Cheltenham, UK: Edward Elgar.

Management: Location Impact on Technology

Cantwell, J.A., & Janne, O.E.M. (2004). Technological globalisation and innovative centres: The role of corporate technological leadership and locational hierarchy. In: J.A. Cantwell (Ed.), *Globalization and the location of firms* (pp. 409-434). Cheltenham, UK: Edward Elgar.

Management: Location Impact on Technology

Cantwell, J.A. (Ed.). (2004). *Globalization and the location of firms*. Cheltenham, UK: Edward Elgar.

Management: Multinational Clustering

Belliveau, P., Griffin, A., & Somermeyer, S. (Eds.). (2004). *The PDMA ToolBook 2 for new product development*. New York: John Wiley & Sons.

Management: New Product Development

Rutgers University - Newark and New Brunswick (continued):

Cantwell, J.A. (2004). Historical shifts in corporate technological diversification. In J.A. Cantwell, A. Gambardella, & O. Granstrand (Eds.), *The economics and management of technological diversification* (pp. 265-296). London: Routledge.

Management: Technological Development

Cantwell, J.A., Gambardella, A., & Granstrand, O. (Eds.). (2004). *The economics and management of technological diversification*. London: Routledge.

Management: Technological Diversification

Cantwell, J.A., & Kosmopoulou, E. (2004). Analysing the locational pattern of international corporate technological research. In: M.G. Serapio, & T. Hayashi (Eds.), *Internationalization of research and development and the emergence of global R&D networks* (pp. 41-83). Oxford: Elsevier.

Management: Technological Diversification

Cantwell, J.A., & Vertova, G. (2004). Historical evolution of technological diversification. *Research Policy*, 33(3), 511-529.

Management: Technological Diversification

Cantwell, J.A., & Glac, K. (2004). La estrategia tecnológica de las empresas multinacionales y el desarrollo de capacidades tecnológicas locales. *Cuadernos de Economía y Dirección de la Empresa*, 20, 83-101.

Management: Technological Diversification

Rutgers University - Newark and New Brunswick (continued):

Cantwell, J.A., Gambardella, A., & Granstrand, O. (2004). Summary and conclusions. In J.A. Cantwell, A. Gambardella, & O. Granstran (Eds.), *The economics and management of technological diversification* (pp. 333-341) London: Routledge.

Management: Technological Diversification

Cantwell, J.A., Gambardella, A., & Granstrand, O. (2004). Technological and corporate diversification. In J.A. Cantwell, A. Gambardella, & O. Granstran (Eds.), *The economics and management of technological diversification* (pp. 1-17). London: Routledge.

Management: Technological Diversification

Cantwell, J.A., Glac, K., & Harding, R. (2004). The internationalization of R&D - the Swiss case. *Management International Review*, 44(Special Issue 3), 57-82.

Management: Technological Diversification

Cantwell, J.A., & Piscitello, L. (2004). The relationship between technological diversification and internationalisation. In: J.A. Cantwell, A. Gambardella, & O. Granstrand (Eds.), *The economics and management of technological diversification* (pp. 101-115). London: Routledge.

Management: Technological Diversification

Cantwell, J.A., Dunning, J.H., & Janne, O.E.M. (2004). Towards a technology-seeking explanation of U.S. direct investment in the United Kingdom. *Journal of International Management*, 10(1), 5-20.

Management: Technological Diversification

Rutgers University - Newark and New Brunswick (continued):

Armstrong, R.D., Jones, D.H., Koppel, N.B., & Pashley, P.J. (2004). Computerized adaptive testing with multiple-form structures. *Applied Psychological Measurement*, 28(3), 147-164.

Pedagogy: Testing

Seton Hall University:

Holtzman, M.P., & de Mesa Graziano, C. (2004). *Contractual obligations disclosed in management's discussion and analysis*. Florham Park, NJ: Financial Executives Research Foundation.

Accounting: Disclosures

Holtzman, M.P., & de Mesa Graziano, C. (2004). Analyze this: MD&A table of contractual obligations. *Financial Executive*, December, 44-47.
<http://www.fei.org/mag/issues/Dec2004.cfm>.

Accounting: Disclosures

Abdallah, W. (2004). *Critical concerns in transfer pricing and practice*. Westport, CT: Praeger Publishers.

