

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

October, 2006

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 fifth 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 2005. This follows our preceding four volumes, and we are so excited to share with you the scholarly accomplishments of New Jersey's business faculty. We also include teaching notes that summarize examples of ways to connect the classroom to the business world. This year is a first in that one scholar, Michael Rothkopf (Rutgers University - Newark and New Brunswick), has earned two awards in the same year!

Bright Idea Awards

Speed to Market: "The impacts of speed-to-market on new product success: The moderating effects of uncertainty" by Jiyao Chen, Richard R. Reilly, and Gary S. Lynn of Stevens Institute of Technology.

Information Technology: "A strategic management framework for IT outsourcing: A review of the literature and the development of a success factors model" by Jerry Fjermestad and Jo-Ann Saitta of New Jersey Institute of Technology.

Home Financing: “Mortgage decision: Lower payment or faster payoff?” by Ralph Gally of Rider University.

Leadership Behavior: “Executive job demands: New insights for explaining strategic decisions and leader behaviors” by Ann C. Mooney of Stevens Institute of Technology.

Decision Sciences: “Efficient market-clearing prices in markets with nonconvexities” by Michael H. Rothkopf of Rutgers University - Newark and New Brunswick.

Dutch Auctions: “Slow Dutch auctions” by Michael H. Rothkopf of Rutgers University - Newark and New Brunswick.

Pricing: “Direct evidence of ending-digit drop-off in price information processing” by Robert M. Schindler of Rutgers University - Camden.

Finance: “Compensating balance: A comment” by Yeomin Yoon of Seton Hall University and Youngna Choi of Montclair State University.

Teaching Bright Idea Awards

“Sales Management Coaching on DVD” by Tony Carter, William Paterson University.

“Using Business Publications” by Shaoping Zhao, The Richard Stockton College of New Jersey.

We would also like to commend Robert M. Schindler and Tony Carter who are being recognized for the second time!

We appreciate that Associate Dean Rosa Oppenheim (Rutgers University - Newark and New Brunswick), Dr. Barbara Boyington (Brookdale Community College), Dean Edward Schoen (Rowan University) and Dean Emmanuel Osagie, Ph.D. (The College of New Jersey) 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

As always, we are very pleased with the widespread support of this publication. First of all, the publication would not be possible without the support and personal involvement of Karen Boroff, Ph.D., Dean of the Stillman School of Business at Seton Hall University, and Sara Bluhm, Executive Director, NJPRO Foundation. A special thanks to Pamela Dungee, Seton Hall Public Relations, for her efforts to publicize this work and for her timely production of the cover for this year's volume. I would also like to thank the staff at NJBIA for their efforts in promoting the publication and for the generous production of the Bright Ideas Awards.

Above all, thanks to the New Jersey Business Faculty for their efforts in providing quality publications. 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.

As in past years, I would like to commend our Associate Editor, Rosemary Pauler, whose work is invaluable to the project. Rosemary's creation of the publications database provides the foundation of the project together with the means to create the final publication efficiently and in a quality manner.

I would also like to thank the support staff of the Stillman School, Christine DiGirolomo, Carol Flynn, Joanne DeStefano, and Tanya Dixon, 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 continuing interest in this project.

Allen Gibson, Ph.D., Editor

SECTION 1: INTRODUCTION

It is a pleasure to introduce this fifth annual volume of *Publications of New Jersey's Business Faculty*. With a touch of nostalgia, it is interesting to note the changes that have taken place since the first volume. The number of Fortune 500 companies headquartered in New Jersey has grown from 24 to 37. The New Jersey Business and Industry Association (NJBIA) now numbers more than 23,000 compared to 18,000 in 2002. As for business education, there are now 11 business schools accredited by The Association to Advance Collegiate Schools of Business - International (AACSB) compared to 9 in 2002. This year, a total of 16 colleges contributed 130 publications compared to 85 publications representing 8 colleges in the first edition. We are especially pleased by the submission of six teaching notes to this year's volume.

The bibliography's objective remains the same: to facilitate the natural synergy between New Jersey's industry and its business faculty and to recognize the most outstanding contributions by individual authors. We continually seek more effective ways to achieve this goal. Several possibilities were suggested in the first volume, including the idea of facilitating collaboration via the Internet. Over the past several years, a number of websites have been established that serve as outlets for publications and permit sharing of working papers. We intend to investigate a few of these for possible use by New Jersey business faculty and practitioners. I would appreciate your feedback and suggestions on this idea as well as any other comments you may have on the future direction of this publication.

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
DeVry University
Drew University
Fairleigh Dickinson University
Felician College
Georgian Court College
Kean University of New Jersey
Monmouth University
Montclair State University
New Jersey City University
New Jersey Institute of Technology
Ramapo 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
The Richard Stockton College of New Jersey
Thomas 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 County 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 Community College
Union County College
Warren County Community 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. M., Firoz, N. M., & Ekeledo, I. (2005). Performance evaluation of foreign subsidiary managers using intracompany pricing. *International Tax Journal*, 31(4), 5-12.

Seton Hall University & Montclair State University
Accounting: International

A sample of American global companies in the steel industry is used to ascertain: (1) whether performance evaluation measures now used by global companies respond to foreign environmental challenges, (2) whether the relative performance of managers of foreign subsidiaries of global companies reflects the objective and operational performance measures of their companies, and (3) how frequent fluctuations of currency values combined with the floating exchange rate system affects the peer performance evaluation of subsidiary managers. After isolating the impact of noncontrollable environmental factors on a manager's performance, our study has found that the relative managerial performance of subsidiary managers could be measured and compared with a high degree of objectivity. This finding suggests that global companies should consider all environmental factors in their performance evaluation systems. Companies should assess how these factors affect the performance of individual foreign subsidiary managers and the allocation of limited resources. A model for evaluating the performance of foreign subsidiary managers along these lines is also provided.

Wagdy M. Abdallah is a member of the faculty at Seton Hall University. Nadeem M. Firoz & Ikechi Ekeledo are members of the faculty at Montclair State University.

Agoglia, C. P., Brown, K. F., & Sanchez, M. H. (2005). Teaching the “real world”:
How you can make a difference in the classroom. *The Tennessee CPA Journal, April*, 30-31.

Rider University
Pedagogy: Accounting

This article presents a way for practicing professionals to bring their talents and experience into the classroom. A challenging case or project is chosen which will allow the professionals to bring their real world knowledge to the students. The students complete the assignment, which the instructor then sends to the professional, along with a suggested solution. The professional acts as a supervisor/mentor, and provides written review comments on the students' work. The professionals then come into the classroom to work one-on-one with the students and share the review comments. Both students and professionals have reacted very positively to this “professional interaction” approach.

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

Alles, M. G., Kogan, A., & Vasarhelyi, M. A. (2005). Implications of Section 201 of the Sarbanes-Oxley Act: The role of the audit committee in managing the informational costs of the restriction on auditors engaging in consulting. *International Journal of Disclosure and Governance*, 2(1), 9-26.

Rutgers University - Newark and New Brunswick
Accounting: Auditing

In the wake of the Enron and Andersen scandals, Congress passed the Sarbanes-Oxley Act of 2002, Section 201 of which was aimed at ending the practice of auditing firms providing consulting services to their clients. The Security and Exchange Commission's (SEC's) Final Rules on Section 201 are less definitive than the Act itself on what constitutes non-audit services and effectively delegate the implementation of Section 201 to the audit committee. The underlying problem with the objective of Section 201 - to put in place a barrier between auditing and consulting - is the restriction that it places on the extent to which an auditor can transfer to the client information obtained in the course of the audit without crossing the line of subsequently auditing its own work. Restricting such informational transfers raises the question of whether the anomalies detected in an audit can be corrected without duplication of effort and higher societal costs. Another important, although perhaps unintended consequence of Section 201, is the constraint that it may impose on the development of future audit methodologies, such as Continuous Auditing. This paper begins the process of providing an understanding of the tradeoffs that audit committees will have to manage in implementing Section 201 in the current legal and regulatory environment. Audit committees can perceive the responsibility that Section 201 imposes on them as a burden or, instead, as a source of discretion that can be exploited in the best interests of the business. Achieving the latter outcome requires the audit committee to develop a systematic principles-based approach that takes both the independence and informational aspects of the audit/consulting continuum into account.

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

Amar, A. D. (2005). Reward the psyche to motivate the mind: The formula for higher innovation and productivity from knowledge workers. In V. V. Ramani (Ed.), *Employee rewards and recognition* (pp. 123-128). Hyderabad, India: ICFAI University Press.

Seton Hall University
Management: Knowledge Workers

The change in work culture and information technology revolution changed the employee rewards and recognition system. Remuneration policies and practices became more flexible and adaptive. The basic pay structures were changed. Today there is a tremendous growth in performance-related rewards, competency development and team-based pay. Organizations' emphasis is more on "strategic reward", because there is a need to integrate reward policies with the other key areas of people management. Due to global competition, it is the competence-related pay, team pay, and variable pay which are playing an important role in the reward system. Both reward and recognition are the chief sources of motivation and will help to drive organizations to excellence, transparency, accountability, responsibility, culture, environment and teamwork.

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

Anderson, R. I., & Loviscek, A. L. (2005). In search of information content: Portfolio performance of *The 100 Best Stocks to Own in America*. *Financial Services Review*, 14(2), 97-109.

Seton Hall University
Finance: Investment Advice

Now in its seventh edition, *The 100 Best Stocks to Own in America* is an enduring and lucid reference for the active individual investor. Through the sixth edition, it had reportedly sold over 300,000 copies, indicating that it might contain information content, or stocks that can beat a broad market index on a risk-adjusted basis. Does it? As a response, we compare the out-of-sample Sharpe ratios of 30 portfolios constructed from the first six editions of Walden's rankings to the Sharpe ratios of the S&P 500. We find some evidence of information content and suggest that the individual investor focus on the top five stocks.

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

Ashish, C., Paul III, D. P., & Emmett, D. (2005). An exploratory examination of health food advertising: Consumer perceptions, behaviour and acceptance. *Journal of Medical Marketing*, 5(1), 57-65.

Monmouth University
Marketing: Healthcare

Society as a whole is becoming more concerned with health and its relationship to obesity and healthy eating, in particular. This interest is sparked, at least in part, by advertising. This paper is an attempt to “separate the wheat from the chaff” and provide consumers with some knowledge on how to make more intelligent nutrition decisions.

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

Ashish, C., Pettry Jr., C. E., & Paul III, D. P. (2005). Telemedicine from a macromarketing viewpoint: A critical evaluation with proposed licensing strategies. *Journal of Nonprofit & Public Sector Marketing*, 13(1/2), 111-135.

Monmouth University
Marketing: Healthcare

Telemedicine is the practice of medicine from a distance, in which interventions, diagnostic and treatment decisions, and recommendations are based on information transmitted through telecommunications systems. While telemedicine may be the wave of the future, many hurdles must be removed to allow it to prosper. A major challenge is licensure. This paper evaluates the current medical licensure requirements in the United States, with an eye toward how government programs can impede or encourage the diffusion of new technologies into commerce, based upon the specific domain of telemedicine. There is a great degree of variation in telemedicine regulations from state to state. Mutual licensing strategies for telemedicine and ensuing challenges are proposed and discussed. The authors also identify various areas of potential applications of telemedicine and explore the implications for managers of health care organizations who would be interested in incorporating telemedicine into their organization.

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

Azriel, J. A., Erthal, M. J., & Starr, E. (2005). Answers, questions, and deceptions: What is the role of games in business education? *Journal of Education for Business*, 81(1), 9-13.

Seton Hall University
Pedagogy: Management

Those who teach in colleges and universities are often faced with large class sizes and diverse student population. To reach this diverse student population, educators are finding it necessary to incorporate new teaching practices. In this article, the authors examine the use of a television game show, Jeopardy, as a means of enhancing learning. The researchers discovered that games motivate students to actively participate in the learning process, encourage teamwork, and are as good as traditional means for reviewing management theories and vocabulary. Students reported that the use of games was an appropriate method of instruction that facilitated their learning. Students also indicated an overall preference for a participatory course and viewed other students as actively participating when games were used in courses.

Jay A. Azriel is a member of the faculty at Seton Hall University.

Bizer, G. Y., & Schindler, R. M. (2005). Direct evidence of ending-digit drop-off in price information processing. *Psychology & Marketing*, 22(10), 771-783.

***Rutgers University - Camden
Marketing: Pricing Format***

Research has suggested that pricing products at one cent below a whole number (e.g., \$4.99 instead of \$5.00) can be an effective method for increasing purchases. Although many reasons for this have been suggested, a commonly proposed explanation is that consumers tend to drop off, or pay less attention to, the rightmost two digits. This drop-off mechanism has garnered much indirect support, but only limited research has been conducted to directly test it. In this study, respondents provided estimates of how many products they could purchase for \$73. Analyses indicated that respondents thought they could buy significantly more products priced with 99 endings than products with comparable 00-ending prices. Follow-up analyses showed that (a) errors made by respondents showed a pattern consistent with a dropoff mechanism, and (b) motivation to carefully provide quantity estimates moderated the effect. The study therefore provides rare direct evidence that the drop-off mechanism may contribute to the effectiveness of 9-ending pricing.

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

Bovee, M., Kogan, A., Nelson, K., Srivastava, R. P., & Vasarhelyi, M. A. (2005). Financial reporting and auditing agent with net knowledge (FRAANK) and extensible business reporting language (XBRL). *Journal of Information Systems*, 19(1), 19-41.

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

This paper describes the development and applications of FRAANK — Financial Reporting and Auditing Agent with Net Knowledge. The prototype of FRAANK presented here provides automated access to, and understanding and integration of, rapidly changing financial information available from various sources on the Internet. In particular, FRAANK implements intelligent parsing to extract accounting numbers from natural-text financial statements available from the SEC EDGAR repository. FRAANK develops an "understanding" of the accounting numbers by means of matching the line-item labels to synonyms of tags in an XBRL taxonomy. As a result, FRAANK converts the consolidated balance sheet, income statement, and statement of cash flows into XBRL-tagged format. Based on FRAANK, we propose an empirical approach toward the evaluation and improvement of XBRL taxonomies and for identifying and justifying needs for specialized taxonomies by assessing a taxonomy fit to the historical data, i.e., the quarterly and annual EDGAR filings. Using a test set of 10-K SEC filings, we evaluate FRAANK's performance by estimating its success rate in extracting and tagging the line items using the year 2000 C&I XBRL Taxonomy, Version 1. The evaluation results show that FRAANK is an advanced research prototype that can be useful in various practical applications. FRAANK also integrates the accounting numbers with other financial information publicly available on the Internet, such as timely stock quotes and analysts' forecasts of earnings, and calculates important financial ratios and other financial-analysis indicators.

Alexander Kogan & Miklos A. Vasarhelyi are members of the faculty at Rutgers University - Newark and New Brunswick.

Cantwell, J. A. (2005). Too little or too much? In S. Passow, & M. Runnbeck (Eds.), *What's next? Strategic views on foreign direct investment* (pp. 32-37). Stockholm: Invest in Sweden Agency.

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

There are three key recent and related trends in globalization that have begun to transform both the opportunities and challenges that foreign direct investment (FDI) presents, especially for the potential for economic and technological catch up in developing countries. First, vertical production chains have become increasingly fragmented, a trend that has been associated with a growth in the outsourcing of an ever widening range of functions. Second, there is a trend towards an increase in outward FDI emanating from developing countries. Third, there is now a tendency towards an increasing decentralization of nodes of control within the international corporate networks of MNCs. This paper examines the wider implications for development of these three considerations, and especially of the third trend towards decentralized nodes of capability generation and control within MNC networks, in comparison with some of the more traditional perspectives in this area.

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

Cantwell, J. A. (2005). Innovation and competitiveness. In J. Fagerberg, D. C. Mowery, & R.R. Nelson (Eds.), *The Oxford handbook of innovation* (pp. 543-567). Oxford: Oxford University Press.

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

In this chapter, competitiveness is taken to mean the possession of the capabilities needed for sustained economic growth in an internationally competitive selection environment, in which environment there are others (countries, clusters or individual firms, depending upon the level of analysis) that have an equivalent but differentiated set of capabilities of their own. The chapter is set out in four parts, of which in the first the contribution is assessed of the new literature on competitiveness across countries. Second, the chapter examines innovation and competitiveness at the industry level that connects together firms and their environment, while the third part looks at the regional and firm level. The final section draws some conclusions with respect to the interaction between innovative actors, between the different levels of analysis of competitiveness, and opportunities for future research.

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Cantwell, J. A., & Zhang, Y. (2005). Japan's R&D internationalization and its institutional environment. In M.J. Oesterle, & J. Wolf (Eds.), *Internationalization and institutions* (pp. 297-330). Wiesbaden: Gabler.

***Rutgers University - Newark and New Brunswick
Management: International R&D***

Despite its strong technological position, Japan has shown a very low and even decreasing degree of internationalization of R&D, against the world trend of an increasing internationalization of research. To understand this lack of internationalization in Japan's R&D system, an understanding of the institutional structure of Japan is critical. We argue that the low degree of internationalization of innovation of Japanese-owned companies is in large part attributable to the institutional characteristic of strong inter-industry linkages in Japan, most notably the keiretsu structure. These linkages have played an important role in contributing to the economic development of Japan. However, it is also these linkages that have constrained Japanese-owned firms from internationalizing their research. This chapter presents evidence from corporate patent data on the internationalization of technological activity in Japan. It shows how the interactions between the institutional characteristic of Japan and the technology sourcing motive of companies have played out in this context.

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

Cantwell, J. A. (2005). MNCs, local clustering, and science-technology relationships. In G.D. Santangelo (Ed.), *Technological change and economic catch-up: The role of science and multinationals* (pp. 75-94). Cheltenham: 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 centers 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.

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Cantwell, J. A., & Iammarino, S. (2005). The technological innovation of multinational corporations in the French regions. *Revue d'Économie Industrielle*, 109, 9-28.

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

In a rapidly globalizing economy, and particularly in the face of a process of economic integration such as that occurring in the EU, regions forge an increasing number of linkages with other locations within and across national boundaries through the local technological development efforts of multinational corporations (MNCs). By using patents granted to the largest industrial firms - arranged by the region (NUTS 1) host to the research facility responsible - this paper explores the location of innovative activities of MNCs in France, and the relationship between the profiles of technological specialization of foreign-owned and indigenous companies in the French regions.

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

Cantwell, J. A., & Piscitello, L. (2005). Recent location of foreign-owned R&D activities by large multinational corporations in the European regions: The role of spillovers and externalities. *Regional Studies*, 39, 1-16.

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

This paper examines the role of spillovers and externalities in influencing the recent siting of foreign-owned R&D activities in European regions. In accordance with the literature on knowledge creation in MNCs, we find that location of foreign-owned research tends to agglomerate, depending upon the potential for the following different sources of spillovers and externalities: (i) intra-industry spillovers or specialisation externalities, associated with the presence of a wide-ranging collection of firms active in the same sector; (ii) inter-industry spillovers or diversity externalities, associated with the co-presence of firms working in different fields; and (iii) science-technology spillovers and externalities stemming from the presence of a munificent scientific and educational infrastructure. Additionally, we find that benefits from spillovers decline with distance, but this holds especially for intra- and inter-industry spillovers.

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Cantwell, J. A., & Glac, K. (2005). TNCs, locational clustering and the process of economic development. In L. Cuyvers, & F. De Beule (Eds.), *Transnational corporations and economic development: From internationalisation to globalisation* (pp. 84-101). London: Palgrave Macmillan.

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

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 chapter 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.

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 chapter 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., & Iguchi, C. (2005). Effects of backward linkages to local suppliers' development path: The case of the Malaysian electrical and electronics industry. In A. Giroud, A.T. Mohr, & D. Yang (Eds.), *Multinationals and Asia: Organizational and institutional relationships* (pp. 54-71). London: Routledge.

***Rutgers University - Newark and New Brunswick
Management: Multinational Organizational Linkages***

This chapter focuses on organizational linkages between MNC subsidiaries and local suppliers in the Malaysian electrical and electronics industry. It looks at the technological innovative capability in both MNC subsidiaries and local suppliers, and technology and knowledge flows from foreign affiliates to local suppliers through different types of organizational linkages. It also focuses on the different aspects of backward linkages, including types, depth, and length, that the foreign affiliates from different nationalities, including from Japan, USA, Europe, and other Asian countries, create. The major research question is whether local suppliers have developed indigenous technological capability as a result of their backward linkages with foreign-owned subsidiaries.

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

Cantwell, J. A., & Mudambi, R. (2005). MNE competence-creating subsidiary mandates. *Strategic Management Journal*, 27, 1109-1128.

***Rutgers University - Newark and New Brunswick
Management: Subsidiary Competence***

The determinants of R&D-intensity differ between subsidiaries in a multinational enterprise (MNE). Previous literature suggests that whether a subsidiary achieves a competence-creating output mandate depends on the qualities of its location. R&D strategies in competence-creating subsidiaries are supply-driven while those in purely competence-exploiting subsidiaries are demand-driven. Using data on UK subsidiaries of non-UK MNEs, we find that the level of subsidiary R&D depends on MNE group-level and subsidiary-level characteristics as well as locational factors. The R&D of mandated subsidiaries rises with acquisition, but for non-mandated subsidiaries R&D falls upon acquisition. MNEs that grow through acquisition have more inter-subsidiary R&D diversity.

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

Cantwell, J. A. (2005). Financial and non-financial theories of international diversification. In A. Verbeke (Ed.), *Internalization, international diversification and the MNE: Essays in honor of Alan M. Rugman* (Series on Research in Global Strategic Management, Vol. 11, pp. 59-73). Amsterdam: Elsevier.