Accounting: International Transfer Pricing

Abdallah, W. (2004). How to deal with global transfer pricing crisis? *New Accountant-USA Magazine*, 706, 16-20. <http://www.newaccountantusa.com/>.

Accounting: International Transfer Pricing

Holtzman, M.P., & de Mesa Graziano, C. (2004). *New SEC guidance for management's discussion and analysis - final rule 72*. Florham Park, NJ: Financial Executives Research Foundation.

Accounting: Management Discussion and Analysis

Seton Hall University (continued):

Kodaganallur, V. (2004). Incorporating language processing into Java applications - A JavaCC tutorial. *IEEE Software*, 21(4), 70-77.

Computing: Java Compiler Compiler

Shim, S.J. (2004). Use of personal digital assistants in pharmaceutical detailing: Perceptions of sales representatives. *International Journal of Medical Marketing*, 4(1), 47-53.

Computing: PDAs in Pharmaceutical Sales

Yang, S., & Liang, P. (2004). Global analysis of gene expression by differential display: A mathematical model. *Molecular Biotechnology*, 27(3), 197-208.

Decision Sciences: Differential Display

Xu, X.E., Yau, J., & Fung, H. (2004). Do hedge fund managers display skill? *Journal of Alternative Investments*, 6(4), 22-31.

Finance: Hedge Funds

Hunter, R.J. Jr., & Ryan, L.V. (2004). Privatization and transformation in Poland: An update. *The Polish Review*, XLIX(3), 919-943.

Finance: Poland

Seton Hall University (continued):

Xu, X.E. (2004). A comparative study of venture capital performance in US and Europe. *Journal of Entrepreneurial Finance and Business Ventures*, 9(3), 61-76.

Finance: Venture Capital

Xu, X.E. (2004). Venture capital and buyout funds as alternative equity investment classes. *Journal of Investing*, 13(4), 74-81.

Finance: Venture Capital

Hunter, R.J. Jr. (2004). HIV: Fear of AIDS or medical malpractice? *North Dakota Law Review*, 80(3), 385-403.

Legal Studies: AIDS Diagnosis

Hunter, R.J. Jr., & Ryan, L.V. (2004). The Schengen System: Protecting the borders and security of the European Union. *Business Law Review*, 37, 29-42.

Legal Studies: European Union

Amar, A. D. (2004). Motivating knowledge workers to innovate: A model integrating motivation dynamics and antecedents. *European Journal of Innovation Management*, 7(2), 89-101.

Management: Knowledge Workers

Seton Hall University (continued):

Coll, J.H., & Raghavan, P. (2004). Mentoring: Models and examples. *Journal of Business and Economics Research*, 1(5), 15-21.

Management: Mentoring

Gates, D.F., & Yin, J.Z. (2004). Urbanization and energy in China. In A. Chen, G. Liu, & K. Zhang (Eds.), *Urbanization and social welfare in China* (pp. 351-371). Burlington, VT: Ashgate Publishing.

Management: Urbanization

Easton, R.W. (2004). Recent case gives new life to family limited partnerships—conflict over application of Section 2036. *Journal of Retirement Planning*, 7(5), 23-30.

Taxation: Family Limited Partnerships

Stevens Institute of Technology:

Smither, J.W., London, M., Reilly, R.R., & Flautt, R. et al (2004). Discussing multisource feedback with raters and performance improvement. *Journal of Management Development*, 23(5/6), 456-468.

Management: Human Resources

Holahan, P.J., Aronson, Z.H., Jurkat, M.P., & Schoorman, F.D. (2004). Implementing computer technology: A multiorganizational test of Klein and Sorra's model. *Journal of Engineering and Technology Management*, 21(1-2), 31-50.

Management: Information Technology

Shi, X., Holahan, P. J., & Jurkat, M. P. (2004). Satisfaction formation processes in library users: Understanding multisource effects. *The Journal of Academic Librarianship*, 30(2), 122-131.

Management: Libraries

The College of New Jersey:

Vandegrift, D., & Yoked, T. (2004). Obesity rates, income, and suburban sprawl: An analysis of US states. *Health & Place, 10*(3), 221-229.

Economics: Causes of Obesity

Pelham, A.M., & Lieb, P. (2004). Differences between presidents' and sales managers' perceptions of the industry environment and firm strategy in small industrial firms: Relationship to performance satisfaction. *Journal of Small Business Management, 42*(2), 174-189.

Management: Sales Force

Miller, G.J. (2004). Tom Zak, Inc.: A case study. In K. Hodge (Ed.), *Annual Advances in Business Cases*. New York: McGraw-Hill Primis.

Pedagogy: Legal studies

Schneider, M., & Lieb, P. (2004). The challenges of teaching strategic management: Working toward successful inclusion of the resource-based view. *Journal of Management Education, 28*(2), 170-187.

Pedagogy: Management

William Paterson University:

Carter, T. (2004). *Many thin companies. The change in customer dealings and managers since September 11, 2001*. Binghamton, NY: Best Business Books.

Management: Disaster Impact

Carter, T. (2004). Visiting Nurse Association of New York and crisis management after September 11, 2001. *Journal of Hospital Marketing & Public Relations*, 15(1), 89-98.

Management: Disaster Impact

Boronico, J.S., & Christensen, E.W. (2004). The application of Neyman-Pearson methodology to the estimation of Web advertising viewers. *Journal of Applied Business Research*, 20(2), 45-50.

Marketing: Internet Advertising

Presby, L. (2004). Assessing student feedback from personal multimedia supplements in both online and traditional programs. *Review of Business Research, Academy of International Business and Economics*, IV(1), 204-209.

Pedagogy: Assessment

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, Pedagogy and Taxation. The abstract for a given publication may be found in Section 2. Section 2 lists the publications alphabetically in order of the last name of the first author appearing in the citation.

In this section, the layout of the information for each publication is given below. Multiple citations with the same discipline and specific application are placed under a single heading.

Discipline: Specific Application

Citation of the Publication

Accounting: Commercial Banking

Zhao, R., & He, Y. (2004). The impact of SFAS No. 114 on the linear information dynamic for commercial banks. *Review of Quantitative Finance and Accounting*, 23(4), 313-328.

Accounting: Disclosures

Holtzman, M.P., & de Mesa Graziano, C. (2004). *Contractual obligations disclosed in management's discussion and analysis*. Florham Park, NJ: Financial Executives Research Foundation.

Holtzman, M.P., & de Mesa Graziano, C. (2004). Analyze this: MD&A table of contractual obligations. *Financial Executive*, December, 44-47.
<http://www.fei.org/mag/issues/Dec2004.cfm>.

Accounting: Financial Instruments

Poon, W.W. (2004). Using fair value accounting for financial instruments. *American Business Review*, 22(1), 39-41.

Accounting: Goodwill

El-Gazzar, S.M., Jacob, R.A., & Shalaby, A.A. (2004). An empirical investigation of goodwill attributes and subsequent impairment in the frame of SFAS Nos. 141 and 142. *Journal of Accounting and Finance Research*, Winter(II), 1-13.

Accounting: International Transfer Pricing

Abdallah, W. (2004). *Critical concerns in transfer pricing and practice*. Westport, CT: Praeger Publishers.

Abdallah, W. (2004). How to deal with global transfer pricing crisis? *New Accountant-USA Magazine*, 706, 16-20. <http://www.newaccountantusa.com/>.

Accounting: Management Discussion and Analysis

Holtzman, M.P., & de Mesa Graziano, C. (2004). *New SEC guidance for management's discussion and analysis - final rule 72*. Florham Park, NJ: Financial Executives Research Foundation.

Accounting: Pro Forma Earnings

Schiff, A.I., & Schiff, J.B. (2004). In search of a pro forma earnings standard. *Management Accounting Quarterly*, 5(1), 40-44.

Computing: Health Information

Warner, D., & Procaccino, J.D. (2004). Toward wellness: Women seeking health information. *Journal of the American Society for Information Science and Technology*, 55(8), 709-730.

Computing: Internet Business Models

Hamilton, D.M. (2004). Business-to-consumer (B2C) Internet business models. In H. Bidgoli (Ed.), *The Internet encyclopedia* (pp. 129-138), New York: John Wiley & Sons.

Computing: Java Compiler Compiler

Kodaganallur, V. (2004). Incorporating language processing into Java applications - A JavaCC tutorial. *IEEE Software*, 21(4), 70-77.