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

This chapter compares financial and non-financial approaches to the international diversification of assets in the MNE. In the finance perspective we should observe diversification into unrelated assets, whereas in the alternative view we should see the reverse, namely diversification into related assets and the establishment of patterns of corporate coherence. From the standpoint of international business, the former finance perspective can best be applied to local market-seeking activities, in which diversification across unrelated products or geographically unconnected markets (and preferably both) may reduce risk. Local market-seeking was the dominant motive for FDI in the 1960s, which fits well with the early work of Alan Rugman. It remains crucial today, although markets are now much less segmented than they once were. In the latter non-financial perspective, diversification is instead a business strategy for bringing together combinations of related assets as a means of constructing corporate coherence. In the international business context, this perspective can be applied most readily to asset-seeking activities that become locally competence-creating. Asset-seeking strategies have become gradually more important as a motive for FDI especially since the 1980s. MNEs are now increasingly undertaking investments (especially through mergers and acquisitions) or divestments as a means of developing new structures of relatedness between in-house activities. One key aspect of this that relies on corporate technological diversification is to bring together new combinations of technologically complementary fields of activity to promote a greater ease of innovation (Schumpeter had long ago argued that innovation generally entails such “new combinations”).

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

Carare, O., & Rothkopf, M. (2005). Slow Dutch auctions. *Management Science*, 51(3), 365-373.

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

Theorists long believed that Dutch auctions (in which the price declines until someone bids) were strategically equivalent to standard sealed bid auctions. Most Dutch auctions such as the ones in the Dutch flower wholesale markets are extremely fast. However, some Dutch auctions such as the timed markdowns in Filene's Basement and some internet auctions are much slower. Some recent experiments involving real internet bidders produced the surprising result that Dutch auctions produced more revenue. This paper explains these results by showing that when bidders incur extra transaction costs by continuing to participate in Dutch auctions, the observed results are consistent with the enriched theory.

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

Carter, T. (2005). *Customer advisory boards: A strategic tool. The encyclopedia of strategic marketing management, Vol. 9.* Delhi: Jaico.

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

This book investigates and examines the positive role that sales tools can have in Strategic Marketing Management. Certainly Customer Advisory Boards are a dynamic practical sales tool that can greatly enhance the customer development and retention process and give firms a distinct competitive advantage. Marketing and sales organizations should develop programs for customer satisfaction, measure customer loyalty and further understand customer retention. The purpose of this book is to look at how sales tools such as Customer Advisory Boards can help marketing and sales organizations.

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

Cheema, A., Popkowski Leszczyc, P. T. L., Bagchi, R., Bagozzi, R. P., Cox, J. C., Dholakia, U. M., Greenleaf, E.A., Pazgal, A., Rothkopf, M. H., Shen, M., Sunder, S., & Zeithammer, R. (2005). Economics, psychology, and social dynamics of consumer bidding in auctions. *Marketing Letters* 16(3/4), 401-413.

Rutgers University - Newark and New Brunswick
Decision Sciences: Auctions

With increasing numbers of consumers in auction marketplaces, we highlight some recent approaches that bring additional economic, social, and psychological factors to bear on existing economic theory to better understand factors that affect how consumers bid in auctions.

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

Chen, J., Reilly, R. R., & Lynn, G. S. (2005). The impacts of speed-to-market on new product success: The moderating effects of uncertainty. *IEEE Transactions on Engineering Management*, 52(2), 199-212.

Stevens Institute of Technology
Management: New Product Development

Time-based strategy is becoming an important weapon to achieve competitive advantage in the current environment of fast-changing technology and customer requirements. Speed-to-market has become the mantra of both researchers and practitioners in new product development (NPD), but there are limited and conflicting findings on the relationship between speed-to-market and product success. A more important question is whether faster is always better. In a study of 692 NPD projects, we examined the relationship between speed-to-market and new product success (NPS) under different conditions of uncertainty. Our results indicate that speed-to-market is generally positively associated with overall NPS, but market uncertainty moderates the direct effect. Speed-to-market is less important to NPS under conditions of low market uncertainty. Our results also suggest that technological uncertainty does not affect the speed-success relationship. The implication is that it is more important to execute a time-based strategy in an unfamiliar, emerging, or fast-changing market than in a familiar, existing, and stable market. The limitations and future research related to these results are discussed.

Richard R. Reilly & Gary S. Lynn are members of the faculty at Stevens Institute of Technology. Jiyao Chen is a doctorate student at Stevens Institute of Technology.

Choi, Y., & Yoon, Y. (2005). Compensating balance: A comment. *The International Journal of Banking and Finance*, 2(1), 83-98.

***Montclair State University & Seton Hall University
Finance: Compensating Balances***

Compensating balances are deposits that the borrowing firm keeps with the lending bank in non-interest bearing accounts on loans. It is well known that, when there is no compensating balance, the effective cost of debt remains the same in the two different payment methods, i.e., full amortization method and bullet loan (bond) method. It has been experimentally shown that when a compensating balance is imposed, however, the respective effective costs of debt under the two payment methods become different and that the true cost of a fully-amortized loan is always greater than that for a bullet loan. This paper provides a mathematical proof that this is always true. It concludes that, whenever a bank imposes a compensating balance, the borrowing firm should prefer a bullet loan to a fully-amortized one if it wishes to avoid an ambush posed by such a balance.

Youngna Choi is a member of the faculty at Montclair State University & Yeomin Yoon is a member of the faculty at Seton Hall University.

Chung, S., & Wei, P. (2005). The relationship between bid–ask spreads and holding periods: The case of Chinese A and B shares. *Global Finance Journal*, 15(3), 239-249.

Rowan University
Finance: International Stock Markets

The Chinese stock markets for A (domestic) shares and B (foreign) shares were completely separated. This study examines the relationship between spreads and holding periods across these segmented markets on the same set of firms. Our major findings are as follows. (1) There is a positive relationship between holding periods and bid–ask spreads in the Chinese stock market. (2) Investors' sensitivity toward liquidity is approximately the same in the A and B share markets, even though bid–ask spreads are substantially different across the two markets. These results provide strong support for the theoretical argument of Amihud and Mendelson (1986) that stocks with higher spreads tend to be held by long-term investors. Evidence also suggests that liquidity has a role in explaining the B share discount, although the results are less than conclusive.

Shifei Chung is a member of the faculty at Rowan University.

Cook, R. G., & Belliveau, P. (2005). *The experiential student team consulting process*. Indianapolis: Dog Ear Publishing.

Rider University
Pedagogy: Management

This book provides a ground-breaking model for the experiential team consulting process. It is a pedagogically sound integrative process model with clear examples from a number of award-winning engagements. Experiential courses are multi-disciplined learning experiences and this book will be most helpful for the integrative demands of such a course. Our conceptual framework guides the pedagogy and the process flow model directs the sequential nature of the process. Each section builds upon the previous one, directing students toward completing the consulting engagement. Our model allows for a conceptual understanding of the consulting process and the interactions between and among students, the team, the client, and the instructor. It also provides a hands-on guide to completing the consulting project. For every element in the student consulting process, from confidentiality agreement to letter of engagement to peer and client evaluations, we have provided an example or template to facilitate the process for the reader.

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

De Mesa Graziano, C., & Holtzman, M. P. (2005). *Management's reports on internal controls*. Florham Park, NJ: Financial Executives Research Foundation.

Seton Hall University
Accounting: Disclosures

This study describes predominant practices for Management's Reports on Internal Controls. It is based on a review and analysis of disclosures released after the November 15, 2004 effective date of Section 404 of the Sarbanes-Oxley Act of 2002. The report analyzes Management's Reports on Internal Controls and the related auditors' reports filed in Securities and Exchange Commission Forms 10-K and 10-K/A to identify common formats and inclusion of all required statements; summarizes predominant practices for Management's Reports issued during 2005; classifies the types of material weaknesses and control deficiencies reported; cites and analyzes voluntary disclosures; and identifies where Management and Auditor Reports on Internal Controls were reported in the 10-K and 10-K/A.

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

Di Liberto, M. J. F., & Bynoe, A. J. (2005). *Study Guide for use with Issues in Economics Today*. New York: McGraw-Hill Irwin.

Bloomfield College
Pedagogy: Economics

This study guide is designed to accompany Robert C. Guell's text, *Issues in Economics Today*. The text is intended for an introductory course that is designed for non-majors. It contains eight chapters on basic economic theory and thirty-three chapters on various social issues facing the United States in today's global economy. The text is unique in that it offers the instructor tremendous flexibility to organize the course along several themes by selecting different combinations of economic issues.

The study guide is a multi-purpose learning tool that is designed to: review and reinforce the major theories and social issues discussed in the text, "Kick It Up a Notch" by developing students' analytical skills through numerical problems and graphs, improve students' critical thinking skills by examining numerous economic issues facing the United States and the world today, and "Kick It Up 'another' Notch" by expanding students' Internet skills and encouraging independent research through further investigation of the issues on the World Wide Web. Many of the Web questions link to interactive sites that allow the students to relate the social issues to their own lives.

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

Easton, R. W. (2005). Court again considers estate tax implications of an FLP. *Practical Tax Strategies*, 75(3), 152-160.

Seton Hall University
Taxation: Family Limited Partnerships

The Fifth Circuit in *Strangi III* upholds the Service's use of Section 2036(a)(1) to attack Family Limited Partnerships ("FLPs") as valuation discount vehicles, but leaves open the question of whether Section 2036(a)(2) may also be used. The prior decision in the Strangi series (*Strangi II*) overshadowed all former decisions in its expansive interpretation of Section 2036(a)(2). The most recent decision (*Strangi III*) holds that the transferred assets were properly included under Section 2036(a)(1), and therefore the court did not need to reach the Service's alternative contention under Section 2036(a)(2). Does that foreclose the Service from raising Section 2036(a)(2) in circumstances in which Section 2036(a)(1) or the bona fide sale exception contained in Section 2036(a) do not apply? This article closely analyzes *Strangi III* in light of the protracted and complex history surrounding this long-awaited decision and identifies possible practitioner responses.

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

Easton, R. W. (2005). Is the ultimate solution to viability of FLP discount technique to be found in further litigation? *The Tax Magazine*, 83(9), 27-32, 67-68.

Seton Hall University
Taxation: Family Limited Partnerships

The latest tax court cases to address the D. A. Kimbel case, decided by the Fifth Circuit Court of Appeals on May 20, 2004, which gave new life to Family Limited Partnerships (FLPs) are reviewed as well as the recent appellate decision in the Strangi case. Although clear that Section 2036(a) contains an exception for a bona fide sale for adequate consideration, the form of the FLP investment has been found to be significant in determining whether the FLP conducted a legitimate economic activity or was overwhelmingly testamentary in nature, and therefore not to be respected for transfer tax purposes. The Third and Fifth Circuits have issued opinions that appear to be at odds concerning what is a legitimate business activity for the Section 2036(a) exception. The tax advisor is left to determine when a partnership will be deemed engaged in business transactions sufficient for the bona fide sale for the adequate and full consideration exception to apply. The answer might just depend on what circuit has jurisdiction over the client. The possibility of an attack under Section 2036 (a) (2) is the focus of the analysis. Left unresolved by these latest cases is whether the Commissioner is foreclosed from raising Section 2036 (a) (2) in circumstances where Section 2036 (a) (1) or the bona fide sale exception contained in Section 2036 (a) do not apply. Might the better approach be to avoid the courts and take the issue of valuation discounting in the context of an FLP to Congress for a legislative resolution? The success in the codification of the rules regarding grantor retained annuity trusts (GRATS) and grantor retained unitrusts (GRUTS) is referred to as an example.

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

Easton, R. W. (2005). Courts disagree on application of section 2036 exception to FLPS. *Practical Tax Strategies*, 74(1), 35-43.

Seton Hall University
Taxation: Family Limited Partnerships

The Third and Fifth Circuits have recently issued opinions that appear to be at odds concerning what is a legitimate business activity for the Section 2036(a) exception. Section 2036(a) contains an exception for a bona fide sale for adequate consideration. The form of the Family Limited Partnership (“FLP”) investment has been found to be significant in determining whether the FLP conducted a legitimate economic activity or was overwhelmingly testamentary in nature, and therefore not to be respected for transfer tax purposes. Two cases decided by different federal circuit courts approximately three months apart seem to reach different conclusions on what amounts to a substantial legitimate business activity. The Fifth Circuit held that a transfer of working oil and gas interests to a partnership along with marketable securities provided centralization of management and a substantial legitimate business purpose. At inception, only 11% of the assets of the partnership were oil and gas working interests. In contrast, the Third Circuit has recently held that, although the FLP did conduct some legitimate economic activity, the transactions did not rise to the level of substantial legitimate business operations. In that case, real estate used for ranching amounted to 21% of the partnership assets. The Fifth Circuit had previously applied the Section 2036(a) exception to assets transferred to a limited partnership that consolidated undivided ownership interests and the administration of a family ranching business. The tax advisor is left to determine when a partnership will be deemed engaged in business transactions sufficient for the bona fide sale for the adequate and full consideration exception to apply. The answer might just depend on what circuit has jurisdiction over the client. The Supreme Court grants certiorari in very few tax cases. Approximately a dozen appeals relating to tax issues—including state, local, and federal; income, property, sales, estate, and gift; individual, corporate, and fiduciary—are considered in a normal year. In most situations, the petitions that are granted involve an issue at conflict among the federal circuits. Perhaps the Supreme Court will be asked to end this dispute. In the meantime, what are the planning considerations?

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

Elmaghraby, W., Keskinocak, P., & Rothkopf, M. (2005). Introduction, special issue on dynamic pricing policies in electronic commerce. *Electronic Commerce Research*, 5(2), 175-180.

Rutgers University - Newark and New Brunswick
Decision Sciences: e-commerce

This short paper introduces a special issue of the journal *Electronic Commerce Research* on dynamic pricing policies in electronic commerce. It gives an overview of the research contributions of the papers in the special issue.

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

Epstein, S., Dickman, B., & Wilamowsky, Y. (2005). Case study: Structured Settlements? *Journal of College Teaching and Learning*, 2(1), 37-46.

Seton Hall University
Pedagogy: Decision Sciences

Students are presented with a report that offers a present value analysis of a Structured Settlement and asked to decide whether they agree with its conclusions. The case tests quantitative, financial and spreadsheet skills, exposes students to the world of law and legal statutes, and requires value judgements about fairness. The case is appropriate for senior-level undergraduate business majors and MBAs in courses that involve decision-making.

Sheldon Epstein & Yonah Wilamowsky are members of the faculty at Seton Hall University.

Fallah, M. H., & Ibrahim S. E. (2005). Innovation and dynamics of knowledge creation. *International Journal of Knowledge, Culture and Change Management*, 4, 479-488.

***Stevens Institute of Technology
Management: Innovation***

This paper builds on the current body of knowledge to describe the process of innovation and its relationship to tacit knowledge, knowledge creation, and knowledge spillovers in geographical clusters. Research in localization economies has shown that concentration of firms in a geographical area results in increased interaction and exchange of knowledge among the firms leading to increased innovation and economic growth. The knowledge exchange is partly attributed to the “socialization phenomenon”, in which individuals in these clusters, being close to each other, gain access to the tacit knowledge of each other and create new knowledge. In this paper the authors characterize the innovation process and accessibility of various categories of knowledge. They distinguish between knowledge transfer and knowledge spillover, based on the knowledge holder’s intention or lack of it to exchange such knowledge. They discuss how geographic localization could facilitate spillover of tacit knowledge contributing to increased innovation in geographical clusters.

M. Hosein Fallah is a member of the faculty at Stevens Institute of Technology. Sherwat Ibrahim is a doctorate student at Stevens Institute of Technology.

Fallah, M. H. (2005). Telecommunications evolution and inequities of current tax policies: A case analysis for New Jersey. *Telecommunications Policy*, 29(4), 255-268.

***Stevens Institute of Technology
Management: Telecommunications***

Telecommunications technologies, services and regulatory policies have been on a rapid spiral of evolution in recent years. However, state policies on taxation of telecommunications services and service providers and the systems of compensation of local governments for the use of public resources by cable television and telecommunications companies, have not kept pace with this rapid change. This study provides a baseline profile of revenues and service related taxes and rights-of-way user fees paid by telecommunications service providers over a 5-year period (1995-1999) and projects future revenues, fees and taxes through 2005. The paper illustrates the effect of convergence and discusses the need for updating the state tax policies.

M. Hosein Fallah is a member of the faculty at Stevens Institute of Technology.

Fisher, C. M., Barfield, J., Li, J., & Mehta, R. (2005). Retesting a model of the Deming management method. *Total Quality Management*, 16(3), 401-413.

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

Anderson et al (1994) developed a model of the theory of quality management underlying the Deming management method, and tested that model using path analysis. They used data from an existing database collected from 41 manufacturing plants in the electronics, machinery, and transportation industries with 100 or more employees. In this study, which retests their model, data were gathered from over 100 manufacturing and service companies of all sizes across the US and Canada. The measures used in the original study were modified to apply to both service and manufacturing organizations. The data were analysed using similar statistical analysis procedures and comparisons were made with the results of the Anderson et al (1995) study. The results showed strong support for the model developed by Anderson et al with the exception of one construct: Employee Fulfillment. The findings suggest that implementing a continuous improvement effort without first implementing Visionary Leadership, Cooperation, Learning, and Process Management is a recipe for failure.

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

Fjermestad, J., & Saitta, J. (2005). A strategic management framework for IT outsourcing: A review of the literature and the development of a success factors model. *Journal of Information Technology Case and Application Research*, 7(3), 42-60.

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

Since the landmark decision in 1989 by Kodak to outsource its Information Technology (IT) services, large scale IT outsourcing has become an accepted and viable alternative for IT managers. The objective of early outsourcing efforts was lower cost; however today the motivation is often more strategic in nature with the goal of improving competitive advantage. Researchers have suggested several best practices to help ensure IT outsourcing objectives are achieved and deliverables completed long after the contracts have been signed; however there is no documented IT outsourcing framework. The motivation for this paper is to develop a framework for managing IT outsourcing engagements. To fill this gap in the research this paper presents an integrated Information Technology (IT) outsourcing framework that considers the following factors: IT alignment, contracts, infrastructure and technology, culture, strategic partnership, management support, governance and economics. This framework is a tool for IT managers to better collaborate internally and externally in an effort to achieve IT competencies and competitive advantage through IT outsourcing. The contributions of this paper are a multi-factors framework for building a successful outsourcing plan, a discussion of business skills necessary to manage such an endeavor, and a model for researchers to investigate further.

Jerry Fjermestad & Jo Ann Saitta are members of the faculty at New Jersey Institute of Technology.

Fjermestad, J. (2005). Virtual group strategic decision making using structured conflict and consensus approaches. *International Journal of e-Collaboration*, 1(1), 43-61.

***New Jersey Institute of Technology
Management: Strategic Decision-making***

Do procedures that improve face-to-face decision meetings also improve virtual “meetings”? Might the effectiveness of such procedures improve with practice? This longitudinal experiment investigated the efficiency, effectiveness and group member perceptions of dialectical inquiry (DI) and constructive consensus (CC) approaches to strategic decision making in a virtual (distributed) Computer-Mediated-Communications (CMC) environment. There were no differences between DI and CC groups in terms of decision effectiveness. However, this result has not been unusual in CMC research. DI groups had significantly higher perceived depth of evaluation than CC groups. CC groups reported greater decision acceptance and willingness to work together again than DI groups. The results are discussed in terms of their implications for Group Support Systems research and design in the era of the World Wide Web.

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

Gallay, R. (2005). Mortgage decision... lower payment or faster payoff ? *The Journal of American Academy of Business*, 7(1), 208-212.

***Rider University
Marketing: Home Financing***

Homeowner financing decisions are confused by the difficulty of comparing the benefits of long-term low monthly payment mortgages, with those of short-term faster payoff loans. The author presents a simplified return on investment perspective that allows one to make an objective comparison of the two alternatives based on increased equity as well as reduced interest costs, relative to extra payments made. This paper is positioned to be both a borrower’s or lender’s tool to evaluate and explain the relative merits of different mortgages, as well as a pedagogical instrument for educators of personal financial issues.

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

Gao, Z. (2005). Harmonious regional advertising regulation? A comparative examination of government advertising regulation in China, Hong Kong, and Taiwan. *Journal of Advertising*, 34(3), 75-87.

Rider University
Marketing: Advertising

Advertising regulation is considered a critical factor that influences international advertising strategy. Yet, to date there has been very limited comparative research on government advertising regulation, an essential form of regulation. This article's contribution to the existing literature is three fold: (1) In proposing a comprehensive framework for comparisons of government advertising regulation, it provides a useful theoretical tool for future research in the field. (2) It provides new insight to the on-going standardization vs. localization debate in the field from a regulatory perspective. (3) It expands scholars' and practitioners' knowledge about advertising regulation in Greater China, one of the most important regional markets in the world.

Zhibong Gao is a member of the faculty at Rider University.

Gaughan, P. A., & Thornton, R. J. (2005). *Developments in litigation economics* (Contemporary Studies in Economic and Financial Analysis, Volume 87). Oxford: Elsevier.

Fairleigh Dickinson University
Economics: Litigation

This book is a collection of original articles on recent developments in the rapidly growing field of litigation economics, also called forensic economics. The book spans the more popular areas of litigation economics including: personal-injury economic loss analysis, commercial damages analysis securities litigation, punitive damages, employment litigation and intellectual property litigation. The authors of the articles are respected leaders in their fields.

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

Gaughan, P. A. (2005). *Mergers: What can go wrong and how to prevent it*. Hoboken: Wiley.

Fairleigh Dickinson University
Finance: Mergers & Acquisitions

As increasingly more companies look to mergers and acquisitions (M&As) as a source of new growth and revenue, there is an even greater chance that these M&As will go bad. This insightful guide focuses on one of the most often debated and key issues in mergers and acquisitions: Why some deals fail miserably and why others prosper. It provides a complete road map for what potential buyers should look for when picking a target and what characteristics of sellers they should steer clear of, as well as pitfalls to avoid during the M&A process. Real-world examples are provided of high-profile failures such as Quaker Oats, United Airlines, Sears, and Mattel, and high-profile successes such as General Electric and Cisco.

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

Gaughan, P. A. (2005). Failed merger: Failed corporate governance? *The Journal of Corporate Accounting & Finance*, 16(2), 3-7.

Fairleigh Dickinson University
Finance: Mergers and Acquisitions

While corporate governance has gotten more attention in recent years, the role that such governance plays in merger and acquisition strategy has not attracted such attention. Classic failed mergers include WorldCom, DaimlerChrysler, AOL and Time Warner, and AT&T. When the board is not sufficiently diligent and does not keep an acquisitive-minded CEO in check, the market sometimes steps in to correct the errors in the corporate governance process. A common theme shared by the major merger failures is poor corporate governance. In each instance, the board failed to stand up to its CEO when he proposed a deal that was not in the shareholders' interest.

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

Haar, J. M., Spell, C. S., & O'Driscoll, M. P. (2005). Exploring work-family backlash in a public organisation. *The International Journal of Public Sector Management*, 18(7), 604-614.

***Rutgers University - Camden
Management: Human Resources***

This study aims to test the belief that work-family practices could have a negative influence in the workplace for non-users of these practices. A quantitative approach was undertaken, where users and non-users of work-family practices reported on a number of job-related attitudes. Organisational justice theories suggest that employees will report lower attitudes if they feel that they are missing out on some benefit or practice. T-tests were used to compare differences in these attitudes between users and non-users. There were no significant differences in any of the examined attitudes between users and non-users of the organisations' work-family practices. Implications are that firms should not necessarily decline the adoption of work-family practices if they fear a "backlash" from their employees who would not use work-family practices. The authors suggest that the social good these practices may provide might remove any negative feelings towards the organisation by employees who cannot use these practices. Practical implications for public sector organisations might be offering work-family practices that target the widest array of employees. Further, future research into work-family backlash should compare actual users of multiple practices as explored here. This is one of the few papers to explore users and non-users of multiple work-family practices. It confirms previous research into work-family backlash, indicating that the non-users are not adversely affected by work-family practices that they do not or cannot use. However, unlike other studies, this paper explored the use of multiple work-family practices, providing stronger and more realistic findings for managers to have confidence in their work-family practices.

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

Hambrick, D.C., Finkelstein, S., & Mooney, A.C. (2005). Executive job demands: New insights for explaining strategic decisions and leader behaviors. *Academy of Management Review*, 30(3), 472-491.

Stevens Institute of Technology
Management: Leadership Behavior

Executive jobs vary widely in the difficulty they pose for their incumbents, yet research on top executives and strategic decision making has largely ignored this reality. We build on work in industrial/organizational psychology to develop the construct of executive job demands; discuss its major determinants; propose some of its key implications for strategic choices and leadership behaviors; and propose the usefulness of this construct in advancing research on numerous fronts, including agency theory, executive compensation, and upper echelons.

Ann C. Mooney is a member of the faculty at Stevens Institute of Technology.

Hamilton, D. M., & Schoen, E. J. (2005). Same song, second verse: Evaluation and improvement of an established assessment program. In K. Martell, & T. Calderone (Eds.), *Assessment of student learning in business schools: Best practices each step of the way* (Assessment in the Disciplines, Vol. 1, No. 2, pp. 138-153). Tallahassee, FL: Association for Institutional Research.

Rowan University
Pedagogy: Assessment

The lessons learned by the Rohrer COB faculty in redesigning their comprehensive assurance of learning program may be useful to other academic institutions working to improve their learning outcomes assessments. Those institutions that currently have assessment processes but who are having difficulty taking action as a result of these processes, should consider a comprehensive program review document where all the relevant data is provided, combined with a faculty meeting process having the specific purpose of discussing the results and looking for areas where improvement can be sought. Those institutions just embarking on assessment or in the very beginning stages should identify a faculty champion, provide him/her with sufficient reassigned time to study assessment and lead the business school through consideration and implementation of the options. It should be noted that a good assessment program will likely have to cost something in terms of both salary and non-salary resources. Therefore, a school that is unwilling to dedicate any resources to this effort is likely not sufficiently committed to assessment, and the chances for success are not good.

Diane M. Hamilton and Edward J. Schoen are members of the faculty at Rowan University.

He, Y., Kamath, R., & Meier, H. H. (2005). An empirical evaluation of bankruptcy prediction models for small firms: An over-the-counter (OTC) market experience. *Academy of Accounting and Financial Studies Journal*, 9(1), 1-23.

Monmouth University
Accounting: Bankruptcy Prediction

The focus of this paper is on the bankruptcy prediction of small firms. Specifically, two successful bankruptcy prediction models, Ohlson's model (1980) and Shumway's model (2001), are re-estimated with the data of a sample of firms traded on the over-the-counter (OTC) market in a recent period in the 1990s. While Ohlson's model relies strictly on accounting ratios, Shumway's model combines market measures with the accounting ratios. Both models are then validated by a classification test and a more rigorous prediction test to predict the bankruptcy probability of the holdout samples. The results indicate that both the classification accuracy and the prediction accuracy are impressive with these two models for predicting bankruptcy up to three years before their actual demise, while Shumway's model performs marginally better than Ohlson's model.

Yibong He is a member of the faculty at Monmouth University.

He, Y., & Kamath, K. (2005). Bankruptcy prediction of small firms in an individual industry with the help of mixed industry models. *Asia-Pacific Journal of Accounting & Economics*, 12, 19-36.

Monmouth University
Accounting: Bankruptcy Prediction

This paper examines whether generic bankruptcy prediction models can maintain their validity when applied to firms from an individual industry. The literature on the subject suggests that the classification accuracy of models based on a mixed industry sample is considerably diminished when they are applied to samples drawn from a single industry. This investigation re-estimates bankruptcy prediction models by Ohlson (1980) and Shumway (2001) with a mixed industry sample of over-the-counter (OTC) traded small firms during the 1990s. Both models are validated with an ex ante prediction test for a holdout sample from the equipment & machinery manufacturing (EMM) industry as well as the mixed industries. Our empirical results show that the generic models by Ohlson (1980) and Shumway (2001) are robust in classifying and predicting bankruptcy incidence of the EMM firms. However, the finding of the prediction accuracy for the holdout sample from the EMM industry being higher than that for the holdout sample from the mixed industries is counterintuitive, which is possibly introduced by sample specific bias, and/or the models not being optimally constructed (Altman, 1968).

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Holtzman, M. P. (2005). New tabular disclosures of commercial commitments. *Commercial Lending Review*, March-April, 3-9.

Seton Hall University
Accounting: Disclosures

When estimating the amounts and timing of future cash flows, analysts often think about financial and operating leverage in terms of fixed and variable costs. A new Securities and Exchange Commission (SEC) regulation requiring new disclosures about off-balance-sheet financing may help analysts through this unenviable task. Armed with these disclosures, analysts may soon be able to use reported information about contractual commitments, rather than estimates of fixed and variable costs, to predict financial and operating leverage and to estimate the amounts and timing of future cash flows. This article reviews the new SEC requirements, focusing on purchase obligations. It discusses how companies responded to the new requirements, as reported in a new study by Financial Executives Research Foundation (FERF). It discusses limitations of the new disclosures, primarily problems with comparability noted in the FERG study. In addition, it considers the usefulness of the new disclosures to credit analysts.

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

Holtzman, M. P., & de Mesa Graziano, C. (2005). Are regulations changing management reports? *Financial Executive*, December, 53-55.

Seton Hall University
Accounting: Disclosures

One of the provisions of the Sarbanes-Oxley Act of 2002 led to new regulations over internal control disclosures. But the resulting U.S. Securities and Exchange Commission (SEC) rules provide companies with discretion when writing and disclosing their Management's Reports on Internal Controls. This report on internal controls was not required prior to Section 404. However, certain companies voluntarily chose to provide management's reports on the financial statements. What practices are most common and what interesting approaches did specific companies develop?

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

Holtzman, M. P. (2005). Instructor's resource manual to accompany F. Phillips, R. Libby, & P. Libby (Eds.), *Fundamentals of financial accounting*. New York: McGraw-Hill Irwin.

Seton Hall University
Pedagogy: Accounting

This textbook presents an engaging, balanced, and appropriately paced analysis of the fundamentals of financial accounting. Its conversational writing style and selection of focus companies make it a real pleasure to read and learn about accounting, while also learning about the business activities of your students' favorite companies. Balance between preparer and user orientations is achieved throughout the entire book. Three of the first five chapters are focused inside the company on the accounting system, whereas the other two examine financial reporting from the perspective of decision makers outside the company. Thereafter, every chapter integrates these inside/outside perspectives by studying the accounting activities that take place inside the company and evaluating their impact on users outside the company. Topic coverage is paced appropriately for students new to accounting.

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

Holtzman, D.M., Kruger, E.J., & Srock, C.D. (2005). Generational diversity role-play exercise. In C.P. Harvey, & M. J. Allard (Eds.), *Understanding and managing diversity: Readings, cases, and exercises, third edition* (pp. 129-137). Upper Saddle River, NJ: Pearson Prentice Hall.

***The Richard Stockton College of New Jersey
Pedagogy: Management***

Generation must now take its place with gender, ethnicity, and style in the management classroom. Students need to develop skills in identifying when generation is an issue, how individuals use generation frames, and techniques for managing generation conflict within organizations. The purpose of this exercise is to demonstrate how generation can be introduced into the management classroom and one way in which the range of organizational issues associated with generation can be discussed. Specific goals include: to understand the three major generations' profiles, stressing the value that each generation brings to organizations and cautioning against stereotyping; to understand how differences between generations can lead to intergeneration conflict within organizations; to discuss the need to manage intergeneration conflict and ways this can be accomplished; and to experience intergeneration conflict through a role-play that highlights the causes of such conflict and its far-reaching organizational implications, as well as issues involved in its resolution. Baby Boomers are aging with the average Boomer quickly approaching 50 years old. Within organizations, Boomers tend to have the longest seniority and are at the peak of their earning potential. As a generation they have devoted years to understanding organizations, how they work, can be influenced, changed, and improved. However, organizations continue to respond to economic pressures by investing in sophisticated information technology, offering early retirement packages and resorting to periodic downsizing. Boomers are particularly vulnerable due to their seniority, salaries, and benefits. Generation X, who are now moving toward their 40's, are beginning to aggressively assume managerial positions. They are managing boomers and the newest workforce entrants, Generation Y. Boomers have frequently criticized Generation X for perceived lack of dedication to organizations, shallow depth of understanding of how organizations work, and self-centeredness. Generation Y is quite different from Generation X in terms of organizational values and perspectives. One of the biggest divisions between Boomers on the one hand, and Generations X and Y on the other, is their respective adeptness and comfort with information technology and orientation toward organizations. X, Y and Boomers form three distinct generations that interact within organizations. Thus, "...examining and understanding generations has become an increasingly important part of maximizing organizational effectiveness."(Sago, 2001) However, while the vast majority of a generation will possess many of the generation's overall traits, characteristics and values, these are not universally shared (Sago, 2001). Boomers are struggling to keep their jobs and positions within organizations; Xers are fighting to move into higher levels of organizational leadership; and Y's are bringing new perspectives and questions about organizational

life. The confluence of X, Y and Boomer is creating tensions and increasing potential for intergenerational conflict.

The popular literature has influenced the way in which these generations have been perceived. While originally Xers were perceived as "lazy" and without "depth", the more recent literature portrays them as techno-savvy, highly efficient, and driven to create strong personal skills sets. Boomers, however, are frequently portrayed as resistant to the efficient use of technology (e.g., preferring face-to-face meetings rather than e-mail) and as burned out ideologues. The first review of the Y's is that they are the best of the Boomers in terms of sense of mission and service orientation and the Xers in terms of use of technology and being team players.

Diane M. Holtzman, Evonne J. Kruger & Charles D. Srock are members of the faculty at The Richard Stockton College of New Jersey.

Hunter, R.J. (2005). Differentiating between resident and nonresident hunters: A violation of equal protection, discrimination against interstate commerce, or rationally based? *Business Law Review*, 38, 69-89.

Seton Hall University
Legal Studies: Nonresidential Hunters

The conservation movement began in the United States around the turn of the century. One of its basic tenets was that wildlife belonged to all the citizens of the United States – not just those who owned the land. At the same time, “big-game” hunting gained in popularity in the second half of the twentieth century, as the number of hunters tripled between 1975 and 1995. In this context, state conservation commissioners were called upon to balance delicately the rights of hunters (both resident and nonresident) with obligations of stewardship for the future. As a result, quotas were effectively established to deal with growing demand and to regulate the harvest of selected animals. In general, these regulations resulted in restricting the opportunities of nonresident hunters. This article explores the legal arguments for and against the aforementioned regulations and reviews the judicial decisions that have shaped the current laws governing the rights of nonresident hunters.

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

Hunter Jr., R. J., Shapiro, R. E., & Ryan, L. (2005). A comprehensive and contextual review of Polish taxation in 2005. *International Tax Journal*, 31(4), 23-36.

Seton Hall University
Taxation: Poland

This article reviews the important elements of Polish taxation in the wider context of economic transformation. Part I of this article provides a brief review of the policy perspectives and initiatives that were the foundation of economic transformation and tax reform in Poland. (Generally, Hunter, Ryan & Shapiro, 2004). Part II provides a comprehensive review of Polish taxation in 2005-fully 15 years after the process of renewal and change began in 1989. Topical coverage in Part II includes individual income taxes, taxation of capital gains, reporting and payment dates, corporate taxes, deductions of taxes at their sources, depreciation of fixed assets, business deductions, and Polish V.A.T. and other taxes (inheritance and gift taxes, real estate taxes, and agricultural and forestry taxes).

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

Hunter, Jr., R. J. (2005). An "insider's" guide to the legal liability of sports contest officials. *Marquette Sports Law Review*, 15(2), 369-414.

Seton Hall University
Legal Studies: Sports Officiating

Consider these scenarios. Little Johnny, a youth (under twelve) soccer player, is lying flat on his back on a soccer pitch with two large wounds on the outside of his knee, caused by being spiked by an opponent wearing illegal studs or cleats. Mary, a high school softball player, has a shard of metal protruding from her left eye-socket that was sheared off from an aluminum bat that had been illegally taped together with athletic tape. Billy, a college basketball player at a prominent college, and a top "pro prospect," is severely injured by flying glass when a previously cracked backboard completely shatters while attempting to illegally dunk a ball during a pre-game warm-up. D.J., an outfielder with the local college baseball team, is severely injured when he trips on a sprinkler head left partially exposed in the outfield. Finally, Boris, a pro hockey player, is rammed into the boards by an opponent. The sideboard collapses at the point where it had been duct-taped, and Boris is impaled on a steel rod, ending his promising two-year playing career.

In the modern, high-tech, and media-oriented world of professional and amateur sports, one individual is as important to the proper functioning of any sports contest as are the players themselves. The sports contest official (SCO) - umpire, referee, linesman - assumes a critical pose as judge, arbiter, peacemaker and sometimes "King Solomon" for the proper and safe functioning of the contest. The business of sports officiating has become a multimillion dollar proposition on both the professional and amateur levels, and increasingly, actions of SCO's have come under intense scrutiny as players, fans - and regrettably, parents - resort to violence both on and off the field to settle real or imagined disagreements and disputes. Several important legal questions have arisen in this highly charged context: What is the legal role and responsibility of an SCO? What is the standard by which an official's actions or failure to act will be judged should an injury take place and should an individual player, contestant, or spectator bring suit against the SCO for personal injury? Finally, should it be determined that an SCO is liable for an injury, who else may share or perhaps ultimately bear the responsibility and cost for the negligent or the intentional conduct on the part of the SCO, and under which legal theory or theories?

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

Ibrahim, S., & Fallah, M. H. (2005). Drivers of innovation and influence of technological clusters. *Engineering Management Journal*, 17(3), 33-41.

***Stevens Institute of Technology
Management: Innovation***

Innovation is the engine of economic growth and competitive advantage. Naturally, understanding the drivers of innovation and creating an environment to promote innovation and technology breakthroughs are of great interest to R&D managers. A body of knowledge has evolved around the geographic agglomeration of firms and the effect of localized knowledge spillovers on innovation. While the existing literature supports the notion that clustering results in increased innovation output, little is known about the specific mechanisms by which knowledge is exchanged in these areas and the dynamics that leads to increased innovation generated by companies operating in such environments. This paper discusses knowledge transformation in the innovation process and how it relates to localization. The authors present the results of a survey of inventors in the telecom industry, assessing the factors that influence innovation within and outside technological clusters.

M. Hosein Fallah is a member of the faculty at Stevens Institute of Technology. Sherwat Ibrahim is a doctorate student at Stevens Institute of Technology.

Jeffers, A.E., Kleinfeld, D., & Yang, J. G. S. (2005). Compliance implication of the 2004 tax reform on offshore financial services. *International Tax Journal*, 31(3), 5-16.

Montclair State University
Taxation: International

This paper explains how the American Job Creation Act of 2004 has impacted international taxation. The most important aspect is the reduction of corporate income tax rate. There are now two tiers of maximum corporate income tax rates. One is at a reduced rate of 32% for manufacturing activities, while the other is at a regular rate of 35% otherwise. There are stringent requirements to be met for the reduced rate to apply. An equally significant impact on corporate income tax is the reduction of the U.S. tax liability on the expatriated dividend from a corporation in a foreign country. In order to encourage U.S. multinational corporations to expatriate income earned in foreign countries back to the U.S., an 85% dividend-received deduction is granted to such dividends, but this is a one-time only opportunity and the dividends are generally limited to no more than \$500,000. In order to prevent possible loopholes in taking advantage of the special dividends received from a foreign corporation, this paper points out that if a U.S. corporation which was formerly expatriated and recognized as a foreign corporation, this corporation shall be treated as a domestic corporation if it owns at least 80% of the foreign corporation and the foreign corporation did not do substantial business in a foreign country. This is known as corporate inversion. This paper further elaborates many rule changes on controlled foreign corporations. Usually, the U.S. shareholders of a CFC are subject to taxation for investment in U.S. property by CFC. The Act excludes the investment in U.S. securities by the CFC as a dealer in securities from the definition of the U.S. property. It further excludes the obligations of a U.S. person if such U.S. person is not a shareholder of the CFC. The Act further excludes certain bank deposits from the definition of investment in U.S. property if a set of conditions are met. In addition, the paper addresses the transfer of a foreign property by a foreign person to a U.S. corporation. In a tax-free transfer of a loss property by a foreign person to a domestic corporation, the built-in losses are limited. In that case both the transferor and transferee take fair market value as the basis. The paper further explains that in a liquidating distribution by a U.S. holding company to a foreign shareholder, the distribution shall be treated as a dividend that triggers withholding tax. Furthermore, the Act has great impact on foreign tax credit rules. The paper points out that the foreign tax credit baskets have been reduced from nine to two. One is passive category income while the other is general category income. Taxes can be offset against each other within the basket, but not between these two baskets. In addition, under The Act the foreign tax credit now can be carried forward for ten years and carried back for only one year. Moreover, due to the reduction in tax rates on dividend and long-term capital gains from a maximum of 35% to only 15%, it is a reduction by 57.143% of the maximum tax rate. As a consequence, the amount of foreign dividends and long-term capital gains eligible

for computing the worldwide income must also be reduced by 57.143%. It inevitably reduces the amount of foreign tax credit allowed as well. The Act has greatly complicated the structure of corporate income tax law for the purpose of encouraging manufacturing activities. Particularly in the area of international taxation, the Act has liberalized the rules for the objective of keeping jobs in the United States. This paper explains both aspects.

James G.S. Yang & Agatha Jeffers are members of the faculty at Montclair State University.

Jeffers, A. E., Kleinfeld, D., & Yang, J. G. S. (2005). Tax planning with offshore trusts after the Jobs Creation Act of 2004. *Journal of International Taxation*, 16(9), 44-51.

***Montclair State University
Taxation: Offshore Trusts***

Offshore trusts are valuable tools in protecting your assets and ensuring that they will continue to be there for your benefit and that of your beneficiaries for years to come. Through careful and proper planning, a settler can transfer assets to a trust with the assurance that those assets will be protected legally from attachment by creditors, legal judgments arising from lawsuits and in some cases, even divorce. Most people have come to recognize that asset protection planning is merely traditional planning that utilizes and benefits from alternatives that were not previously easily available. With so many jurisdictions enacting various forms of asset protection legislation, such as limited liability companies, limited liability partnerships, protected cell companies and asset protection trusts, it is clear that asset protection is an affirmative expression of public policy. For the growing market of wealthy individuals, the asset protection trust may be the reasonable estate planning vehicle for them personally, their families and their businesses to assure their future financial safety, security and survival.

James G.S. Yang & Agatha Jeffers are members of the faculty at Montclair State University.

Kandel, A. F., & Tsionas, E. G. (2005). Entrepreneurship: Getting nonnormality right. In A. N. Refenes (Ed.), *Quantitative Methods in Finance* (pp. 381-427). Athens: Dardanosnet.

Caldwell College
Economics: Entrepreneurship

Decision problems in environments with independent, identically distributed shocks are typically modeled as involving payoffs that follow a martingale process. The paper formalizes entrepreneurial skills as the ability to design optimal investment strategies for problems, in which payoffs do not follow a martingale. It develops a new model of states of nature, such that Gaussian states (finite variances and finite expectations) are as likely as non-Gaussian states (infinite variances and infinite expectations). To determine a true state, an “entrepreneur” performs a nonstandard Bayesian inference with a Markov Chain Monte Carlo algorithm. Her competitor uses a standard Bayesian inference and 96% of the time concludes that a true state is Gaussian even when, in reality, it is non-Gaussian. By properly applying strategies optimal for non-Gaussian states, and strategies optimal for Gaussian states, the “entrepreneur” finds and benefits from profit opportunities that are missed by her competitor.

Anatoly F. Kandel is a member of the faculty at Caldwell College.

Kickul, J., & D'Intino, R. S. (2005). Measure for measure: Modeling entrepreneurial self-efficacy onto instrumental tasks within the new venture creation process. *New England Journal of Entrepreneurship*, 8(2), 39-48.

Rowan University

Management: Entrepreneurship

We examine the various components of entrepreneurial self-efficacy within the entrepreneurship literature from a measurement perspective. Two published entrepreneurial self-efficacy instruments are tested and compared. Additionally, we study how self-efficacy related to many of the tasks and roles identified within the entrepreneurial new venture life-cycle. Our study suggests relationships between self-efficacy, perceived skills, and abilities to manage a new venture, and entrepreneurial intentions to start a new venture. We discuss relationships between entrepreneurship research and university teaching and make specific suggestions on how further work on improving measurement in entrepreneurship will benefit both research and teaching effectiveness.

Robert S. D'Intino is a member of the faculty at Rowan University.

Kihn, L-A. (2005). Comparing performance measurement approaches in accounting research. *Finnish Journal of Business Economics*, 2, 143-184.