Computing: PDAs in Pharmaceutical Sales

Shim, S.J. (2004). Use of personal digital assistants in pharmaceutical detailing: Perceptions of sales representatives. *International Journal of Medical Marketing*, 4(1), 47-53.

Computing: Smart Cards

Shelfer, K.M., Corum, C., Procaccino, J.D., & Didier, J. (2004). Smart cards, In M.V. Zelkowitz (Ed.), *Advances in computers*, Vol. 60 (pp. 147-149). Elsevier Academic Press.

Decision Sciences: Differential Display

Yang, S., & Liang, P. (2004). Global analysis of gene expression by differential display: A mathematical model. *Molecular Biotechnology*, 27(3), 197-208.

Decision Sciences: E-commerce Efficiency

Lawrence, K.D., Klimberg, R.K., & Lawrence, S.M. (2004). A multi-criteria DEA framework for evaluating e-commerce efficiency. *Applications of Management Science: Mathematical Programming*, 11, 49-67.

Decision Sciences: Knowledge Exchange

Levin, D.Z., & Cross, R. (2004). The strength of weak ties you can trust: The mediating role of trust in effective knowledge transfer. *Management Science*, 50(11), 1477-1490.

Decision Sciences: Order Statistics

Wesolowski, J., & Ahsanullah, M. (2004). Switching order statistics through random power contractions. *Australian & New Zealand Journal of Statistics*, 46(2), 297-303.

Decision Sciences: Record Values

Ahsanullah, M. (2004). A characterization of the uniform distribution by dual generalized order statistics. *Communications in Statistics*, 33(12), 2921-2928.

Ahsanullah, M., & Raqab, M.Z. (2004). Characterizations of distributions by conditional expectations of generalized order statistics. *Journal of Applied Statistical Science*, 13(1), 41-48.

Decision Sciences: Record Values (continued)

Ahsanullah, M., & Malov, S. (2004). On some characterizations via distributional properties of records. *Journal of Statistical Theory and Applications*, 3(2), 135-140.

Ahsanullah, M. (2004). *Record values - theory and applications*. Lanham, MD: University Press of America.

Gupta, R.C., & Ahsanullah, M. (2004). Some characterization results based on the conditional expectation of a function of non-adjacent order statistic (record value). *Annals of the Institute of Statistical Mathematics*, 56(4), 721-732.

Nadarajah, S., & Ahsanullah, M. (2004). On the arc-sine record values. *Calcutta Statistical Association Bulletin*, 55(March&June), 217-218.

Nevzorov, V.B., & Ahsanullah, M. (2004). Characterizations of distributions by regressional properties of records. *Journal of Applied Statistical Science*, 13(1), 33-39.

Raqab, M.Z., & Ahsanullah, M. (2004). Inferences for generalized secant hyperbolic distribution based on order statistics. *Journal of Statistical Theory and Applications*, 3(1), 13-31.

Decision Sciences: Sales Force Sizing and Allocation

Lawrence, K.D., Lawrence, S.M., Klimberg, R.K., & Kudyba, S. (2004). Sales planning in a multi-criteria environment. *Applications of Management Science: Mathematical Programming*, 11, 69-74.

Decision Sciences: Statistics

Berenson, M.L., Levine, D.M., & Krehbiel, T.C. (2004). *Basic business statistics: concepts and applications*. Upper Saddle River, NJ: Prentice Hall.

Economics: Causes of Obesity

Vandegrift, D., & Yoked, T. (2004). Obesity rates, income, and suburban sprawl: An analysis of US states. *Health & Place*, 10(3), 221-229.

Economics: Developing Countries

Bynoe, A.J., & Di Liberto, M.J.F. (2004). Financial structure and growth in the Caribbean: An empirical analysis. *International Advances in Economic Research*, 10(3), 246.

Economics: Macroeconomic Impact on Federal Litigation

Bachmeier, L., Gaughan, P., & Swanson, N.R. (2004). The volume of federal litigation and the macroeconomy. *International Review of Law & Economics*, 24(2), 191-207.

Economics: Outsourcing

Gifford, S. (2004). To make or buy: An allocation of attention. *Contributions to Theoretical Economics*, 4(1), 1-24.