Montclair State University
Accounting: International

While a substantial body of empirical accounting literature has examined whether selected accounting, auditing, and management control systems, practices, and innovations improve performance, the various performance measurement approaches used in these studies have been addressed and compared less extensively. This comparative literature analysis investigates prior literature to develop a framework for assessing and comparing the following three primary approaches to performance measurement: the accounting-based, goal-centered, and behavioral approaches. First, 100 empirical studies are reviewed to illustrate how the concept of performance can be, and has been, measured. Following that, an inventory of the applied methods, samples, performance criteria, and performance measures is made. Then, a methodological analysis is conducted to assess and compare the advantages and disadvantages of the various approaches according to the most common methods on several dimensions reflecting recent advancements made in accounting research. Future research possibilities are also suggested.

Lili-Anne Kihn is a member of the faculty at Montclair State University.

Kihn, L-A. (2005). An empirical investigation of the use and success of budgetary control and information systems. In E. K. Laitinen, & T. Laitinen (Eds.), *Contributions to accounting, finance, and management science. Essays in honour of Professor Timo Salmi* (pp. 109-131). Acta Wasaensia No. 143.

Montclair State University
Finance: International

This study begins with a review of prior Finnish budgetary control research, and then examines the state of the art of budgetary processes and information systems in Finland. In particular, the perceived use and success of budgetary control and information systems is addressed. The empirical results are based on data collected from 174 managers from about 98 business units. The findings cover, first, the extent to which various types of budgets and budgetary information systems are applied. Second, the results suggest certain tendencies in how budgetary processes are actually used in management. Finally, the perceived success of applied budgetary processes and information systems is evaluated.

Lili-Anne Kihn is a member of the faculty at Montclair State University.

Kritz, G. H. (2005). The antecedents of product trial: An initial investigation of a product trial model. *Journal of Business and Behavioral Sciences*, 12(2), 58-86.

Seton Hall University
Marketing: Product Trials

Direct experience is one of the strongest predictors of consumer attitude formation and purchase intention. Yet, it is one of the least studied phenomena in the consumer behavior literature. This paper attempts to begin to model the product trial process by investigating the possible variables and circumstances that instigate a product trial situation. Future researchers will then be able to begin to test which variables and situations will lead to what type of trial situation. Marketers will then be able to develop successful promotional trials to stimulate sales of their varied products and services.

Gary H. Kritz is a member of the faculty at Seton Hall University.

Kudyba, S. (2005). Enhancing the transfer of knowledge resources through effective utilization of labor and technology in a global organization: A case study of Bovis Lend Lease Inc.'s global knowledge transfer system. *Knowledge and Process Management*, 12(2), 132 - 139.

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

Management initiatives have increased their intensity on enhancing operating efficiency and productivity across functional areas of the organization. Early efforts focused on investment in information technologies as organizations sought to transform their capital infrastructures to become more IT intensive. To more fully achieve productivity gains, however, management tactics have recently focused on more effectively utilizing the available knowledge resources that reside in their organization that exist in their employee base. The process of effectively identifying and transferring value-added knowledge existing in the firm to functional areas which require the resource in a timely manner often involves the incorporation of labor and technology. The following paper illustrates current trends in knowledge management initiatives for a global real estate investment and construction services company.

Stephan Kudyba is a member of the faculty at New Jersey Institute of Technology.

Kudyba, S., Hamar, G. B., & Gandy, W. M. (2005). Enhancing efficiency in the health care industry. *Communications of the ACM*, 48(12), 107-110.

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

Using critical data and predictive modeling can help identify high-risk candidates in a total health plan population. Organizations across industry sectors have intensified their initiatives to increase operational efficiency through effective resource allocation, and the health care sector is no exception. The health care industry has been faced with a number of additional factors that have increased the complexity of managing available resources. Some of these factors include the introduction of new organizations such as HMOs and PPOs, an increase in the aging population, the rising costs of defensive medicines, and the challenges of optimizing existing health care facility usage (such as staffing doctors and nurses along with monitoring designated bed utilization rates). One way to enhance operational efficiency in this sector is by more accurately identifying the sources of future high resource demand and initiating strategic management tactics to mitigate the potentially significant costs of fully developed illnesses.

Stephan Kudyba is a member of the faculty at New Jersey Institute of Technology.

Kumar, A., & Shim, S. (2005). Using computer simulation for surgical care process reengineering in hospitals. *INFOR*, 43(4), 303 - 319.

Seton Hall University
Information Technology: Healthcare

As healthcare costs increase, hospitals look for ways to contain costs and to achieve high efficiency at their operating facilities without sacrificing healthcare quality. Just as many businesses successfully reduce costs and gain competitive advantage by reengineering their business processes, hospitals reengineer the way certain healthcare processes are carried out to achieve cost containment and efficiency. This paper describes a case study undertaken at the National Hospital of Singapore. Using computer simulation, the study assessed the efficiency of the surgical care process and recommended ways to improve the efficiency of this process by varying available locations and resources involved in the process. The results will prove helpful to those who are considering reengineering and improving surgical care or other similar processes in hospitals.

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

Kyj, L., & Isik, I. (2005). Effects of production scale, location and foreign participation on bank efficiency in a transition economy: The Ukrainian experience. In E. Kaynak, & T. D. Harcar (Eds.), *International Management Development Research Yearbook* (Vol. XIV, pp. 609-616). Pennsylvania: International Management Development Association.

Rowan University

Finance: Commercial Banks

This paper investigates technical and scale efficiencies of commercial banks in Ukraine during the 1998-2003 transition period. Banks in Ukraine on average waste almost half of their factor inputs during the production of financial services, mostly due to operating off the efficient frontier. Large banks dominate small banks in terms of technical efficiency; whereas small banks are superior to larger banks in terms of scale efficiency. Surprisingly, most Ukrainian banks, although very small relative to banks in other countries, are experiencing decreasing returns to scale. There is also a significant number of small banks suffering from idle capacity.

Larissa Kyj & Ihsan Isik are members of the faculty at Rowan University.

Latourette, A. W. (2005). Sex discrimination in the legal profession: Historical and contemporary perspectives. *Valparaiso University Law Review*, 39(4), 859-909.

***The Richard Stockton College of New Jersey
Legal Studies: Gender Discrimination***

The legal and cultural barriers that confronted 19th century American women with respect to obtaining entrance to the legal profession were onerous. In an era in which religious mandates and cultural norms proscribed any role for women other than the proper sphere of mother and wife, and the legal obstacles to owning property, voting, and keeping one's wages existed, the notion that a woman would depart from the sanctity of the home and enter the combative and powerful legal profession was viewed as anathema. In 1859 Dr. Charles Meigs, a noted professor at Jefferson Medical College in Philadelphia, offered support for the "scientific fact" that women were naturally religious, pious, timid, modest and dependent, observing "she has a head almost too small for intellect, but just big enough for love." The male bastion of jurisprudence overwhelmingly rejected the idea that the weaker, intellectually inferior and submissive sex could successfully undertake legal training and competently engage in advocacy in a public arena. Such were the impediments that confronted the 19th century women who sought entry into the male stronghold of the law profession. Women's attempts to enter law schools were met with protestations including that their "rustling garments" would serve to distract the male students; as late as 1950 Harvard Law School evinced concern that its male students could not control themselves with young women in close proximity. Unyielding Harvard reluctantly opened its doors to a handful of women in that year and Washington and Lee finally did so in 1973. The publication encompasses a review of the litigation and legislative strategies employed by 19th century women to surmount the seemingly impenetrable barriers to obtain legal training, their thwarted expectations of the early 20th century, the postfeminist phase of 1930-1970, and the extraordinary changes commencing in the 1970s. Sex discrimination and sexual harassment cases related to the law profession are discussed with a focus upon current gender inequities. The relevance of the article to the business practitioner is twofold in nature. First, the article will serve to heighten law firms' sensitivity to the gender discrimination issues confronted by women attorneys. Equally as important, the article offers an analysis of the espoused feminization of the profession advocated by some and the reality of its success in the context of the substantial economic and competitive constraints within which the law profession must operate, including the extraordinary growth in the number of attorneys and its concomitant effect upon the profession, thus sensitizing both female and male attorneys to the unalterable bottom line realities of the legal marketplace.

Audrey Wolfson Latourette is a member of the faculty at The Richard Stockton College of New Jersey.

Leven, B. (2005). Corruption and reforms: A case of Poland 's medical sector. *Communist and Post-Communist Studies*, 38(4), 447-455.

***The College of New Jersey
Economics: International***

This study focuses on the effects of Poland's reforms in the period 1990-2005 on corruption in the health care system. In the last 15 years Poland has transformed its economy drastically, introducing market oriented reforms into almost every aspect of its economy. In this study we consider how different reforms changed incentives and mechanisms facilitating corruption in the medical care sector. Our conclusion is that corruption in Poland's medical sector has worsened since the onset of the marketization reforms. We support this conclusion primarily by analyzing changes in incentives for corruption and the number of mechanisms facilitating it. In addition, where available, quantitative data are provided, though we recognize that numerical estimates of corruption are subject to substantial error. We focus on three major forms of corruption: patient payments to secure medical treatment or improve its quality, payments from industry (mostly pharmaceutical and medical equipment producers), and the use by physicians of free public facilities for private patients.

Bożena Leven is a member of the faculty at The College of New Jersey.

Leven, B. (2005). New developments in Poland 's emigration - the EU factor. *Journal of East-West Business*, 12(1), 49-64.

***The College of New Jersey
Economics: International***

In this paper, we seek to better understand who the "typical" recent Polish emigrants are, why they have emigrated, and the major implications of the recent wave of emigration for Poland and EU business environment. To do so, we examine the composition of Polish emigrants by gender, education, occupation, region, and country of destination – with a particular focus on permanent emigration. We then identify and assess the impact of the economic conditions and policies most relevant to emigration changes, both on Poland and the EU. The major conclusion of this paper is that while the West European fears of Polish--and other East European immigration--are understandable, they are not well supported by economic theories or current Polish labor mobility trends.

Bożena Leven is a member of the faculty at The College of New Jersey.

Loviscek, A. (2005). Searching for information content: Portfolio performance of *Business Week's top 50 stocks*. *Journal of the Academy of Finance*, 3(2), 68-77.

Seton Hall University
Finance: Investment Advice

When searching for advice on choosing stocks and stock selection strategies, active stock investors can select from many sources, including trade publications, investment newsletters, and media broadcasts. It is not clear, however, whether or not these sources provide stock recommendations and selection strategies that yield risk-adjusted returns that consistently exceed those of a broad market index. The literature contains many articles on this subject, some arguing that these recommendations do not provide useful information content and others taking the opposite point of view. This study continues the search for information content among widely circulated and well-known sources by examining the portfolio performance of the *Business Week "top 50" stocks*. The study concludes that there is evidence to support the idea that *Business Week's* recommendations may be valuable for investors.

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

Lozada, H. R., Hunter, R. J., & Kritz, G. H. (2005). Master franchising as an entry strategy: Marketing and legal implications. *The Coastal Business Journal*, 4(1), 16-28.

Seton Hall University
Marketing: Franchising

In this paper the authors investigate the establishment of franchise agreements as a viable alternative to enter a foreign market. Specifically, the spotlight is on the strategy called master franchising. The authors first review the concept of franchising and identify master franchising as a strategic option. Next, they focus on the mechanics of structuring the required agreements. Last, the authors explore strategies, trends, and current opportunities and limitations of international franchising.

Hector R. Lozada, Richard J. Hunter, Jr. and Gary H. Kritz are members of the faculty at Seton Hall University.

Lozada, H. R., & Fishler, R. (2005). Marketing a country: Investment promotion agencies and the WWW. *European Journal of Economics, Finance and Administrative Sciences*, 1(1), 20-32.

Seton Hall University
Marketing: Investment Promotion Agencies

This article investigates the current use of investment promotion agencies (IPAs) in a country's effort to market itself for attracting foreign direct investment via the use of the World Wide Web (WWW). It provides a primer on IPAs and the role that the Internet plays in their efforts. The authors also propose a scheme for conducting a content analysis on the web sites of several IPAs as a means for comparing and contrasting the communication and positioning tactics used by IPAs from different countries in different stages of economic development based on the value-added and purpose of the web sites, and how cultural dimensions may affect this process.

Héctor R. Lozada is a member of the faculty at Seton Hall University.

Lozada, H. R. (2005). ISO 14000 Certification: Evolution, revolution or bust? *European Journal of Economics, Finance and Administrative Sciences*, 1(2), 28-34.

Seton Hall University
Marketing: ISO Certification Impact

This article serves as a primer on ISO 14000 certification and the social responsibility issues that accompany this process. It also explores the pros and cons of securing the certification and its potential implications for strategic planning and the development of sustainable competitive advantage.

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McGee, R. W., & Yoon, Y. (2005). Enhancing efficiency of government budget and fiscal policy. In *Current economic issues of Korea* (pp. 402-415). Seoul: Korea Development Institute.

Seton Hall University
Finance: International

When one thinks of efficiency in connection with government budget and fiscal policy, the first thought is usually how to find ways to make the budget and fiscal process work more efficiently. How can the funds needed to pay for government be collected and disbursed with minimum cost? A corollary to this mindset is that taxpayers are entitled to have their public servants spend their tax dollars, yen, won or euros wisely and efficiently. There is some validity to this viewpoint, since it seems irrational to advocate less efficiency rather than more.

However, there are two sides to this coin. Those who think efficiency should be the goal are thinking like a businessman. Businesses should be run efficiently and so should governments, according to this mindset. But there are other ways to view this issue. It should be kept in mind that government has no resources of its own. Whatever resources it has, it must first take from someone. That being the case, is it really a good idea to try to find ways to make it easier for government to take assets from private individuals and businesses?

This article explores this question from both perspectives. It begins by looking at the methods that have been found over the years to make the budget and fiscal process work more efficiently. It then looks at the other side of the issue and discusses instances when less efficiency might be better.

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

Meric, I., Prober, L., Kim, J., & Meric, G. (2005). A comparison of the financial characteristics of U.S., U.K., German, and French manufacturing firms. *Journal of International Business and Economy*, Fall, 67-80.

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

This article compares the financial characteristics of U.S. firms with the financial characteristics of U.K., German, and French firms in four major manufacturing industries by using the MANOVA (Multivariate Analysis of Variance) method with data for the January 1997-December 2001 period. The findings indicate that the financial characteristics of U.S. and European manufacturing firms are significantly different. The most significant differences are between U.S. firms and German firms. U.S. firms are generally more profitable and they have lower return-on-equity volatility risk in comparison with European firms.

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

Meziani, A. S., & Yang, J. G. S. (2005). Use exchange traded funds to harvest tax losses. *Practical Tax Strategies*, 74(5), 272-280.

Montclair State University
Taxation: Exchange Traded Funds

Experts are still arguing whether trading exchange traded funds (ETFs) managed by two different trustees is enough to stay clear of the wash-sale rule. While the term “substantially identical” has yet to be explicitly defined in the context of these relatively new investment products, its basic principle is that the individual cannot purchase “substantially identical” securities within the 30 days before or after the sale without violating IRC section 1091. Using this principle as a basis for our article, we have described four ETF-based strategies that can be used by investors to reduce or eliminate the capital gains that they would otherwise pay on other profitable transactions in the current tax year. These strategies represent an improvement over tax swaps using traditional investments such as stocks or mutual funds. Simply put, tax swapping using ETFs enhances the ability of investors to convert unrealized losses into real losses that can be used to offset taxable gain without violating the wash-sale rule. On the other hand, if an ETF is also deemed a contract to purchase an underlying basket of stocks, this would make the ETF a partially identical security to the stock or stocks sold. The losses on the component stocks that would have violated the wash-sale rule otherwise could very well be disallowed. On the other hand, since, in that basket of stocks representing the ETF, only the losses corresponding to the stocks deemed identical to the securities sold are disallowed, ETFs still present tax benefits over individual stocks, even under this extreme but likely scenario.

James G.S. Yang & A. Seddik Meziani are members of the faculty at Montclair State University.

Michelfelder, R. A., & Pandya, S. (2005). Volatility of stock returns: Emerging and mature markets. *Managerial Finance*, 31(2), 66-86.

Rutgers University - Camden
Finance: Stock Returns

This paper shows that the stock markets of emerging economies are more volatile than mature economy's markets such as the U.S. It also shows that although the volatility is higher, the effect of a jump in volatility (e.g., large drop in stock prices) on stock prices does not last as long as in mature markets. Additionally, non-trading days in emerging markets create large changes in stock prices (higher volatility) relative to mature markets, as the information build-up is greater and less efficient information systems cause stock prices to reflect information less rapidly and when reflected in prices, has a larger impact. These patterns in emerging markets are valuable for investors for developing trading strategies in emerging market stocks.

Richard A. Michelfelder is a member of the faculty at Rutgers University - Camden.

Mirchandani, D., & Condo, A. (2005). Doing business in Costa Rica. *Thunderbird International Business Review*, 47(3), 335-363.

Rowan University
Management: International

Costa Rica is often cited as a model for Central American economies because of its strong democratic institutions, political stability, and open economy. Foreign investment continues to play a pivotal role in fueling economic growth, particularly in the electronics, services, and medical components sectors. A strong record of social investments has resulted in a superior human resource base, a skilled labor pool, and preservation of its biodiversity. The recent formation of the Central American Free Trade Agreement (CAFTA) provides new opportunities for the country but has also increased the pressures for more openness and privatization, particularly in the telecommunications industry, provoking fresh internal debate about the balance between economic growth and preserving social institutional arrangements.

Dilip Mirchandani is a member of faculty at Rowan University.

Morrin, M., & Chebat, J. (2005). Person-place congruency: The interactive effects of shopper style and atmospherics on consumer expenditures. *Journal of Service Research*, 8(2), 181-191.

Rutgers University - Camden
Marketing: Consumer

A person-place congruency framework is proposed that predicts more affectively charged atmospherics, such as background music, will positively affect impulsive shoppers, whereas atmospherics that tend to facilitate more cognitive consumer processing, such as ambient scent, will positively affect contemplative shoppers. Expectations are supported in a large-scale field study (N = 774).

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

Nguyen, V. T., Van Ness, B. F., & Van Ness, R. A. (2005). Archipelago's move towards exchange status: An analysis of Archipelago trading in NYSE and NASDAQ stocks. *Journal of Economics and Business*, 57(6), 541-554.

Fairleigh Dickinson University
Finance: Stand-alone Exchanges

Archipelago began reporting trades and quotes to the Pacific Stock Exchange in 2002 for NYSE-listed securities and in 2003 for NASDAQ-listed securities. These events mark the time that Archipelago began migrating stocks from its ECN platform to the exchange platform, thereby becoming a stand-alone exchange. We examine the impact of becoming a stand-alone exchange on execution quality and market share of Archipelago to gain insight into its ability to compete for order flow in NYSE and NASDAQ stocks. We find that the change has a positive effect on Archipelago's execution quality for NYSE stocks, while it has a negative effect for NASDAQ stocks. A possible explanation is that Archipelago lost the large pool of liquidity that SuperMontage provided when it became a stand-alone exchange, and that loss may offset any gain associated with having exchange status. Overall, exchange status helped Archipelago slowly make headway in the NYSE-listed securities arena.

Van T. Nguyen is a member of the faculty at Fairleigh Dickinson University.

Nouri, H., Parker, R. J., & Sumanta, S. (2005). Students' perceptions of work in public accounting and employment preferences. *Accounting Education*, 14(3), 293-311.

The College of New Jersey

Accounting: Student Perceptions of Public Accounting Employment

This article investigates students' perceptions of work in public accounting and employment preferences. 123 accounting students at 3 U.S. universities or colleges were surveyed. The results suggest that students perceive many differences between work in public accounting and in other accounting areas. This includes the perception that public accounting has lower job security, job autonomy, and employee benefits. Students also perceive that public accounting jobs involve more travel, overtime, job feedback, variety, a higher task identity, and a stronger professional image.

Hossein Nouri & Subarna Sumanta are members of the faculty at The College of New Jersey.

Nouri, H., & Shahid, A. (2005). The effect of PowerPoint™ presentations on student learning and attitudes. *Global Perspectives on Accounting Education*, 2(1), 53-73.

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

In recent years, the uses of PowerPoint™ (a form of multimedia) presentations in classroom instruction have significantly increased globally without examining their effects on student learning and attitudes. In this study, we test whether using PowerPoint™ in an accounting course enhances student short-term memory, long-term memory, and attitudes toward class presentation and the instructor. We conducted an experiment, which includes a treatment-control design, in a classroom setting throughout a semester. In one section of an accounting principles II (Managerial Accounting) course, PowerPoint™ was used as the delivery system while the second section was taught using a traditional delivery system. The results show that PowerPoint™ presentation may improve student attitudes toward the instructor and class presentation. The results do not provide conclusive evidence that PowerPoint™ presentations improve short-term or long-term memory. The latter results are consistent with other media comparison studies that show the medium alone does not influence learning.

Hossein Nouri & Abdus Shahid are members of the faculty at The College of New Jersey.

Nouri, H., & Clinton, B. D. (2005). The effects of gender, mental imagery, and PowerPoint™ presentation on student attitudes. In B. N. Schwartz, & J. E. Ketz (Eds.), *Advances in accounting education: Teaching and curriculum innovations* (Vol. 7, pp. 253-275). Oxford: Elsevier.

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

The purpose of this study is to examine the effects of gender, use of mental imagery, and presentation mode on student attitudes toward class presentations and the instructor in an accounting context. Prior research suggests that many different possibilities exist regarding main effects, complex interactions, and their interpretations among these variables.

We apply moderated regression analysis using contingency hypotheses to provide evidence regarding how presentation mode (PowerPoint™ or non-PowerPoint™) affects student attitudes toward both presentations and the instructor differently by gender. Results of an experiment conducted in managerial accounting classes show that female students with a greater application of mental imagery reported less positive attitudes overall than male students toward presentations and toward the instructor. However, when we used PowerPoint™ presentations, females reported attitudes toward the instructor and presentation that were more positive than males in non-PowerPoint™ sections. Moreover, PowerPoint™ presentation does not appear to affect adversely other students. Overall, the implication of our results for educators is that instruction appears to benefit significantly from the use of PowerPoint™ presentation for some students in the accounting principles classroom.

Hossein Nouri is a member of the faculty at The College of New Jersey.

O'Neill, R. P., Sotkiewicz, P.M., Hobbs, B. F., Rothkopf, M. H., & Stewart Jr., W. R. (2005). Efficient market-clearing prices in markets with nonconvexities. *European Journal of Operational Research*, 164(1), 269-285.

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

In a number of daily electricity auctions, including the ones run by PJM Interconnect for New Jersey and neighboring states, bidders make bids that reflect economies of scale such as start up costs. Since 1960, it has been believed that it is not possible to guarantee to find market-clearing prices in markets with economies of scale. This paper shows that this belief is wrong. It shows an easy way to find such prices provided the startups or other causes of the economies of scale are priced as well as the commodities such as electricity in each hour of the next day. While the result is general, it has immediate application in daily electricity auctions that allow bids to reflect economies of scale.

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

O'Neill, R.P., Baldick, R., Helman, U., Rothkopf, M.H., & Stewart Jr., W. (2005). Dispatchable transmission in RTO markets. *IEEE Transactions on Power Systems*, 20(1), 171-179 .

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

Most analysis of daily electricity auctions assumes that the transmission network is fixed. However, there are a number of ways that the network can be varied even on such a short time scale. These include switchable direct current lines, breaking circuits that are actually impeding flow under certain conditions, and running lines temporarily above rated capacity at the cost of increased maintenance. This paper shows how daily electricity auctions could be made to work if owners of such transmission options were allowed to bid them into the auctions.

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

Olson, J. W., & Stoeber, W. A. (2005). Vendros in Brazil: Negotiating an international technology transfer. *Thunderbird International Business Review*, 47(5), 627-638.

***Seton Hall University
Management: International***

Vendros Technologies, an American software and equipment vendor, entered into negotiations about a technology licensing agreement with Netcom Brasil, a Brazilian telecommunications company, in March, 1999. The negotiations became a swirl of conflicting points of view due to differences between Vendros and the contractor that wrote the program supporting Vendros's technology, cultural differences between the Americans and the Brazilians regarding negotiating practices, differences in the legal systems of the two countries, and the problems stemming from Brazil's then-erratic economy. Further complicating negotiations were substantial differences of opinion on ownership of the technology, rights to source code, operational guarantees, and payment/currency risk.

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

Park, S., & Rothkopf, M. H. (2005). Auctions with bidder-determined allowable combinations. *European Journal of Operational Research*, 161(2), 399-415.

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

When bidders value combinations of items being auctioned more highly than the sum of their values for items individually, as for example spectrum licenses, the seller has an incentive to allow the bidders to bid on the combinations, not just the individual items. There is a problem, however, in doing this when there are many items. The mathematical problem of picking the bids that maximize the revenue while not selling any item more than once is potentially unsolvable in a reasonable amount of time. This paper suggests a way of dealing with that difficulty. We show that letting the bidders prioritize their bids on combinations can lead to high revenue even if there are computational difficulties that limit the number of combination bids that can be considered. Furthermore, since each bidder will be allowed the same number of combination bids, concerns about fairness are well handled.

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

Passerini, K., & Patten, K. (2005). Preparing IT organizations for the mobile revolution. *Cutter IT Journal*, 18(8), 19-27.

***New Jersey Institute of Technology
Information Technology: Broadband Impact***

This research discusses organizational changes brought about by the advent of new broadband communication technologies. The drive to mobility has been supported by a shift in the traditional concept of the workplace from a fixed environment to an agile business where employees can access information and services at any point in time from anywhere. The article reviews key changes and drivers of the mobile revolution and highlights the impacts on organizations that will be affected by the size and technology readiness of the firm implementing wireless and wired communication technology solutions. The readiness and effect on small, medium and large enterprises are presented through different scenarios.

Katia Passerini and Karen Patten are members of the faculty at New Jersey Institute of Technology.

Pekec, A., & Rothkopf, M. H. (2005). Non-computational approaches to mitigating computational problems in combinatorial auctions. In P. Cramton, Y. Shoham, & R. Steinberg (Eds.), *Combinatorial auctions* (pp. 395-411). Cambridge, MA: MIT Press.

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

When bidders value combinations of items being auctioned more highly than the sum of their values for items individually, as for example spectrum licenses, the seller has an incentive to allow the bidders to bid on the combinations, not just the individual items. There is a problem, however, in doing this when there are many items. The mathematical problem of picking the bids that maximize the revenue while not selling any item more than once is potentially unsolvable in a reasonable amount of time. There are a number of mathematical ways of trying to deal with this problem. This book chapter surveys non-computational ways of avoiding or reducing these computational problems.

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

Porter, G. (2005). A career work ethic versus just a job. *Journal of European Industrial Training*, 29(4), 336-352.

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

Through focus groups and interviews with 57 managers representing multiple industries, this analysis highlights views on the question of what constitutes a good or strong work ethic in today's business world. The most common answers related to reliability to be on the job when expected and to work while there. Further elaborations included taking ownership of the work, having pride in what you do, and taking initiative to go beyond the basic instructions. In contrast, people with a poor work ethic tend to do the least possible to get by, and distinctly view their work as 'just a job' rather than a career. Participants also offered their opinions on where work ethic originates (usually home environment and parents), a variety of ways in which managers can locate or develop people with a good work ethic, and social trends that may be affecting employees' work ethic. Practical implications are highlighted in three areas: (1) consideration of current definitions compared with cultural traditions in the U.S. – issues of recruitment and selection, (2) an overview of changes in recent years (e.g., desire for work/life balance) and information on ways different companies are handling them in both policy decisions and front-line management, and (3) concerns about future employees' work ethic (concerns for policy and front line management) based on continuation of existing trends, such as a generation of workers raised without a 'stay-at-home' parent. In particular, demands on workers' time seems to be increasing, but managers expressed an acceptance of people who limited their direct involvement, when they made known their time restrictions and work conscientiously while present. However, those who move up in the organization are still more likely to be the people with greater availability and willingness to have high time involvement.

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

Procaccino, J. D., Verner, J. M., Darter, M. E., & Amadio, W. J. (2005). Toward predicting software development success from the perspective of practitioners: An exploratory Bayesian model. *Journal of Information Technology*, 20(3), 187-200.

Rider University

Information Technology: Software Development

Software development project managers may need to focus on particular issues during the development process for a variety of reasons, including limited resources. This study utilized a survey to ask software practitioners, who are at the core of development, to provide insight into some of the important early non-technical issues of software development, including those related to sponsor/senior management, customer/users and requirements management. Proposed relationships among these early items, and their relationship to software practitioners' perception of project success, were quantitatively represented through a proposed Bayesian Belief Network. The concept of 'success' was derived from a pilot study of practitioners and was "defined" as (a) there is a project plan, (b) the project is well planned, (c) practitioners have a sense of achievement while working on a project, (d) practitioners have a sense of doing a good job (i.e., delivered quality) while working on a project, and (e) requirements are accepted by the development team as realistic/achievable. The proposed causal model provided quantitative evidence that reaching agreement with customers/users on requirements, a high level of customer/user participation, and users who make adequate time for requirements gathering have the largest direct impacts on project success among the investigated items. The proposed model identified the following as the critical chain of events for success: (1) having a sponsor throughout the project, (2) users who make adequate time for requirements gathering, (3) a high level of customer/user participation in the development process, and (4) agreement on requirements between customer/users and the development team.

J. Drew Procaccino, Marvin E. Darter, & William J. Amadio are members of the faculty at Rider University.

Procaccino, J. D., Verner, J. M., Shelfer, K. M., & Gefen, D. (2005). What do software practitioners really think about project success: An exploratory study. *The Journal of Systems & Software*, 78(2), 194-203.

Rider University
Information Technology: Software Development

Understanding what software practitioners value and how they define project success has implications for both practitioner motivation and software development productivity. We conducted a survey to discover some of the components of project outcome (in terms of personal/professional aspects as well as the project as a whole) that practitioners consider important in defining project success. We also investigated some of those components that practitioners perceived were important contributors to success through their impact on the development process. Sixty-six practitioners participated in our study. They considered software projects to be successful if they provide them with intrinsic, internally motivating work in developing software systems that both meet customer/user needs and are easy to use.

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

Rashed, J. A., Samanta, S. K., & Webb, M. A. (2005). Exchange rate risk and trade in a developing country: The case of Jordan. *The Middle East Business and Economic Review*, 17(1), 29-40.

The College of New Jersey
Economics: Exchange Rate Risk

The impact of exchange rates, including their volatility, on foreign trade has long been a focal point of considerable policy discussion. We examine the impact of exchange rate risk on the foreign trade in Jordan during the 1973-2000 period. Jordan is a developing country that just recently began moving toward a free market orientation designed to deepen its financial sector and spur economic growth, so it is instructive to understand the impact of exchange rate risk there. Using cointegration and unit root techniques, we find that exchange rate risk has little impact on the volume of trade for Jordan.

Subarna K. Samanta is a member of the faculty at The College of New Jersey.

Rashed, J. A., & Samanta, S. K. (2005). The productivity–wage gap and the recent stock price increase: An analysis. *International Review of Economics & Finance*, 14(2), 169-180.

***The College of New Jersey
Economics: Productivity-wage Gap Impact on Stock Prices***

We analyze the effect of the productivity-wage gap on share prices. Batra argues that the productivity-wage gap may be the main factor behind the stock market bubble of the 1990s. We employ both multiple regression analyses and Granger Causality/impulse response function (IRF) analyses to examine the relationship between share prices and the productivity-wage gap, using quarterly data for the U.S. economy for 1970-2000. Our empirical findings are somewhat supportive of this hypothesis. The influence of the productivity-wage gap on stock prices is significant; however, the rise in stock prices may also have an effect on the productivity-wage gap.

Subarna K. Samanta is a member of the faculty at The College of New Jersey.

Reitman, F., & Schneer, J.A. (2005). The long-term negative impacts of managerial career interruptions: A longitudinal study of men and women MBAs. *Group & Organization Management*, 30(3), 243-262.

Rider University
Management: Impact of Career Interruptions

As downsizing continues to be part of corporate life, this study seeks to determine the long-term impact of career interruptions on income and career satisfaction. Longitudinal data were collected from men and women MBAs who were surveyed three times over a 13-year period. Traditionally, the model of a successful managerial career involved a steady climb up a corporate ladder, and interruptions resulted in penalties. As employment gaps have become fairly common for managers, the negative career stigma may be diminishing. However, the findings from the study suggest that the penalties persist. MBAs with career interruptions earned less than those continuously employed, even 25 years after the interruption. Career interruptions were detrimental to career satisfaction only for men. The findings have implications for managers and organizations.

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

Rothkopf, M. H. (2005). IFORS' operational research hall of fame: Hugh Jordan Miser. *International Transactions in Operations Research*, 12(2), 259-262.

Rutgers University - Newark and New Brunswick
Decision Sciences: Professionalism

The late Hugh Miser was one of the founders of the profession of operations research and a leading philosopher of the topic of how mathematics can be used effectively to help with complicated decision problems. This is a short celebration of his contributions.

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

Rothkopf, M. H., & Bazelon, C. (2005). Combinatorial interlicense competition: Spectrum deregulation without confiscation or giveaways? In M. Crew, & M. Spiegel (Eds.), *Obtaining the best from regulation and competition* (pp. 135-159). Boston, MA: Kluwer Academic Publishers.

Rutgers University - Newark and New Brunswick
Decision Sciences: Telecommunications

The Federal Communications Commission (FCC) has occasion to sell the right to use radio spectrum for high-value uses such as cell phones. However, there are incumbents on some of the spectrum who have rights to use the spectrum for much lower valued uses (such as UHF television transmission). The FCC is unwilling or politically unable to terminate the rights of the low value users. Since the low value users can block the higher value use, it may seem that the government must cede all of the added value to the low-use-value licensees. In a previous paper the authors described how the government could capture a significant fraction of that value by forcing the holders of different low-use-value licenses to bid against each other for the remaining use rights on the spectrum they use. This paper extends that work to show how bids on combinations of items and on unlicensed spectrum could be included in such an auction.

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

Rothkopf, M. H. (2005). Editorial: The sixth *Interfaces* ranking of universities' contributions to the practice literature. *Interfaces*, 35(5), 425-428.

Rutgers University - Newark and New Brunswick
Decision Sciences: University Rankings

People tend to ignore things they can't measure and pay attention to relative rankings. This editorial reports the sixth of a series of rankings of universities by their contributions to the practice literature in operations research. By ranking universities in this way, it encourages them to value contributions to practice as well as to theory.

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

Schindler, R. M., Morrin, M., & Bechwati, N. N. (2005). Shipping charges and shipping-charge skepticism: Implications for direct marketers' pricing formats. *Journal of Interactive Marketing, 19*(1), 41-53.

***Rutgers University - Camden
Marketing: Pricing Format***

The purpose of this research is to develop a theoretical framework for understanding consumer response to direct marketers' pricing formats based on shoppers' perceptions of fairness. As part of this effort, we introduce an individual difference variable we call shipping-charge skepticism. An experiment is conducted (n=189) to examine whether offers are more appealing when shipping charges are bundled into a single price or partitioned out separately from a base product price. We demonstrate that when an external reference price is available, shipping-charge skeptics prefer direct marketers' offers more in a bundled price format, whereas non-skeptics prefer them more in an unbundled price format. Implications and areas for future research are discussed.

Robert M. Schindler & Maureen Morrin are members of the faculty at Rutgers University - Camden.

Schindler, R. M., & Bickart, B. (2005). Published word of mouth: Referable, consumer-generated information on the Internet. In C. P. Haugtvedt, K. A. Machleit, & R. F. Yalch (Eds.), *Online consumer psychology: Understanding and influencing consumer behavior in the virtual world* (pp. 35-61). Hillsdale, NJ: Lawrence Erlbaum Associates.

Rutgers University - Camden

Marketing: Word-of-mouth

Word-of-mouth product information communicated over the Internet (which we refer to as “online WOM”) is an important and growing phenomenon. In this paper we review what is known about online WOM and present a description of its various forms. We also present the results of depth interviews with consumers who frequently shop online. These interviews provide insights as to consumers’ motivations for using online WOM, their means of evaluating the validity of this information, and the possible ways in which online WOM can affect their buying decision processes.

Robert M. Schindler & Barbara Bickart are members of the faculty at Rutgers University - Camden.

Schneider, M. (2005). The status of U.S. public pension plans: A review with policy considerations. *Review of Public Personnel Administration*, 25(2), 107-137.

***New Jersey Institute of Technology
Management: Pension Plans***

The pension plans of U.S., state, county and municipal employees play a large role in capital markets and corporate governance debates. Recent studies have investigated the governance, management, and performance of these plans, as well as their role in corporate governance. Informed by the findings of its integrative literature review, the paper outlines several key considerations regarding the plans, including ones regarding the bearing of investment risk, public and private plan differentials, the presence and responsibilities of boards of trustees, and investment policy. The outlined considerations favor an appropriate balance between political and economic controls over the plans, and recognize that the activism of public pension plans as institutional investors might improve the corporate governance system for all investors.

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

Schoen, E. J., & Falchek, J. S. (2005). The do-not-call registry trumps commercial speech. *Michigan State Law Review, Summer*(2), 483-540.

Rowan University

Legal Studies: Do-not-call Registry

The FTC and FCC's decision to exempt charitable solicitation telemarketing activities from the national do-not-call registry provisions creates an interesting opportunity to examine whether disparate treatment afforded commercial and charitable solicitation speech activities under the national do-not-call registry provisions runs afoul of the First Amendment. Examination of legislative precursors to the do-not-call registry demonstrates both that Congress did not remove jurisdictional restrictions preventing the FTC and FCC from regulating tax-exempt for-profit organizations and that Congress intended that the do-not-call provisions should apply only to commercial speech. Further, while disparate treatment of commercial and charitable telemarketing activities may raise red flags about content-based restrictions on speech, disparate treatment may be justified and proper when the restrictions in question are efficacious in achieving a substantial government interest. The administrative records developed by the FTC and FCC demonstrate that restrictions on commercial telemarketing activities are indeed efficacious in advancing the government's interest in protecting household privacy and reducing unwanted commercial telemarketing solicitations. Further, examination of the national do-not-call registry provisions under the Central Hudson test demonstrates those restrictions pass First Amendment muster: the government interest in protecting household privacy and reducing unwanted commercial telemarketing solicitations is substantial; the do-not-call registry provisions directly advance that interest; and the government regulation is reasonably tailored to achieve that interest.

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

Schoen, E. J., Falchek, J. S., & Hogan, M. M. (2005). The Alien Tort Claims Act of 1789: Globalization of business requires globalization of law and ethics. *Journal of Business Ethics*, 62(1), 41-56.

Rowan University
Legal Studies: Globalization

The *Unocal* decision by the panel of the Ninth Circuit Court of Appeals has caught the attention of major corporations, such as ExxonMobil, Drummond, Occidental Petroleum, IBM, Citibank, and Coca-Cola, that may face liability for the misconduct of third-world governments, and should be examined closely by all multinational corporations that undertake economic development projects for repressive foreign governments in third-world countries if they do not want to face victims of torture in court, a publicity nightmare for any business organization. Hailed as a landmark case for ordering a U.S. multinational to stand trial for violations of human rights committed abroad, the *Unocal* decision should stimulate companies to carefully evaluate overseas operations where human rights abuses take place in order to avoid a new wave of corporate responsibility litigation.

Because neither the theory of ethical relativism nor the tactic of disassociation from actions of third world partners are effective in avoiding liability of domestic corporations under the Alien Tort Claims Act for the human rights violations of foreign, host country partners, it may be in the best interest of global business organizations to infuse their strategic visions with the following ethical norms in resolving international business decisions: (a) maintain a firm commitment to a moral minimum below which the organization will not go, i.e., to do no intentional, direct harm to the host country or its citizens and residents; (b) engage in activities that benefit the host country, judged solely by weighing the benefits and detriments to the host country and its people, rather than benefits generated globally; (c) respect the human rights of the workers and consumers of the host country (e.g., paying a living wage, providing adequate and safe working conditions, providing safe products and adequate warnings about product dangers); (d) promote the development of institutions in the host country through appropriate means; and (e) respect the laws of the host country, its culture and local values, provided they do not violate human rights or recognized human values.

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

Shim, S., & Kumar, A. (2005). Selection and diversification of market segments for robotics products. *Industrial Robot: An International Journal*, 32(5), 401-407.

Seton Hall University
Information Technology: Robotics

The purpose of this study is to examine the selection and diversification of market segments for robotics products with respect to application areas and customer sectors. This study attempted to investigate the selection and diversification of market segments by 50 robotics firms in the U.S. with respect to application areas and customer sectors that they serve. Based upon the concept of strategic groups, we classified those robotics firms into three distinct strategic groups along the dimensions of application area diversification and customer sector diversification. The three strategic groups were identified as high, moderate, and low diversification groups, with respect to both application areas and customer sectors. The results show that robotics firms vary in their selection of application areas and customer sectors, and more importantly in the degree of diversification of application areas and customer sectors. Also, three distinct strategic groups are observed among them, based upon the degree of diversification of application areas and customer sectors. A few limitations are recognized in this study. First, we used only the dimensions of market segment diversification in classifying the strategic groups in the U.S. robotics industry. Given the important role of technology in the industry, we may consider pairing market dimensions with technology dimensions in exploring any strategic groups in the industry. Second, we only tested for the existence of strategic groups in the industry. We may further consider investigating the factors or reasons for the differences between the strategic groups, as well as any performance differences between the strategic groups. In studying the firm's performance, it is desirable to utilize financial performance measures such as sales growth and profitability. But securing such financial performance measures for individual robotics firms is hampered by the consolidated financial results of diversified firms and the presence of privately held firms in the industry. Third, we used data compiled from a secondary source. We may consider collecting time-series data directly from robotics firms. These limitations are not certainly exhaustive but rather important ones for future research. Given the limited studies on robotics firms and their strategy, the results should be of interest to those who formulate product strategy in the robotics market. The issues of diversification of market segments and the resultant strategic groups that we examined are well worth trying to understand for more viable market strategy in the field. Particularly, the identification of such strategic groups in the industry would help robotics firms evaluate their competitive positions, as well as competitors' approach to the market place.

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

Spell, C. S., & Blum, T. C. (2005). Adoption of workplace substance abuse prevention programs: Strategic choice and institutional perspectives. *Academy of Management Journal*, 48(6), 1125-1142.

Rutgers University - Camden
Management: Substance Abuse

We considered the role of strategic choice and institutional factors in influencing how managers have addressed workplace substance abuse. Substance abuse prevention program adoption was examined in a sample of 360 establishments. Normative pressure, reflected by changes in media discourse about substance abuse, was related to adoption of Employee Assistance Programs (EAPs) and drug-testing programs. Institutional factors were relevant for adopters of EAPs, but strategic choice factors were more significant for drug testing in the earliest of the three periods of adoption examined here.

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

Stoever, W. A. (2005). Restructuring FDI policy in emerging economies: The Republic of Korea case. *Thunderbird International Business Review*, 47(5), 555-574.

Seton Hall University
Management: Foreign Direct Investment

This article presents several frameworks for examining the effect of a national financial crisis as a stimulus for economic reform and applies them to the Korean case 1997 - 2001. The author lists significant dimensions of reform and restructuring, presents a schema showing macro reform measures and some possible micro ramifications regarding a country's policies toward incoming foreign direct investment, and extends the schema to the concept of a trade-off between macro and micro determinants of a country's attractiveness to foreign direct investment. There is a chart highlighting the extent of government allowance of foreign equity participation. The author uses all these concepts to analyze the Republic of Korea's response to the financial crisis of 1997 - 1999.

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

Twomey, R.F. (2005). Privacy, restrictive covenants, and intellectual property: Technology and its impact on the employment relationship. *Competition Forum*, 3(1), 254-260.

Fairleigh Dickinson University
Legal Studies: Intellectual Property

The growth of technology, with its many benefits, also gives rise to a number of legal issues. In the relationship between employers and employees, these issues include, but are not limited to, employee privacy rights, ownership of intellectual property, and the right to capitalize on one's knowledge by having an unfettered right to work for competitors or compete with one's former employer. In this paper each of the three areas noted above will be explored in an attempt to assess the status of the law and some of the ways that companies are addressing the issues. There will also be references to the issues as they appear in situations outside of the United States.