Finance: Business Interruption Losses

Gaughan, P. A. (2004). *Measuring business interruption losses and other commercial damages*. New York: John Wiley & Sons.

Finance: Hedge Funds

Xu, X.E., Yau, J., & Fung, H. (2004). Do hedge fund managers display skill? *Journal of Alternative Investments*, 6(4), 22-31.

Finance: International

Isik, I., Gunduz, L., Kilic, O., & Uysal, D. (2004). Assessing the relationship between liberalization, ownership and performance: The case of Turkish banks. *International Business & Economics Journal*, 3(1), 39-52.

Maroney, N.C., Hassan, M.K., Basher, S.A., & Isik, I. (2004). A macroeconometric model of the Bangladesh economy and its policy implications. *The Journal of Developing Areas*, 38(1), 135-149.

Finance: International (continued)

Meric, I., Prober, L.M., Eichhorn, B. H., & Meric, G. (2004). Integration and the financial characteristics of manufacturing firms in the European Union. *American Business Review*, 22(2), 88-96.

Meric, I., & Meric, G. (2004). The diminishing benefit of global portfolio diversification. *Global Business and Finance Review*, 9(2), 43-51.

Ratner, M., Meric, I., & Meric, G. (2004). The cross-autocorrelation of size-based portfolio returns in Europe. *Studies in Economics and Finance*, 22(1), 41-59.

Finance: Poland

Hunter, R.J. Jr., & Ryan, L.V. (2004). Privatization and transformation in Poland: An update. *The Polish Review*, XLIX(3), 919-943.

Finance: Pricing Models

Ahn, S.C., & Gadarowski, C. (2004). Small sample properties of the GMM specification test based on the Hansen-Jagannathan distance. *Journal of Empirical Finance*, 11(1), 109-132.

Finance: Return on Investment Training

Riotto, J.J. (2004). Model For calculating ROI of training/learning initiatives. *Journal of Interactive Instruction Development*, 16(4), 18-21.

Finance: Venture Capital

Xu, X.E. (2004). A comparative study of venture capital performance in US and Europe. *Journal of Entrepreneurial Finance and Business Ventures*, 9(3), 61-76.

Xu, X.E. (2004). Venture capital and buyout funds as alternative equity investment classes. *Journal of Investing*, 13(4), 74-81.

Legal Studies: AIDS Diagnosis

Hunter, R.J. Jr. (2004). HIV: Fear of AIDS or medical malpractice? *North Dakota Law Review*, 80(3), 385-403.

Legal Studies: European Union

Hunter, R.J. Jr., & Ryan, L.V. (2004). The Schengen System: Protecting the borders and security of the European Union. *Business Law Review*, 37, 29-42.

Legal Studies: Fundraising Fraud

Schoen, E.J., & Falchek, J.S. (2004). Professional fundraisers beware: There is no first amendment immunity for fraud. *Midwest Law Review*, 19(Fall), 128-152.

Management: Disaster Impact

Carter, T. (2004). *Many thin companies. The change in customer dealings and managers since September 11, 2001*. Binghamton, NY: Best Business Books.

Carter, T. (2004). Visiting Nurse Association of New York and crisis management after September 11, 2001. *Journal of Hospital Marketing & Public Relations*, 15(1), 89-98.

Management: Drug Enforcement

Baveja, A., Jamil, M., & Kushary, D. (2004). A sequential model for cracking down on street markets for illicit drugs. *Socio-Economic Planning Sciences*, 38(1), 7- 41.

Management: Environmental Changes

Skiba, M. (2004). Learning to master environmental change at work. *Journal of Biocommunication*, 30(2), 1-10.

Management: Equal Employment Opportunity

Rudin, J.P., Wingham, D.W., & Weaver, K.M. (2004). Equal Employment Opportunity (EEO) legislation and small businesses: Real hazard or red herring? *Journal of Small Business and Entrepreneurship*, 17(2), 93-102.

Management: Foreign Direct Investment

Cantwell, J.A., & Bellak, C. (2004). Revaluing the capital stock of international production. *International Business Review*, 13(1), 1-18.

Management: Group Support Systems

Fjermestad, J. (2004). An analysis of communication mode in group support systems research. *Decision Support Systems*, 37(2), 239-263.

Management: Healthcare

Chandra, A., & Paul, D.P. III (2004). Hospitals' movements toward the electronic medical record: Implications for nurses. *Hospital Topics*, 82(1), 33-36.

Chandra, A., Schlak, V., & Paul, D.P. III (2004). Second medical opinions sought by patients. *Hospital Topics*, 82(3), 36-39.

Management: Human Resources

Smither, J.W., London, M., Reilly, R.R., & Flautt, R. et al (2004). Discussing multisource feedback with raters and performance improvement. *Journal of Management Development*, 23(5/6), 456-468.

Management: Information Technology

Holahan, P.J., Aronson, Z.H., Jurkat, M.P., & Schoorman, F.D. (2004). Implementing computer technology: A multiorganizational test of Klein and Sorra's model. *Journal of Engineering and Technology Management*, 21(1-2), 31-50.

Subramanian, H., & Rapp, W.V. (2004). Leveraging IT as a core competency to enter new businesses: The UPS case. *The Business Review, Cambridge*, 2(2), 1-10.

Management: Knowledge Flows

Cantwell, J.A., & Mudambi, R. (2004). Multinational enterprises and competence-creating knowledge flows: A theoretical analysis. In: V. Mahnke, & T. Pedersen (Eds.), *Knowledge flows, governance and the multinational enterprise: Frontiers in international management research* (pp. 38-57). London: Palgrave Macmillan.

Management: Knowledge Workers

Amar, A. D. (2004). Motivating knowledge workers to innovate: A model integrating motivation dynamics and antecedents. *European Journal of Innovation Management*, 7(2), 89-101.

Management: Knowledge/Technology Transfer

Gopalakrishnan, S., & Santoro, M.D. (2004). Distinguishing between knowledge transfer and technology transfer activities: The role of key organizational factors. *IEEE Transactions on Engineering Management*, 51(1), 57-69.

Management: Libraries

Shi, X., Holahan, P. J., & Jurkat, M. P. (2004). Satisfaction formation processes in library users: Understanding multisource effects. *The Journal of Academic Librarianship*, 30(2), 122-131.

Management: Location Impact on Technology

Cantwell, J.A. (2004). Introduction. In J.A. Cantwell (Ed.), *Globalization and the location of firms* (pp. xi-xxv). Cheltenham, UK: Edward Elgar.

Cantwell, J.A., Iammarino, S., & Noonan, C.A. (2004). Sticky places in slippery space – the location of innovation by MNCs in the European regions. In J.A. Cantwell (Ed.), *Globalization and the location of firms* (pp. 470-499), Cheltenham, UK: Edward Elgar.

Management: Location Impact on Technology (continued)

Cantwell, J.A., & Janne, O.E.M. (2004). Technological globalisation and innovative centres: The role of corporate technological leadership and locational hierarchy. In: J.A. Cantwell (Ed.), *Globalization and the location of firms* (pp. 409-434). Cheltenham, UK: Edward Elgar.

Management: Market Diversification

Lee, J., Hall, E.H. Jr., & Wingham, D. (2004) . Diversification, productivity, and performance enhancement: An international examination. *Journal of Business Disciplines*, *V*(2), 75-91.

Lee, J., & Habte-Giorgis, B. (2004). 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: Mentoring

Coll, J.H., & Raghavan, P. (2004). Mentoring: Models and examples. *Journal of Business and Economics Research*, *1*(5), 15-21.

Management: Microenterprise Training

Cook, R.G., & Belliveau, P. (2004). The influence of human capital attributes in microenterprise training. *Journal of Small Business and Enterprise Development*, *11*(4), 467-473.

Management: Microenterprise Training (continued)

Cook, R.G., Belliveau, P., & Sandberg, M.E. (2004). Training and learning as drivers of U.S. microenterprise business plan quality. *Education + Training*, 46(8/9), 398-405.

Management: Multinational Clustering

Cantwell, J.A. (Ed.). (2004). *Globalization and the location of firms*. Cheltenham, UK: Edward Elgar.

Management: New Product Development

Belliveau, P., Griffin, A., & Somermeyer, S. (Eds.). (2004). *The PDMA ToolBook 2 for new product development*. New York: John Wiley & Sons.

Nunez, E. (2004). Integrated new product development for turbulent and uncertain environments. *Doctoral dissertation, Stevens Institute of Technology*.