Rosemarie Twomey is a member of the faculty at Fairleigh Dickinson University.

Vance, D. E. (2005). *Raising capital*. New York: Springer.

***Rutgers University - Camden
Accounting: Raising Capital***

Many small businesses cite lack of capital as a major constraint on growth. This book focuses on non-bank sources of capital since banks only lend to companies that fit into a narrow profile. At the other end of the spectrum are established firms that are looking for better alternatives to banks. This book covers (i) capital sources entrepreneurs can tap when they are too small for banks, (ii) where to find angel investors and venture capitalists and what they expect in a deal, (iii) how to pitch your company, close a deal and negotiate terms, (iv) going public and little known small public offerings, and (v) other financing vehicles such as SBICs, asset based lenders, junk bonds, commercial paper, PIPEs and securitization. The scope of this book ranges from entrepreneurs who have little more than an idea, to capital for top-rated companies. There is an accompanying CD which includes case studies, and many of the forms and regulations to comply with state and federal securities law.

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

Vandegrift, D., & Brown, P. (2005). Gender differences in the use of high-variance strategies in tournament competition. *The Journal of Socio-Economics*, 34(6), 834-849.

***The College of New Jersey
Economics: Gender Differences Toward Risk***

We report on a series of experiments in which participants first completed a simple game of chance and then competed in a tournament based on a multiple cue probability learning task. The results show that men made riskier choices in the simple game of chance, but women adopted the high-variance strategy more frequently in the tournament. However, after controlling for differences in forecasting skill, we find no significant differences in the rates at which men and women adopted a high-variance strategy. Although altering the difficulty of the forecasting task produces differences in the rate at which participants selected the high-variance strategy, it did not produce a significant difference in the rate at which men and women selected the strategy. Thus, this paper suggests that although women are more risk-averse than men, women are no less likely to adopt a high-variance strategy in a tournament competition.

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

Vasarhelyi, M. A., Bonson, E., & Hoitash, R. (2005). *Artificial intelligence in accounting and auditing: International perspectives, Vol. 6*. Princeton: Markus Wiener Publishers.

***Rutgers University - Newark and New Brunswick
Accounting: Artificial Intelligence***

The aim of this book is to provide an international perspective of the types of artificial intelligence research being undertaken in accounting and finance. It mostly contains a collection of papers which were presented at the International Meetings on Artificial Intelligence in Accounting, Finance and Tax, held in Spain and the mid-year international conferences of the AI/ES Section of the American Accounting Association.

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

Vasarhelyi, M.A. (2005). Towards an intelligent assurance services. In M. A. Vasarhelyi, E. Bonson, & R. Hoitash (Eds.), *Artificial intelligence in accounting and auditing: International perspectives* (Vol. 6, pp. 2-14). Princeton: Markus Wiener Publishers.

***Rutgers University - Newark and New Brunswick
Accounting: Artificial Intelligence***

This paper examines the evolving scenarios of data processing, networking, financial reporting, assurance services and electronic commerce. Integrating some of these points it advocates a view of atomistic progressive intelligence in systems. This view uses new technologies, and an aggregation of simple and more complex algorithms to provide some form of intelligence.

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

Vasarhelyi, M.A., Bonson, E., & Hoitash, R. (2005). Preface: The evolving paradigms of artificial intelligence and expert systems: An international view. In M.A. Vasarhelyi, E. Bonson, & R. Hoitash (Eds.), *Artificial intelligence in accounting and auditing: International perspectives* (Vol. 6, pp. vii - x). Princeton: Markus Wiener Publishing.

***Rutgers University - Newark and New Brunswick
Accounting: Artificial Intelligence***

Artificial intelligence (AI) paradigms have reached a level of maturity in which various techniques have proven to be successful. The great potential for accounting and finance research has been shown in a variety of research projects ranging from the study of decision-making behavior to the emulation of the cognitive processes of the human experts. Other successful AI projects studied the development of descriptive theories of reasoning, the use of formal languages for representing accounting knowledge, the discovery of patterns and relationships among data, and the use of noisy or incomplete data. Among the main evolving AI paradigms are: decision tree induction, genetic algorithms, artificial neural networks, and case-based reasoning. All of them can potentially provide some kind of knowledge discovery mechanisms and all have been applied in accounting and finance in the international area.

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

Vasarhelyi, M.A., & Hoitash, R.(2005). Intelligent software agents in accounting: An evolving scenario. In M.A. Vasarhelyi, E. Bonson, & R. Hoitash (Eds.), *Artificial intelligence in accounting and auditing: International perspectives* (Vol. 6, pp. 48-78). Princeton: Markus Wiener Publishing.

***Rutgers University - Newark and New Brunswick
Accounting: Artificial Intelligence***

Intelligent agent technology is one of the fastest growing areas of research and Internet related commercial endeavors. It is, however, an ill-defined field, with many overstated claims and few specific areas of applications. For further development of this field, it is necessary to create an operational definition of the field, understand its extant composition, and to postulate a program of research and application development. Such a theoretical work should be of great value as a foundation for an emerging field. Intelligent Agents today claim some functional “intelligence” where they will perform tasks on behalf of a user. This paper explores the spectrum of software agency; from the automated “softbots” that are presently being implemented, to the concepts and projects of the future that are more accurately described as intelligent agents. An assessment of the current state of intelligent agent technology is provided together with a description of the current key players. The analysis focuses on academic and commercial research. The paper describes the basic mechanics for agency and how agent developers are tackling the challenge of intelligent agents within networked computing environments. The commercial agent landscape is discussed. Commercial efforts are just the beginning of the capabilities and potential of intelligent agents. Agents are classified into categories and examples from practice are provided. Important questions are raised by this discussion: some technical, others statutory, and some behavioral. For example, does accounting/finance require special agent technology, what are the laws necessary to allow agents in electronic commerce, and whether consumers will achieve the level of trust for intelligent agents’ capabilities to effectively represent them when making important decisions.

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

Vasarhelyi, M., & Debreceeny, R.S., et al. (2005). Financial reporting in XBRL on the SEC's EDGAR system: A critique and evaluation. *Journal of Information Systems*, 19(2), 191-210.

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

This paper evaluates the implications of the proposed Securities and Exchange Commission (SEC) Rule (33-8496) which encourages companies to file reports in the eXtensible Business Reporting Language (XBRL) format. We examine the impact of the proposed rule in three domains: (1) the role of XBRL in financial reporting, (2) concerns with XBRL taxonomies, and (3) the impact of XBRL on the SEC's filing program. The paper adopts a descriptive approach to generate normative and prescriptive propositions with implications for research that will guide preparers, users, and regulators of XBRL-tagged information.

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

Wallace, P., & Clariana, R.B. (2005). Test mode familiarity and performance—gender and race comparisons of test scores among computer-literate students in advanced information systems courses. *Journal of Information Systems Education*, 16(2), 177-182.

***The College of New Jersey
Pedagogy: Information Technology***

This investigation compares the effects of test mode, gender and race on paper-based versus computer-based delivery of two high stakes multiple-choice course examinations, Midterm and Final. Computer-literate students in upper-level business courses (n = 144) were randomly assigned to receive both tests either on paper or on computer. There were no significant gender effects, though males scored slightly higher than females on both tests. However, participants who received the tests on paper significantly outscored those who received the tests on computers, but this difference occurred only on the Midterm examination. Most striking, non-white females receiving the computer-based test mode scored lowest on the Midterm examination but then scored highest on the Final; all other groups maintained their relative positions from Midterm to Final. It was concluded that test mode familiarity does impact test performance. The results suggest that even computer-literate students in advanced Information Systems classes should practice using mock computer exams before taking high stakes computer-based tests, and that test mode familiarity affected non-white females most.

Patricia Wallace is a member of the faculty at The College of New Jersey.

Wallace, P., & Clariana, R.B. (2005). Perception versus reality—determining business students' computer literacy skills and need for instruction in information concepts and technology. *Journal of Information Technology Education, 4*, 141-151.

***The College of New Jersey
Pedagogy: Information Technology***

Many colleges and universities require incoming students to demonstrate a prescribed level of computer proficiency. Currently, many educational institutions offer introductory computer courses to assist students in meeting this requirement. Other institutions are considering eliminating introductory computer courses with the expectation that students will demonstrate adequate computer knowledge through the proficiency examination. This assumes that students have acquired both computer knowledge (concepts) and computer skills (applications) in high school or through other personal experiences. Giving the students the option of taking a computer proficiency exam in lieu of a required course allows students to take other required, elective, or option courses that will assist them in completing their degree requirements. However, not offering the introductory computer skills course may, likewise, be detrimental to students who would otherwise benefit from the knowledge gained from such a course. Thus, a study of 140 incoming business freshmen was developed to determine if students had adequate computer knowledge and skills to exempt the introductory computer fundamentals course. Using online testing software, students were tested on both computer skills (Excel) and computer concepts that students are expected to master at the completion of an introductory computer fundamentals course. Overall, the findings revealed that the students' average test scores were 60 percent, which is significantly below passing. This study also found that only 36 percent of the students tested could exempt or "test out" of the course if given that option. Students not able to exempt the course demonstrated a mean gain or improvement of 26 points in the Excel post test and 23 points in the Computer Concepts post test following course instruction. This data indicates that course instruction was effective for students not able to exempt the course and achieved the desired effect of providing meaningful knowledge in information technology concepts and skills. Based on these findings, it was concluded that incoming business students lack the necessary computer knowledge, skills, and abilities to pursue their undergraduate degree programs. It is recommended that freshman business students need an introductory computer course that includes both Information Systems (IS) concepts and Information Technology (IT) software applications.

Patricia Wallace is a member of the faculty at The College of New Jersey.

Weaver, K. M. (2006). Product innovation and entrepreneurship. In M. A. Hitt, & R. D. Ireland (Eds.), *The Blackwell encyclopedia of management - entrepreneurship* (pp. 208-213). Malden, MA: Blackwell Publishing.

Rowan University
Management: Innovation & Entrepreneurship

The article identifies definitional issues, the innovation process, management of innovation and innovation from a “people” perspective. The goal of the piece is to provide guidelines and tools to increase organizational success. One of the most useful tools in the chapter is the Creativity, Invention and Innovation Model that relates environmental factors (internal and external) and organizational strategic initiatives to a five stage process of idea generation to implementation.

The chapter concludes that innovation will be a critical component of organizational growth and that the idea of disruptive technologies is becoming ingrained in our thinking. Finally the chapter lists multiple web sites that people can make use of in applying their own version of innovation to their organizations.

K. Mark Weaver is a member of the faculty at Rowan University.

Wischnevsky, J. D., & Damanpour, F. (2005). Punctuated equilibrium model of organizational transformation: Sources and consequences in the banking industry. In R.W. Woodman, & W. Pasmore (Eds.), *Research in organizational change and development* (Vol. 15, pp. 207-239). Oxford: Elsevier.

Fairleigh Dickinson University & Rutgers University - Newark and New Brunswick
Management: Organizational Change

This article reexamines conceptually and empirically the Punctuated Equilibrium Model (PEM), one of the most influential models of organizational change developed in recent years. A core assertion of the PEM is that organizational transformation occurs in a revolutionary fashion—i.e., through brief, discontinuous, and simultaneous changes in all domains of organizational activity, which include strategy, structure, the distribution of power, and control systems—and not through incremental or asynchronous changes. Although the model holds substantial promise both to advance theory and guide managerial action, with the exception of a single study (Romanelli and Tushman, 1994), its core assertion had not been formally tested in longitudinal, large-sample research. In order to develop valid and reliable theories that can inform management practice, empirical evidence from multiple studies is necessary. Thus, we examined the event histories of 50 large bank holding companies in the U.S. between 1975-1995, replicating Romanelli and Tushman's test of the PEM in a less turbulent industry environment. Additionally, we examined the consequences of organizational transformation on subsequent firm performance, a key aspect of the PEM that had seldom been studied. While our findings confirmed that firms often accomplish organizational transformation through the revolutionary pattern described by the PEM, we also found that many firms in our sample transformed in an evolutionary manner. Contrary to PEM assumptions, these results suggest that both revolutionary and non-revolutionary processes are viable means to accomplish fundamental change in the banking industry. We also found that two factors—the installation of an outsider as top executive and major regulatory shifts—facilitated the implementation of revolutionary transformations. An implication of this finding for board of directors seeking to radically transform their companies is that they would likely benefit from installing top executives that are new to the firm, given that their lower commitment to the status quo seems to facilitate the undertaking of divergent strategies and practices. In addition, in a context characterized by major regulatory change, firms may prefer to pursue change in a revolutionary fashion in order to rapidly take advantage of new opportunities and address new risks. Finally, in our sample the undertaking of revolutionary transformation did not exhibit within one or two years a significant influence on subsequent organizational performance. This finding seems to underscore researchers' warnings that the complex process of revolutionary organizational transformation may often result in uncertain outcomes.

J. Daniel Wischnvsky is a member of the faculty at Fairleigh Dickinson University & Fairport. Damanpour is a member of the faculty at Rutgers University - Newark and New Brunswick.

Wischnesky, J. D. (2005). Change as the winds change: The impact of organizational transformation on firm survival in a shifting environment. *Organizational Analysis*, 12(4), 361-377.

Fairleigh Dickinson University
Management: Organizational Change

The study of the consequences of organizational change is of key importance to decision makers. Nevertheless, research has seldom examined the survival implications of revolutionary transformations - a relatively common pattern of fundamental change that involves simultaneous shifts in key organizational dimensions, such as strategy, structure, and systems. Some studies suggest that this type of organizational change is difficult and risky, often leading to increased rates of organizational failure. However, researchers and practitioners have also argued that, under certain circumstances, such changes are necessary to restore organization-environment alignment and ensure organizational survival and effectiveness. This paper examines this debate with a focus on firms operating in an environment characterized by significant change. We studied the consequences of organizational transformation on firm survival by examining a sample of large U.S. bank holding companies over two decades. In this study, in the context of major external regulatory change, organizational transformation appeared to enhance a firm's survival chances. Thus, the temporary loss of internal alignment among organizational attributes that occurs during the process of change seems to be less harmful than the continued lack of organization-environment fit experienced by firms that maintain the status quo. The beneficial effects of transformation on organizational survival imply that inaction may be a dangerous strategy: in this sample, firms that opted for "no action" in this shifting environment were likely to see their chances for continued existence drastically diminish. Although organizational transformation did not guarantee survival, lack thereof seemed to have carried pernicious consequences. In addition, the finding that firms undergoing longer periods without organizational transformation exhibited a higher risk of failing suggests that, in an environment characterized by sustained change, the benefit of a given transformation declines over time. Thus, over extended periods, organizations might need to undertake additional transformational changes. A practical implication of these findings is that, as it is often suggested, firms that build organizational capabilities that foster flexibility may indeed be investing in their survival. This study examined the survival consequences of organizational transformation, but it did not compare its efficacy to that of other change strategies. Thus, while organizational transformation was an effective approach in this study, it should not be concluded that it is the preferred mode of change. Additional research should assess the relative efficacy of alternative change strategies.

J. Daniel Wischnesky is a member of the faculty at Fairleigh Dickinson University.

Yang, D. C., Vasarhelyi, M. A., Liu, C., & Shima, K. (2005). An empirical study of net assets disclosure: Inflation accounting revisited. *International Journal of Business*, 10(4), 403-422.

***Rutgers University - Newark and New Brunswick
Accounting: Net Assets***

This paper analyzes the differences in methods of calculating and disclosing net assets between Statement of Financial Accounting standards #33 (FAS33) and other existing current cost and constant dollar methods. Furthermore, this paper provides empirical evidence on the methods employed by a sample of 78 companies that calculate net assets for FAS33 reporting. We found there are many methods being applied to determine net assets. The lack of uniformity reduces the effectiveness of net assets disclosure required by FAS33. The study demonstrates that the Financial Accounting Standards Board should issue statements that are more well-defined and less ambiguous about preferred net asset disclosure methods.

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

Yang, J. G. S., & Chang, C. (2005). An investor's loophole: How to reduce the tax liability on interest and dividends. *TAXPRO Quarterly Journal, Winter*, 18-23.

Montclair State University
Taxation: Dividends & Capital Gains

Both the dividend and long-term capital gain tax rates have been reduced to 15%. However, if the dividend or long-term capital gain is received from stock purchased with borrowed funds, the reduced tax rate does not apply if the dividend or long-term capital gain is included in investment income in claiming interest deduction. In other words, if an investor elects to apply the reduced tax rate, interest expense may not be deductible, but it can be carried forward to the following year. Further, for the reduced dividend tax rate to apply, the investor is required to hold the stock for at least 61 days in a 121-day period surrounding the ex-dividend date beginning 61 days before the ex-dividend date. If an investor prefers to deduct interest expense, the dividend or long-term capital gain may have to be taxed at a regular rate up to 35%. The reduced tax rate approach has the advantage of the lower tax rate, but it may result in a loss of the opportunity of interest deduction in the future. Further, the 15% dividend tax must be paid in the current year for this benefit. Conversely, the interest deduction approach has the benefit of tax savings in the current year, but sacrifices the advantage of a lower dividend tax rate. What is the best choice? It depends on an investor's expectation of investment income in future years. If the benefit of the interest deduction in the future surpasses the disadvantage of the dividend tax in the current year, the reduced tax rate approach is better; otherwise, the interest expense deduction approach is more beneficial. This paper derives an equation to determine the break-even point between these two approaches. It depends on an investor's tax bracket. In the case of 35%, the break-even point is 42.86%. In other words, if an investor can expect to recover at least 42.86% of the nondeductible interest expense, it is more profitable to adopt the reduced dividend tax rate approach; otherwise, the interest expense deduction approach is more preferred. This paper further explains that the election on interest expense deduction can be made to a portion of the dividend. The remaining dividend is still taxed at a reduced rate of 15%. In the case where there is interest income or short-term capital gain, it is more beneficial to apply the election of an interest expense deduction to the interest income and short-term capital gain first before being applied to a dividend or long-term capital gain. This strategy will minimize the tax liability in the current year.

The Job and Growth Tax Relief Reconciliation Act of 2003 has substantially reduced the tax rates for dividends and long-term capital gains. However, it leaves open alternatives for an investor to choose from, such as the election between a reduced dividend tax rate and an interest expense deduction, the order in which to deduct interest expense and the holding period of a stock. In order to maximize the tax benefit, careful financial planning has become more important than ever.

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

Yang, J. G. S., Chang, C., & Xing, R. (2005). Current status of internet commerce taxation. *Journal of State Taxation*, 23(3), 5-12.

Montclair State University
Taxation: e-commerce

This paper delineates the current status of taxation on Internet commerce, including Internet access, goods purchased, and software and information downloaded from Internet. It notes that the ITFA ban on taxation on Internet access was extended four more years until November 1, 2007. The amended ITFA expands the definition of Internet access to include any connection services between the Internet user and the Internet service provider. It specifically excludes traditional voice telecommunication services from tax-exemption. As is necessary, an Internet access provider is now required to identify the fees for Internet connection and fees for telecommunication services. The former is tax-exempt, while the latter is taxable. If no distinction is made, all fees will be taxable. However, the connection between the telecommunication companies and Internet service providers remains taxable. The amended ITFA grandfathered those states that imposed taxation on Internet access before October 1, 1998, but it must phase-out by November 1, 2006. It further grandfathered the states that imposed DSL connection tax before November 1, 2003, but it must phase-out by November 1, 2005. This paper further outlines the current problem with taxation on goods purchased via the Internet. The original and amended ITFA reaffirm the states' taxation authority on sales tax and use tax. The basic requirement for a remote seller to collect sales tax from a buyer lies in the nexus (connection) between the seller and the buyer's state. In the era of Internet commerce, the nexus becomes unclear and confusing. The paper points out that a computer server cannot be used as a criterion in determining a seller's state residency. A seller's state residency solely relies on its physical presence. Moreover, this paper details how downloaded software and information should be taxed. Only the purchase of tangible personal property is taxable. Input intended as a

component of an output is tax-exempt. Hence, canned software is taxable, regardless of whether it is purchased as a package or delivered to the purchaser's computer hard drive. On the other hand, any human service component of software is tax-exempt. Although Internet access is tax-free, any purchase of information from an Internet source is taxable. The controversies on Internet commerce taxation are not yet settled; let alone what should be taxable. The amended ITFA is only a compromise, at best a temporary solution. Since Internet commerce plays such an important role in the new economy, it is more beneficial to nurture it in its infancy. However, when it is matured, it is likely any Internet commerce will be taxable.

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

Yin, J. Z. (2005). China's accession to World Trade Organization. In A. Chen, G. Liu, & K. Zhang (Eds.), *China today: An encyclopedia of life in the People's Republic* (pp. 716-718). Westport, CT: Greenwood Press.

***Seton Hall University
Management: International***

This article summarizes the circumstances and conditions leading to China's accession to the World Trade Organization. The two-volume encyclopedia provides extended information on the main aspects of the People's Republic of China, covering the broad-based economic reforms and social changes in the People's Republic of China since 1949, when the communists took over. It presents an analytical view of Chinese communism in transition, giving accurate and fair depictions of the topics selected.

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

Yin, J. Z. (2005). Energy industries. In A. Chen, G. Liu, & K. Zhang (Eds.), *China today: An encyclopedia of life in the People's Republic* (pp. 148-150). Westport, CT: Greenwood Press.

***Seton Hall University
Management: International***

This article summarizes the current state of China's energy industry including the challenges of the future. The two-volume encyclopedia provides extended information on the main aspects of the People's Republic of China, covering the broad-based economic reforms and social changes in PRC since 1949, when the communists took over. It consists of over 200 entries written by scholars working in various disciplines, focusing on such important topics as Chinese leaders and events; recent and contemporary political and cultural policies; relations with foreign states; internal political, economic, and commercial structures; literature; religion; and the role of women. It presents an analytical view of Chinese communism in transition, giving accurate and fair depictions of the topics selected.