Management: Proselytizing in the Workplace

Rudin, J.P., & Harshman, E. (2004). Keeping the faith but losing in court: Legal implications of proselytizing in the workplace. *Employee Responsibilities and Rights Journal*, 16(2), 105-112.

Management: Sales Force

Pelham, A.M., & Lieb, P. (2004). Differences between presidents' and sales managers' perceptions of the industry environment and firm strategy in small industrial firms: Relationship to performance satisfaction. *Journal of Small Business Management*, 42(2), 174-189.

Management: Technological Development

Cantwell, J.A. (2004). Historical shifts in corporate technological diversification. In J.A. Cantwell, A. Gambardella, & O. Granstrand (Eds.), *The economics and management of technological diversification* (pp. 265-296). London: Routledge.

Management: Technological Diversification

Cantwell, J.A., Gambardella, A., & Granstrand, O. (Eds.). (2004). *The economics and management of technological diversification*. London: Routledge.

Cantwell, J.A., & Kosmopoulou, E. (2004). Analysing the locational pattern of international corporate technological research. In: M.G. Serapio, & T. Hayashi (Eds.), *Internationalization of research and development and the emergence of global R&D networks* (pp. 41-83). Oxford: Elsevier.

Management: Technological Diversification (continued)

Cantwell, J.A., & Vertova, G. (2004). Historical evolution of technological diversification. *Research Policy*, 33(3), 511-529.

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Cantwell, J.A., Gambardella, A., & Granstrand, O. (2004). Summary and conclusions. In J.A. Cantwell, A. Gambardella, & O. Granstran (Eds.), *The economics and management of technological diversification* (pp. 333-341) London: Routledge.

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Management: Technological Diversification (continued)

Cantwell, J.A., Dunning, J.H., & Janne, O.E.M. (2004). Towards a technology-seeking explanation of U.S. direct investment in the United Kingdom. *Journal of International Management*, 10(1), 5-20.

Management: Urbanization

Gates, D.F., & Yin, J.Z. (2004). Urbanization and energy in China. In A. Chen, G. Liu, & K. Zhang (Eds.), *Urbanization and social welfare in China* (pp. 351-371). Burlington, VT: Ashgate Publishing.

Management: Value Creation

Haksever, C., Chaganti, R., & Cook, R.G. (2004). A model of value creation: Strategic view. *Journal of Business Ethics*, 49, 291-305.

Marketing: Consumer Behavior

Hill, M.E., & Cromartie, J. (2004). That which is "not": Forgetting *Consumption, Markets and Culture*, 7(1), 69-98.

Marketing: Consumer Impulsivity

Kaufman-Scarborough, C., & Cohen, J. (2004). Unfolding consumer impulsivity: An existential-phenomenological study of consumers with attention deficit disorder. *Psychology and Marketing*, 21(8), 637-669.

Marketing: Electronic Customer Relationship Management

Scullin, S.S., Fjermestad, J., & Romano, N.C. Jr. (2004). E-relationship marketing: Changes in traditional marketing as an outcome of electronic customer relationship management. *The Journal of Enterprise Information Management*, 17(6), 410-415.

Marketing: Gift Giving

Lowrey, T.M., Otnes, C.C., & Ruth, J.A. (2004). Social influences on dyadic giving over time: A taxonomy from the giver's perspective. *Journal of Consumer Research*, 30(4), 547-558.

Ruth, J.A., Brunel, F.F., & Otnes, C.C. (2004). An investigation of the power of emotions in relationship realignment: The gift recipient's perspective. *Psychology & Marketing*, 21(1), 29-52.

Marketing: Healthcare

Chandra, A., Sikula, A., & Paul, D. P. III (2004). Ethical considerations in the marketing of e-health products. *International Journal of Medical Marketing*, 4(2), 110-118.

Marketing: Internet Advertising

Boronico, J.S., & Christensen, E.W. (2004). The application of Neyman-Pearson methodology to the estimation of Web advertising viewers. *Journal of Applied Business Research*, 20(2), 45-50.

Marketing: Library Services

Shontz, M.L., Parker, J.C., & Parker, R. (2004). What do librarians think about marketing? A survey of public librarians' attitudes toward the marketing of library services. *Library Quarterly*, 74(1), 63-84.