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

SECTION 3: TEACHING NOTES

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

Sales Management Coaching on “DVD”

Tony Carter

William Paterson University

The use of experiential learning allows business students the ability to develop skills to perform effectively in today’s highly competitive business world. The Russ Berrie Institute represents a unique partnership between the private sector and higher education. The Institute is the culmination of a dream by Russ Berrie (1933 – 2002), a master salesman and philanthropist, to establish an innovative, university-based resource to provide world-class education and professional development to students and practicing sales people. Our program offers unique approaches to sales education via on-demand training, coaching, mentoring and distance learning programs, and based on extensive research, the Russ Berrie Institute has developed a full range of sales education programs to meet the specific needs of companies and industries.

The interactive Russ Berrie Professional Sales Laboratory, which supports a new major in Sales, helps our students master the art of selling in a face-to-face environment. Students hone their skills in rooms that simulate a wide range of selling experiences. In my fall 2005 M.B.A. Sales Management 799 course, graduate students were asked to role play in a business case scenario as sales managers. Sales students were given 15 minutes each to do their role plays which are recorded on DVD for private viewing or with classmates. The role play deals with a sales manager that has to effectively “coach” a salesperson on how to develop business and sell to a new major account.

This teaching exercise consists of giving people feedback to reinforce what they do well while suggesting various ways and means to improve. The exercise has not only resulted in

showing evening M.B.A students that work full time during the day how to apply the necessary management coaching skills to produce more effective, satisfied and motivated salespeople. It has also been used to train corporate executives that now use the Russ Berrie Institute to learn and practice their Sales Management coaching skills.

Lessons Learned from TOPOFF 3

Gerry Cleaves

Fairleigh Dickinson University

FDU Pharmaceutical Management students had the opportunity in the spring of 2005 to participate in the congressionally mandated TOPOFF 3 Homeland Security exercises conducted primarily in New Jersey and Connecticut with venues in Canada and the UK. The TOPOFF (which stands for TOP OFFicials) are congressionally mandated, full-scale, scenario-based terrorism response exercises. The exercises, held from April 4-8, 2005, were the culmination of a two-year cycle of seminars, planning events, and exercises, and they captured the lessons learned from previous exercises. The exercises involved more than 10,000 participants representing more than 200 Federal, State, local, private sector, and international agencies, organizations and volunteer groups.

In New Jersey, participants responded to a biological incident of the plague which was intentionally released along the NJ Turnpike by a fictitious terrorist organization. An SUV, containing suspicious equipment for spreading a biological or chemical agent, was discovered on the Kean University campus in Hillside, NJ, on Monday morning, April 4, and the elaborate scenarios began to unfold across the state in 22 counties and 85 acute care hospitals.

The event was “covered” live on Virtual News Network (VNN), a closed-circuit CNN-like news broadcast that provided additional information to the participants as events unfolded. Participating business organizations and agencies followed the events and responded accordingly. Prior to the event, our students received live and on-line training.

Thirty students from FDU participated as part of their classes in Pharmaceutical Management. Twenty-five of the students were recognized as “Super Volunteers” and sent to five different hospitals in five counties where they were treated for plague-like symptoms and waited to tell their stories (for which they were provided a script by the event planners) to healthcare and/or FBI personnel. Some had “real” information to further the ongoing investigation and others had “fictitious” information to derail the investigation – and the interviewers quickly had to determine what they knew or had observed.

Six FDU students were assigned to observe the RSS (Receive, Ship and Store) site where the medicines from the Strategic National Stockpile (SNS) were delivered on Monday night and repackaged for delivery to the Points of Distribution (PODs) and state hospitals.

All of the participating students documented what they observed, both what worked and what did not, and we will offer our suggestions for the TOPOFF 4 exercises that will be held in 2007.

Rethinking First-Year Business Students' Education: This is Not Introduction to Business

Steven E. McHugh, Sr. & Cheryl Veronda

Centenary College

Centenary College's Integrated Business Perspectives is a first-year business requirement, using low faculty-to-learner ratios, thus facilitating increased faculty contact. The course is taught by full-time faculty members only, ensuring an early connection to the Business Department. This course engages students using both directed and experiential learning activities. These activities are designed to aid in meeting Centenary's goal of properly preparing students for future study in business and their careers. The directed-instruction methodology provides students a highly-structured learning environment, using predetermined content and defined boundaries. This instructional method establishes the required building blocks for academic success.

Additionally, the experiential learning method promotes the accomplishment of skill-based academic outcomes and promotes benefits associated with a learner's immersion in a practitioner setting. Students who participate in experiential learning environments earn higher grade point averages, while the experiences increase their self-esteem, reasoning abilities, communication skills, critical thinking, and moral and ethical sensitivity.

Integrated Business Perspectives is a blend of six directed-instruction modules: Global Business, Entrepreneurship, Management, Marketing, Information Technology, and Finance. Upon completion of each academic area, the students are assessed on their comprehension. This format provides the opportunity for a considerable breadth of content. Additionally, this offers the learners six exam opportunities, which aids students in becoming confirmable with the assessment process. An added design feature includes a reasonably brief duration between assessments, therefore providing engagement motivation.

Although valuable, the modulated business lessons are merely half the design of this course. Associated with each modulate is an experiential learning activity designed to connect the learners to real-world activities. Each class plans, organizes, researches, and produces a set of six television programs. This assignment provides an opportunity to connect with a learning community. Centenary's Business Program collaborates with its Communications Program who tape and edit the productions. The programs are aired on Centenary College Television (CCTV).

Each program is associated with a specific module and therefore aligns with its topic. The programs include three segments. The first segment is an interview with a business practitioner, the second concentrates on local business news, and the third is a focus on Centenary College. Each class is divided into three groups, with each group assigned to one

of the three projects per module. The groups rotate through all three projects in subsequent weeks.

Collectively, these assignments provide the learner with the opportunity to interact with current business practitioners, as they explore topics in depth. Vast insights are gained from this contact. Additionally, research skills are developed during the data collection phase of the local business news segment. Often students are surprised at the community outside their campus. Business careers become less abstract and more possible to students, thus increasing their focus and motivation.

The focus on Centenary also provides an opportunity for students to study their institution and its valuable resources. Since the finished project is aired on the campus TV station, students are motivated to police the quality of their work, while providing a service to the college community.

Classroom Exercise**Hossein Nouri*****The College of New Jersey***

The following project was conducted in a Managerial Accounting course at the The College of New Jersey (TCNJ) by Dr. Hossein Nouri in coordination with Small Business Development Center (SBDC) of Trenton Business and Technology Center. The following advertisement was made by SBDC:

TCNJ School of Business Professor Nouri and students are gearing up to help 5 companies with valuation assistance including the following topics below as semester projects:

- 1. Break-even analysis*
- 2. Estimate of sales to achieve a target profit*
- 3. Preparation of budget (projected income statement, balance sheet, etc.).*
- 4. Cash flow analysis.*
- 5. Analyses of a company's profitability, liquidity, and solvency.*
- 6. Assistance with make or buy decisions.*
- 7. Assistance with decisions which involve dropping a product or a line-of-business.*
- 8. Assistance with decisions which involve adding a product or a line-of business.*
- 9. Assistance with decisions which involve special orders.*
- 10. Suggestions for improvements.*

Students can work with any company, whether start-ups or existing businesses. They can work also on any type of businesses except not-for-profit organizations.

Businesses/entrepreneurs interested in being considered need only provide a basic outline of a business plan and if available, a summary with some basic financials: projections, current sales and expenses, balance sheet. If financials are not available, they could be prepared by Dr. Nouri and his class.

Four companies, including a not-for-profit company, responded to the advertisement. Teams of four students were assigned to each company with one student responsible to be in contact with the company in receiving information and communication. Students analyzed the company's data based on any of the above options that the company requested, and provided analyses and suggestions to the company. In one case, a company asked students even to criticize its advertising brochure, which the students did.

This project made students realize that what they learned in the managerial accounting course did have real world applications. In addition, it helped smaller companies or start-up companies who could not afford to hire consultants. The project was rewarding to both businesses and students.

Visioning Exercise

K. Mark Weaver

Rowan University

The Visioning Exercise is designed for courses in the Entrepreneurship Specialization and used in the New Venture Development course to make students aware of the scale and scope required of the business plan/ventures they may wish to develop. It is particularly useful as a tool to relate their idealized “vision” of where they will be in 10 years and what that vision means related to starting a business or being employed. The sample questions listed below are used as a guide for the exercise.

1. Assume this is a typical “working” day in **2016/20__** and you are just waking up--- What time is it? Is it day or night?
2. Where are you? Hotel, condo, house, on an airplane, etc? Be specific .
3. Do you see anyone when you wake up? Spouse, significant other, kids, trusted assistant walking in?
4. Where do you work? Home, office, virtual on net from anywhere? - If you identify a PLACE, where are you?
5. How do you get to work? Drive, log on, chauffer, helicopter to the top of your office tower, yacht?
6. What **DO YOU DO?** Describe the next 12-15 hours of work, who you talk to, and what results you expect.

Write a 200 word story that will let us know you, your life and what you are accomplishing. This information will let us know you and help you know other people in the room and may be a tool to help you pick your venture team. **REMEMBER**, you will be sharing this information with us so keep it at least PG-13!!!!!!

Your final task, if you choose to accept it:

Create a life plan that will allow you to reach your life and work goals and live in a manner **YOU** feel is appropriate for you. This is the ultimate purpose of the course, creating your own future in a business, a non profit, a bank, a government position, education or even working for a large firm. **YOUR PLAN, YOUR LIFE.**

The exercise produces responses from the terribly silly to the very moving end of the spectrum. Once the student can define where they want to be, they can use the course and information provided to see what they have to do to achieve their goals. It can work as an introduction device in a class to build some camaraderie, as a goal setting exercise and as a way to work backward from the end point to actions and timelines that will be needed.

Using Business Publications

Shaoping Zhao

The Richard Stockton College of New Jersey

Providing experiential learning modalities in business courses intensifies the learning and retention of course material for students. While case studies, internships, and other actual experiences satisfy this pedagogical design, time constraints may limit such experiences. Shorter experiential learning exercises address this conflict. Moreover, using contemporary information from the world of business provides a meaningful link between classroom theory and its practical application.

One method that has broad application in business courses offered at Stockton involves the use of general business publications. Students are assigned the task of finding one or more articles related to the course material listed in the syllabus. They must read the article and summarize their understanding of the article in a briefly written statement. In addition to describing the content of the article, the student must provide a detailed outline of how it specifically applies to the course material. This can involve research from the assigned course textbook, information databases related to the course, professional pronouncements or other publications and periodicals relevant to the discipline.

Taking the exercise one step further, students are required to present their findings in class. In doing so, they may use one of several presentation styles:

- Power Point slide show of their summary and research on the article, which they must exhibit to the class in a brief (five to ten minutes) presentation, or
- The student describes the story content and its linkage to the course material, and leads a discussion using prepared questions as prompts for their classmates.

This accomplishes two goals:

- (1) The student preparing the presentation has an intense research experience accomplished in a very short period, making it far more palatable than a lengthy term paper or case study, and
- (2) Sharing the presentation with the class disseminates the same information and the reinforcement of the research for the rest of the class.

In order to promote high quality presentations by the students, a sample of how the completed project should be presented in class is provided to the students at the beginning of the semester. Detailed instructions for completing the assignment are included in the course syllabi as well. Then each student is assigned a class meeting date for which they are responsible to provide the article for presentation and discussion.

Through this use of general business publications as a learning resource, students are encouraged to become familiar with commonly used “tools of the trade,” and resources for staying abreast of developments in their respective fields of endeavor. Further, the link between the classroom and the global world of business becomes clearly established through exposure to current news developments and related research of the course content.

Finally, having the students choose articles they believe are demonstrative of the material being covered in class affords another teaching moment for the faculty.

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:

Di Liberto, M. J. F., & Bynoe, A. J. (2005). *Study Guide for use with Issues in Economics Today*. New York: McGraw-Hill Irwin.

Pedagogy: Economics

Caldwell College:

Kandel, A. F., & Tsionas, E. G. (2005). Entrepreneurship: Getting nonnormality right. In A. N. Refenes (Ed.), *Quantitative Methods in Finance* (pp. 381-427). Athens: Dardanosnet.

Economics: Entrepreneurship

Fairleigh Dickinson University:

Gaughan, P. A., & Thornton, R. J. (2005). *Developments in litigation economics* (Contemporary Studies in Economic and Financial Analysis, Volume 87). Oxford: Elsevier.

Economics: Litigation

Gaughan, P. A. (2005). *Mergers: What can go wrong and how to prevent it*. Hoboken: Wiley.

Finance: Mergers & Acquisitions

Gaughan, P. A. (2005). Failed merger: Failed corporate governance? *The Journal of Corporate Accounting & Finance*, 16(2), 3-7.

Finance: Mergers and Acquisitions

Nguyen, V. T., Van Ness, B. F., & Van Ness, R. A. (2005). Archipelago's move towards exchange status: An analysis of Archipelago trading in NYSE and NASDAQ stocks. *Journal of Economics and Business*, 57(6), 541-554.

Finance: Stand-alone Exchanges

Twomey, R.F. (2005). Privacy, restrictive covenants, and intellectual property: Technology and its impact on the employment relationship. *Competition Forum*, 3(1), 254-260.

Legal Studies: Intellectual Property

Fairleigh Dickinson University (continued):

Wischnevsky, J. D. (2005). Change as the winds change: The impact of organizational transformation on firm survival in a shifting environment. *Organizational Analysis*, 12(4), 361-377.

Management: Organizational Change

Wischnevsky, J. D., & Damanpour, F. (2005). Punctuated equilibrium model of organizational transformation: Sources and consequences in the banking industry. In R.W. Woodman, & W. Pasmore (Eds.), *Research in organizational change and development* (Vol. 15, pp. 207-239). Oxford: Elsevier.

Management: Organizational Change

Monmouth University:

He, Y., Kamath, R., & Meier, H. H. (2005). An empirical evaluation of bankruptcy prediction models for small firms: An over-the-counter (OTC) market experience. *Academy of Accounting and Financial Studies Journal*, 9(1), 1-23.

Accounting: Bankruptcy Prediction

He, Y., & Kamath, K. (2005). Bankruptcy prediction of small firms in an individual industry with the help of mixed industry models. *Asia-Pacific Journal of Accounting & Economics*, 12, 19-36.

Accounting: Bankruptcy Prediction

Ashish, C., Paul III, D. P., & Emmett, D. (2005). An exploratory examination of health food advertising: Consumer perceptions, behaviour and acceptance. *Journal of Medical Marketing*, 5(1), 57-65.

Marketing: Healthcare

Ashish, C., Pettry Jr., C. E., & Paul III, D. P. (2005). Telemedicine from a macromarketing viewpoint: A critical evaluation with proposed licensing strategies. *Journal of Nonprofit & Public Sector Marketing*, 13(1/2), 111-135.

Marketing: Healthcare

Montclair State University:

Abdallah, W. M., Firoz, N. M., & Ekeledo, I. (2005). Performance evaluation of foreign subsidiary managers using intracompany pricing. *International Tax Journal*, 31(4), 5-12.

Accounting: International

Kihn, L-A. (2005). Comparing performance measurement approaches in accounting research. *Finnish Journal of Business Economics*, 2, 143-184.

Accounting: International

Choi, Y., & Yoon, Y. (2005). Compensating balance: A comment. *The International Journal of Banking and Finance*, 2(1), 83-98.

Finance: Compensating Balances

Kihn, L-A. (2005). An empirical investigation of the use and success of budgetary control and information systems. In E. K. Laitinen, & T. Laitinen (Eds.), *Contributions to accounting, finance, and management science. Essays in honour of Professor Timo Salmi* (pp. 109-131). Acta Wasaensia No. 143.

Finance: International

Yang, J. G. S., & Chang, C. (2005). An investor's loophole: How to reduce the tax liability on interest and dividends. *TAXPRO Quarterly Journal*, Winter, 18-23.

Taxation: Dividends & Capital Gains

Montclair State University (continued):

Yang, J. G. S., Chang, C., & Xing, R. (2005). Current status of internet commerce taxation. *Journal of State Taxation*, 23(3), 5-12.

Taxation: e-commerce

Meziani, A. S., & Yang, J. G. S. (2005). Use exchange traded funds to harvest tax losses. *Practical Tax Strategies*, 74(5), 272-280.

Taxation: Exchange Traded Funds

Jeffers, A.E., Kleinfeld, D., & Yang, J. G. S. (2005). Compliance implication of the 2004 tax reform on offshore financial services. *International Tax Journal*, 31(3), 5-16.

Taxation: International

Jeffers, A. E., Kleinfeld, D., & Yang, J. G. S. (2005). Tax planning with offshore trusts after the Jobs Creation Act of 2004. *Journal of International Taxation*, 16(9), 44-51.

Taxation: Offshore Trusts

New Jersey Institute of Technology:

Passerini, K., & Patten, K. (2005). Preparing IT organizations for the mobile revolution. *Cutter IT Journal*, 18(8), 19-27.

Information Technology: Broadband Impact

Fjermestad, J., & Saitta, J. (2005). A strategic management framework for IT outsourcing: A review of the literature and the development of a success factors model. *Journal of Information Technology Case and Application Research*, 7(3), 42-60.

Information Technology: Outsourcing

Kudyba, S. (2005). Enhancing the transfer of knowledge resources through effective utilization of labor and technology in a global organization: A case study of Bovis Lend Lease Inc.'s global knowledge transfer system. *Knowledge and Process Management*, 12(2), 132 - 139.

Management: Global Knowledge Transfer

Kudyba, S., Hamar, G. B., & Gandy, W. M. (2005). Enhancing efficiency in the health care industry. *Communications of the ACM*, 48(12), 107-110.

Management: Healthcare

Schneider, M. (2005). The status of U.S. public pension plans: A review with policy considerations. *Review of Public Personnel Administration*, 25(2), 107-137.

Management: Pension Plans

New Jersey Institute of Technology (continued):

Fisher, C. M., Barfield, J., Li, J., & Mehta, R. (2005). Retesting a model of the Deming management method. *Total Quality Management*, 16(3), 401-413.

Management: Quality Management

Fjermestad, J. (2005). Virtual group strategic decision making using structured conflict and consensus approaches. *International Journal of e-Collaboration*, 1(1), 43-61.

Management: Strategic Decision-making

Rider University:

Meric, I., Prober, L., Kim, J., & Meric, G. (2005). A comparison of the financial characteristics of U.S., U.K., German, and French manufacturing firms. *Journal of International Business and Economy, Fall*, 67-80.

Finance: International

Procaccino, J. D., Verner, J. M., Darter, M. E., & Amadio, W. J. (2005). Toward predicting software development success from the perspective of practitioners: An exploratory Bayesian model. *Journal of Information Technology, 20*(3), 187-200.

Information Technology: Software Development

Procaccino, J. D., Verner, J. M., Shelfer, K. M., & Gefen, D. (2005). What do software practitioners really think about project success: An exploratory study. *The Journal of Systems & Software, 78*(2), 194-203.

Information Technology: Software Development

Reitman, F., & Schneer, J.A. (2005). The long-term negative impacts of managerial career interruptions: A longitudinal study of men and women MBAs. *Group & Organization Management, 30*(3), 243-262.

Management: Impact of Career Interruptions

Rider University (continued):

Gao, Z. (2005). Harmonious regional advertising regulation? A comparative examination of government advertising regulation in China, Hong Kong, and Taiwan. *Journal of Advertising*, 34(3), 75-87.

Marketing: Advertising

Gallay, R. (2005). Mortgage decision... lower payment or faster payoff ? *The Journal of American Academy of Business*, 7(1), 208-212.

Marketing: Home Financing

Agoglia, C. P., Brown, K. F., & Sanchez, M. H. (2005). Teaching the “real world”: How you can make a difference in the classroom. *The Tennessee CPA Journal*, April, 30-31.

Pedagogy: Accounting

Cook, R. G., & Belliveau, P. (2005). *The experiential student team consulting process*. Indianapolis: Dog Ear Publishing.

Pedagogy: Management

Rowan University:

Kyj, L., & Isik, I. (2005). Effects of production scale, location and foreign participation on bank efficiency in a transition economy: The Ukrainian experience. In E. Kaynak, & T. D. Harcar (Eds.), *International Management Development Research Yearbook* (Vol. XIV, pp. 609-616). Pennsylvania: International Management Development Association.

Finance: Commercial Banks

Meric, I., Prober, L., Kim, J., & Meric, G. (2005). A comparison of the financial characteristics of U.S., U.K., German, and French manufacturing firms. *Journal of International Business and Economy*, Fall, 67-80.

Finance: International

Chung, S., & Wei, P. (2005). The relationship between bid-ask spreads and holding periods: The case of Chinese A and B shares. *Global Finance Journal*, 15(3), 239-249.

Finance: International Stock Markets

Schoen, E. J., & Falchek, J. S. (2005). The do-not-call registry trumps commercial speech. *Michigan State Law Review*, Summer(2), 483-540.

Legal Studies: Do-not-call Registry

Rowan University (continued):

Schoen, E. J., Falchek, J. S., & Hogan, M. M. (2005). The Alien Tort Claims Act of 1789: Globalization of business requires globalization of law and ethics. *Journal of Business Ethics*, 62(1), 41-56.

Legal Studies: Globalization

Kickul, J., & D'Intino, R. S. (2005). Measure for measure: Modeling entrepreneurial self-efficacy onto instrumental tasks within the new venture creation process. *New England Journal of Entrepreneurship*, 8(2), 39-48.

Management: Entrepreneurship

Weaver, K. M. (2006). Product innovation and entrepreneurship. In M. A. Hitt, & R. D. Ireland (Eds.), *The Blackwell encyclopedia of management - entrepreneurship* (pp. 208-213). Malden, MA: Blackwell Publishing.

Management: Innovation & Entrepreneurship

Mirchandani, D., & Condo, A. (2005). Doing business in Costa Rica. *Thunderbird International Business Review*, 47(3), 335-363.

Management: International

Rowan University (continued):

Hamilton, D. M., & Schoen, E. J. (2005). Same song, second verse: Evaluation and improvement of an established assessment program. In K. Martell, & T. Calderone (Eds.), *Assessment of student learning in business schools: Best practices each step of the way* (Assessment in the Disciplines, Vol. 1, No. 2, pp. 138-153). Tallahassee, FL: Association for Institutional Research.