Marketing: Managing the Message

Ruth, J.A., & York, A. (2004). Framing information to enhance corporate reputation: The impact of message source, information type, and reference point. *Journal of Business Research*, 57(1), 14-20.

Marketing: Polychronic Tendency

Lindquist, J.D., & Kaufman-Scarborough, C.F. (2004). Polychronic tendency analysis: A new approach to understanding women's shopping behaviors. *Journal of Consumer Marketing*, 21(5), 332-342.

Marketing: Positioning

Newman, C.M. (2004). Positioning: A prescriptive model with an application example. *Journal of Business Disciplines*, 5(1), 45-62.

Pedagogy: Assessment

Presby, L. (2004). Assessing student feedback from personal multimedia supplements in both online and traditional programs. *Review of Business Research, Academy of International Business and Economics, IV(1)*, 204-209.

Pedagogy: Business

Overton, R.H. (2004). Designing a graduate curriculum: Use of credentials to enhance student portfolios. *Journal of College Teaching and Learning, 1(10)*, 17-28.

Pritchard, R.E., Potter, G.C., & Saccucci, M.S. (2004). The selection of a business major: Elements influencing student choice and implications for outcomes assessment. *Journal of Education for Business, 79(3)*, 152-156.

Pedagogy: Career Planning & Placement

Pritchard, R.E., Potter, G.C., Dammingier, J., & Wriggins, B. (2004). Implementing a course-embedded resume and professional employment action plan preparation program for college of business juniors. *Journal of Education for Business, 79(6)*, 348 - 353.

Pedagogy: Case Analysis

Newman, C.M. (2004). Enhancing creative thinking in a case-based MBA course. *Journal of College Teaching & Learning, 1(3)*, 27-30.

Pedagogy: Computer Applications

Koppel, N.B., & Hollister, K.K. (2004). Teaching business computer applications: Comparison between the traditional delivery and a hybrid approach. *Review of Business Research, IV*(1), 95-101.

Pedagogy: Finance

Pritchard, R.E., Saccucci, M.S., Potter, G.C., & Van Brunt, M.M. (2004). Effect of rigorous prerequisite enforcement on quantitative skills outcomes assessed at a regional university. *Journal of Financial Education, 30*(Fall), 17-27.

Vance, D.E. (2004). *Financial Analysis and Decision Making - Chinese Translation*. New York: McGraw-Hill.

Pedagogy: IT-Mediated Methods

Balotsky, E.R., & Christensen, E.W. (2004). Educating a modern business workforce: An integrated educational information technology strategy. *Group and Organization Management, 29*(2), 148-170.

Pedagogy: Legal studies

Miller, G.J. (2004). Tom Zak, Inc.: A case study. In K. Hodge (Ed.), *Annual Advances in Business Cases*. New York: McGraw-Hill Primis.

Pedagogy: Management

Schneider, M., & Lieb, P. (2004). The challenges of teaching strategic management: Working toward successful inclusion of the resource-based view. *Journal of Management Education*, 28(2), 170-187.

Pedagogy: Testing

Armstrong, R.D., Jones, D.H., Koppel, N.B., & Pashley, P.J. (2004). Computerized adaptive testing with multiple-form structures. *Applied Psychological Measurement*, 28(3), 147-164.

Taxation: Dividends

Yang, J.G.S., & Chang, C. (2004). Not all dividends qualify for the reduced tax rate. *Practical Tax Strategies*, 72(3), 171-175.

Taxation: Dividends & Capital Gains

Yang, J.G.S., & Chang, C. (2004). Tax strategies for tax-advantaged dividends and capital gains. *The CPA Journal*, 74(3), 53-55.

Yang, J.G.S., & Chang, C. (2004). Tax leverage between dividend, capital gain and capital loss. *The National Accounting Journal*, 6(1), 67-76.

Taxation: Family Limited Partnerships

Easton, R.W. (2004). Recent case gives new life to family limited partnerships-conflict over application of Section 2036. *Journal of Retirement Planning*, 7(5), 23-30.

Taxation: Value-Added Tax

Yang, J.G.S., & Zheshi, R. (2004). Problems implementing the VAT in China. *International Tax Journal*, 30(1), 46-64.