Pedagogy: Assessment

Rutgers University - Camden:

Vance, D. E. (2005). *Raising capital*. New York: Springer.

Accounting: Raising Capital

Michelfelder, R. A., & Pandya, S. (2005). Volatility of stock returns: Emerging and mature markets. *Managerial Finance*, 31(2), 66-86.

Finance: Stock Returns

Haar, J. M., Spell, C. S., & O'Driscoll, M. P. (2005). Exploring work-family backlash in a public organisation. *The International Journal of Public Sector Management*, 18(7), 604-614.

Management: Human Resources

Spell, C. S., & Blum, T. C. (2005). Adoption of workplace substance abuse prevention programs: Strategic choice and institutional perspectives. *Academy of Management Journal*, 48(6), 1125-1142.

Management: Substance Abuse

Porter, G. (2005). A career work ethic versus just a job. *Journal of European Industrial Training*, 29(4), 336-352.

Management: Work Ethic

Rutgers University – Camden (continued):

Morrin, M., & Chebat, J. (2005). Person-place congruency: The interactive effects of shopper style and atmospherics on consumer expenditures. *Journal of Service Research*, 8(2), 181-191.

Marketing: Consumer

Schindler, R. M., Morrin, M., & Bechwati, N. N. (2005). Shipping charges and shipping-charge skepticism: Implications for direct marketers' pricing formats. *Journal of Interactive Marketing*, 19(1), 41-53.

Marketing: Pricing Format

Bizer, G. Y., & Schindler, R. M. (2005). Direct evidence of ending-digit drop-off in price information processing. *Psychology & Marketing*, 22(10), 771-783.

Marketing: Pricing Format

Schindler, R. M., & Bickart, B. (2005). Published word of mouth: Referable, consumer-generated information on the Internet. In C. P. Haugtvedt, K. A. Machleit, & R. F. Yalch (Eds.), *Online consumer psychology: Understanding and influencing consumer behavior in the virtual world* (pp. 35-61). Hillsdale, NJ: Lawrence Erlbaum Associates.

Marketing: Word-of-mouth

Rutgers University - Newark and New Brunswick:

Vasarhelyi, M. A., Bonson, E., & Hoitash, R. (2005). *Artificial intelligence in accounting and auditing: International perspectives*, Vol. 6. Princeton: Markus Wiener Publishers.

Accounting: Artificial Intelligence

Vasarhelyi, M.A. (2005). Towards an intelligent assurance services. In M. A. Vasarhelyi, E. Bonson, & R. Hoitash (Eds.), *Artificial intelligence in accounting and auditing: International perspectives* (Vol. 6, pp. 2-14). Princeton: Markus Wiener Publishers.

Accounting: Artificial Intelligence

Vasarhelyi, M.A., Bonson, E., & Hoitash, R. (2005). Preface: The evolving paradigms of artificial intelligence and expert systems: An international view. In M.A. Vasarhelyi, E. Bonson, & R. Hoitash (Eds.), *Artificial intelligence in accounting and auditing: International perspectives* (Vol. 6, pp. vii - x). Princeton: Markus Wiener Publishing.

Accounting: Artificial Intelligence

Vasarhelyi, M.A., & Hoitash, R.(2005). Intelligent software agents in accounting: An evolving scenario. In M.A. Vasarhelyi, E. Bonson, & R. Hoitash (Eds.), *Artificial intelligence in accounting and auditing: International perspectives* (Vol. 6, pp. 48-78). Princeton: Markus Wiener Publishing.

Accounting: Artificial Intelligence

Rutgers University - Newark and New Brunswick (continued):

Bovee, M., Kogan, A., Nelson, K., Srivastava, R. P., & Vasarhelyi, M. A. (2005). Financial reporting and auditing agent with net knowledge (FRAANK) and extensible business reporting language (XBRL). *Journal of Information Systems*, 19(1), 19-41.

Accounting: Auditing

Alles, M. G., Kogan, A., & Vasarhelyi, M. A. (2005). Implications of Section 201 of the Sarbanes-Oxley Act: The role of the audit committee in managing the informational costs of the restriction on auditors engaging in consulting. *International Journal of Disclosure and Governance*, 2(1), 9-26.

Accounting: Auditing

Vasarhelyi, M., & Debreceeny, R.S., et al. (2005). Financial reporting in XBRL on the SEC's EDGAR system: A critique and evaluation. *Journal of Information Systems*, 19(2), 191-210.

Accounting: Financial Reporting in XBRL

Yang, D. C., Vasarhelyi, M. A., Liu, C., & Shima, K. (2005). An empirical study of net assets disclosure: Inflation accounting revisited. *International Journal of Business*, 10(4), 403-422.

Accounting: Net Assets

Carare, O., & Rothkopf, M. (2005). Slow Dutch auctions. *Management Science*, 51(3), 365-373.

Decision Sciences: Auctions

Rutgers University - Newark and New Brunswick (continued):

Cheema, A., Popkowski Leszczyc, P. T. L., Bagchi, R., Bagozzi, R. P., Cox, J. C., Dholakia, U. M., Greenleaf, E.A., Pazgal, A., Rothkopf, M. H., Shen, M., Sunder, S., & Zeithammer, R. (2005). Economics, psychology, and social dynamics of consumer bidding in auctions. *Marketing Letters* 16(3/4), 401-413.

Decision Sciences: Auctions

O'Neill, R. P., Sotkiewicz, P.M., Hobbs, B. F., Rothkopf, M. H., & Stewart Jr., W. R. (2005). Efficient market-clearing prices in markets with nonconvexities. *European Journal of Operational Research*, 164(1), 269-285.

Decision Sciences: Auctions

O'Neill, R.P., Baldick, R., Helman, U., Rothkopf, M.H., & Stewart Jr., W. (2005). Dispatchable transmission in RTO markets. *IEEE Transactions on Power Systems*, 20(1), 171-179 .

Decision Sciences: Auctions

Park, S., & Rothkopf, M. H. (2005). Auctions with bidder-determined allowable combinations. *European Journal of Operational Research*, 161(2), 399-415.

Decision Sciences: Auctions

Rutgers University - Newark and New Brunswick (continued):

Pekec, A., & Rothkopf, M. H. (2005). Non-computational approaches to mitigating computational problems in combinatorial auctions. In P. Cramton, Y. Shoham, & R. Steinberg (Eds.), *Combinatorial auctions* (pp. 395-411). Cambridge, MA: MIT Press.

Decision Sciences: Auctions

Elmaghraby, W., Keskinocak, P., & Rothkopf, M. (2005). Introduction, special issue on dynamic pricing policies in electronic commerce. *Electronic Commerce Research*, 5(2), 175-180.

Decision Sciences: e-commerce

Rothkopf, M. H. (2005). IFORS' operational research hall of fame: Hugh Jordan Miser. *International Transactions in Operations Research*, 12(2), 259-262.

Decision Sciences: Professionalism

Rothkopf, M. H., & Bazelon, C. (2005). Combinatorial interlicense competition: Spectrum deregulation without confiscation or giveaways? In M. Crew, & M. Spiegel (Eds.), *Obtaining the best from regulation and competition* (pp. 135-159). Boston, MA: Kluwer Academic Publishers.

Decision Sciences: Telecommunications

Rutgers University - Newark and New Brunswick (continued):

Rothkopf, M. H. (2005). Editorial: The sixth *Interfaces* ranking of universities' contributions to the practice literature. *Interfaces*, 35(5), 425-428.

Decision Sciences: University Rankings

Cantwell, J. A. (2005). Too little or too much? In S. Passow, & M. Runnbeck, (Eds.) *What's next? Strategic views on foreign direct investment* (pp. 32-37). Stockholm: Invest in Sweden Agency.

Management: Foreign Direct Investment

Cantwell, J. A. (2005). Innovation and competitiveness. In J. Fagerberg, D. C. Mowery, & R.R. Nelson (Eds.), *The Oxford handbook of innovation* (pp. 543-567). Oxford: Oxford University Press.

Management: Innovation

Cantwell, J. A., & Zhang, Y. (2005). Japan's R&D internationalization and its institutional environment. In M.J. Oesterle, & J. Wolf (Eds.), *Internationalization and institutions* (pp. 297-330). Wiesbaden: Gabler.

Management: International R&D

Rutgers University - Newark and New Brunswick (continued):

Cantwell, J. A. (2005). MNCs, local clustering, and science-technology relationships. In G.D. Santangelo (Ed.), *Technological change and economic catch-up: The role of science and multinationals* (pp. 75-94). Cheltenham: Edward Elgar.

Management: Location Impact on Technology

Cantwell, J. A., & Iammarino, S. (2005). The technological innovation of multinational corporations in the French regions. *Revue d'Économie Industrielle*, 109, 9-28.

Management: Location Impact on Technology

Cantwell, J. A., & Piscitello, L. (2005). Recent location of foreign-owned R&D activities by large multinational corporations in the European regions: The role of spillovers and externalities. *Regional Studies*, 39, 1-16.

Management: Location Impact on Technology

Cantwell, J. A., & Glac, K. (2005). TNCs, locational clustering and the process of economic development. In L. Cuyvers, & F. De Beule (Eds.), *Transnational corporations and economic development: From internationalisation to globalisation* (pp. 84-101). London: Palgrave Macmillan.

Management: Multinational Clustering

Rutgers University - Newark and New Brunswick (continued):

Cantwell, J. A., & Iguchi, C. (2005). Effects of backward linkages to local suppliers' development path: The case of the Malaysian electrical and electronics industry. In A. Giroud, A.T. Mohr, & D. Yang, (Eds.) *Multinationals and Asia: Organizational and institutional relationships* (pp. 54-71) London: Routledge.

Management: Multinational Organizational Linkages

Wischnevsky, J. D., & Damanpour, F. (2005). Punctuated equilibrium model of organizational transformation: Sources and consequences in the banking industry. In R.W. Woodman, & W. Pasmore (Eds.), *Research in organizational change and development* (Vol. 15, pp. 207-239). Oxford: Elsevier.

Management: Organizational Change

Cantwell, J. A., & Mudambi, R. (2005). MNE competence-creating subsidiary mandates. *Strategic Management Journal*, 27, 1109-1128.

Management: Subsidiary Competence

Cantwell, J. A. (2005). Financial and non-financial theories of international diversification. In A. Verbeke (Ed.), *Internalization, international diversification and the MNE: Essays in honor of Alan M. Rugman* (Series on Research in Global Strategic Management, Vol. 11, pp. 59-73). Amsterdam: Elsevier.

Management: Technological Diversification

Seton Hall University:

De Mesa Graziano, C., & Holtzman, M. P. (2005). *Management's reports on internal controls*. Florham Park, NJ: Financial Executives Research Foundation.

Accounting: Disclosures

Holtzman, M. P. (2005). New tabular disclosures of commercial commitments. *Commercial Lending Review*, March-April, 3-9.

Accounting: Disclosures

Holtzman, M. P., & de Mesa Graziano, C. (2005). Are regulations changing management reports? *Financial Executive*, December, 53-55.

Accounting: Disclosures

Abdallah, W. M., Firoz, N. M., & Ekeledo, I. (2005). Performance evaluation of foreign subsidiary managers using intracompany pricing. *International Tax Journal*, 31(4), 5-12.

Accounting: International

Choi, Y., & Yoon, Y. (2005). Compensating balance: A comment. *The International Journal of Banking and Finance*, 2(1), 83-98.

Finance: Compensating Balances

Seton Hall University (continued):

McGee, R. W., & Yoon, Y. (2005). Enhancing efficiency of government budget and fiscal policy. In *Current economic issues of Korea* (pp. 402-415). Seoul: Korea Development Institute.

Finance: International

Anderson, R. I., & Loviscek, A. L. (2005). In search of information content: Portfolio performance of *The 100 Best Stocks to Own in America*. *Financial Services Review*, 14(2), 97-109.

Finance: Investment Advice

Loviscek, A. (2005). Searching for information content: Portfolio performance of *Business Week's top 50 stocks*. *Journal of the Academy of Finance*, 3(2), 68-77.

Finance: Investment Advice

Kumar, A., & Shim, S. (2005). Using computer simulation for surgical care process reengineering in hospitals. *INFOR*, 43(4), 303 - 319.

Information Technology: Healthcare

Shim, S., & Kumar, A. (2005). Selection and diversification of market segments for robotics products. *Industrial Robot: An International Journal*, 32(5), 401-407.

Information Technology: Robotics

Seton Hall University (continued):

Hunter, R.J. (2005). Differentiating between resident and nonresident hunters: A violation of equal protection, discrimination against interstate commerce, or rationally based? *Business Law Review*, 38, 69-89.

Legal Studies: Nonresidential Hunters

Hunter, Jr., R. J. (2005). An "insider's" guide to the legal liability of sports contest officials. *Marquette Sports Law Review*, 15(2), 369-414.

Legal Studies: Sports Officiating

Stoever, W. A. (2005). Restructuring FDI policy in emerging economies: The Republic of Korea case. *Thunderbird International Business Review*, 47(5), 555-574.

Management: Foreign Direct Investment

Yin, J. Z. (2005). China's accession to World Trade Organization. In A. Chen, G. Liu, & K. Zhang (Eds.), *China today: An encyclopedia of life in the People's Republic* (pp. 716-718). Westport, CT: Greenwood Press.

Management: International

Yin, J. Z. (2005). Energy industries. In A. Chen, G. Liu, & K. Zhang (Eds.), *China today: An encyclopedia of life in the People's Republic* (pp. 148-150). Westport, CT: Greenwood Press.

Management: International

Seton Hall University (continued):

Olson, J. W., & Stoeber, W. A. (2005). Vendors in Brazil: Negotiating an international technology transfer. *Thunderbird International Business Review*, 47(5), 627-638.

Management: International

Amar, A. D. (2005). Reward the psyche to motivate the mind: The formula for higher innovation and productivity from knowledge workers. In V. V. Ramani (Ed.), *Employee rewards and recognition* (pp. 123-128). Hyderabad, India: ICFAI University Press.

Management: Knowledge Workers

Lozada, H. R., Hunter, R. J., & Kritz, G. H. (2005). Master franchising as an entry strategy: Marketing and legal implications. *The Coastal Business Journal*, 4(1), 16-28.

Marketing: Franchising

Lozada, H. R., & Fishler, R. (2005). Marketing a country: Investment promotion agencies and the WWW. *European Journal of Economics, Finance and Administrative Sciences*, 1(1), 20-32.

Marketing: Investment Promotion Agencies

Lozada, H. R. (2005). ISO 14000 Certification: Evolution, revolution or bust? *European Journal of Economics, Finance and Administrative Sciences*, 1(2), 28-34.

Marketing: ISO Certification Impact

Seton Hall University (continued):

Kritz, G. H. (2005). The antecedents of product trial: An initial investigation of a product trial model. *Journal of Business and Behavioral Sciences*, 12(2), 58-86.

Marketing: Product Trials

Holtzman, M. P. (2005). Instructor's resource manual to accompany F. Phillips, R. Libby, & P. Libby (Eds.), *Fundamentals of financial accounting*. New York: McGraw-Hill Irwin.

Pedagogy: Accounting

Epstein, S., Dickman, B., & Wilamowsky, Y. (2005). Case study: Structured Settlements? *Journal of College Teaching and Learning*, 2(1), 37-46.

Pedagogy: Decision Sciences:

Azriel, J. A., Erthal, M. J., & Starr, E. (2005). Answers, questions, and deceptions: What is the role of games in business education? *Journal of Education for Business*, 81(1), 9-13.

Pedagogy: Management

Easton, R. W. (2005). Court again considers estate tax implications of an FLP. *Practical Tax Strategies*, 75(3), 152-160.

Taxation: Family Limited Partnerships

Seton Hall University (continued):

Easton, R. W. (2005). Is the ultimate solution to viability of FLP discount technique to be found in further litigation? *The Tax Magazine*, 83(9), 27-32, 67-68.

Taxation: Family Limited Partnerships

Easton, R. W. (2005). Courts disagree on application of section 2036 exception to FLPS. *Practical Tax Strategies*, 74(1), 35-43.

Taxation: Family Limited Partnerships

Hunter Jr., R. J., Shapiro, R. E., & Ryan, L. (2005). A comprehensive and contextual review of Polish taxation in 2005. *International Tax Journal*, 31(4), 23-36.

Taxation: Poland

Stevens Institute of Technology:

Fallah, M. H., & Ibrahim S. E. (2005). Innovation and dynamics of knowledge creation. *International Journal of Knowledge, Culture and Change Management*, 4, 479-488.

Management: Innovation

Ibrahim, S., & Fallah, M. H. (2005). Drivers of innovation and influence of technological clusters. *Engineering Management Journal*, 17(3), 33-41.

Management: Innovation

Hambrick, D.C., Finkelstein, S., & Mooney, A.C. (2005). Executive job demands: New insights for explaining strategic decisions and leader behaviors. *Academy of Management Review*, 30(3), 472-491.

Management: Leadership Behavior

Chen, J., Reilly, R. R., & Lynn, G. S. (2005). The impacts of speed-to-market on new product success: The moderating effects of uncertainty. *IEEE Transactions on Engineering Management*, 52(2), 199-212.

Management: New Product Development

Fallah, M. H. (2005). Telecommunications evolution and inequities of current tax policies: A case analysis for New Jersey. *Telecommunications Policy*, 29(4), 255-268.

Management: Telecommunications

The College of New Jersey:

Nouri, H., Parker, R. J., & Sumanta, S. (2005). Students' perceptions of work in public accounting and employment preferences. *Accounting Education*, 14(3), 293-311.

Accounting: Student Perceptions of Public Accounting Employment

Rashed, J. A., Samanta, S. K., & Webb, M. A. (2005). Exchange rate risk and trade in a developing country: The case of Jordan. *The Middle East Business and Economic Review*, 17(1), 29-40.

Economics: Exchange Rate Risk

Vandegrift, D., & Brown, P. (2005). Gender differences in the use of high-variance strategies in tournament competition. *The Journal of Socio-Economics*, 34(6), 834-849.

Economics: Gender Differences Toward Risk

Leven, B. (2005). Corruption and reforms: A case of Poland 's medical sector. *Communist and Post-Communist Studies*, 38(4), 447-455.

Economics: International

Leven, B. (2005). New developments in Poland 's emigration - the EU factor. *Journal of East-West Business*, 12(1), 49-64.

Economics: International

The College of New Jersey (continued):

Rashed, J. A., & Samanta, S. K. (2005). The productivity–wage gap and the recent stock price increase: An analysis. *International Review of Economics & Finance*, 14(2), 169-180.

Economics: Productivity-wage Gap Impact on Stock Prices

Nouri, H., & Shahid, A. (2005). The effect of PowerPoint™ presentations on student learning and attitudes. *Global Perspectives on Accounting Education*, 2(1), 53-73.

Pedagogy: Accounting

Nouri, H., & Clinton, B. D. (2005). The effects of gender, mental imagery, and PowerPoint™ presentation on student attitudes. In B. N. Schwartz, & J. E. Ketz (Eds.), *Advances in accounting education: Teaching and curriculum innovations* (Vol. 7, pp. 253-275). Oxford: Elsevier.

Pedagogy: Accounting

Wallace, P., & Clariana, R.B. (2005). Test mode familiarity and performance—gender and race comparisons of test scores among computer-literate students in advanced information systems courses. *Journal of Information Systems Education*, 16(2), 177-182.

Pedagogy: Information Technology

Wallace, P., & Clariana, R.B. (2005). Perception versus reality—determining business students' computer literacy skills and need for instruction in information concepts and technology. *Journal of Information Technology Education*, 4, 141-151.

Pedagogy: Information Technology

The Richard Stockton College of New Jersey:

Latourette, A. W. (2005). Sex discrimination in the legal profession: Historical and contemporary perspectives. *Valparaiso University Law Review*, 39(4), 859-909.

Legal Studies: Gender Discrimination

Holtzman, D.M., Kruger, E.J., & Srock, C.D. (2005). Generational diversity role-play exercise. In C.P. Harvey, & M. J. Allard (Eds.), *Understanding and managing diversity: Readings, cases, and exercises, third edition* (pp. 129-137). Upper Saddle River, NJ: Pearson Prentice Hall.

Pedagogy: Management

William Paterson University:

Carter, T. (2005). *Customer advisory boards: A strategic tool. The encyclopedia of strategic marketing management, Vol. 9.* Delhi: Jaico.

Marketing: Customer Advisory Boards

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: Artificial Intelligence

Vasarhelyi, M. A., Bonson, E., & Hoitash, R. (2005). *Artificial intelligence in accounting and auditing: International perspectives, Vol. 6*. Princeton: Markus Wiener Publishers.

Vasarhelyi, M.A. (2005). Towards an intelligent assurance services. In M. A. Vasarhelyi, E. Bonson, & R. Hoitash (Eds.), *Artificial intelligence in accounting and auditing: International perspectives* (Vol. 6, pp. 2-14). Princeton: Markus Wiener Publishers.

Vasarhelyi, M.A., Bonson, E., & Hoitash, R. (2005). Preface: The evolving paradigms of artificial intelligence and expert systems: An international view. In M.A. Vasarhelyi, E. Bonson, & R. Hoitash (Eds.), *Artificial intelligence in accounting and auditing: International perspectives* (Vol. 6, pp. vii - x). Princeton: Markus Wiener Publishing.

Vasarhelyi, M.A., & Hoitash, R.(2005). Intelligent software agents in accounting: An evolving scenario. In M.A. Vasarhelyi, E. Bonson, & R. Hoitash (Eds.), *Artificial intelligence in accounting and auditing: International perspectives* (Vol. 6, pp. 48-78). Princeton: Markus Wiener Publishing.

Accounting: Auditing

Alles, M. G., Kogan, A., & Vasarhelyi, M. A. (2005). Implications of Section 201 of the Sarbanes-Oxley Act: The role of the audit committee in managing the informational costs of the restriction on auditors engaging in consulting. *International Journal of Disclosure and Governance*, 2(1), 9-26.

Accounting: Auditing (continued)

Bovee, M., Kogan, A., Nelson, K., Srivastava, R. P., & Vasarhelyi, M. A. (2005). Financial reporting and auditing agent with net knowledge (FRAANK) and extensible business reporting language (XBRL). *Journal of Information Systems*, 19(1), 19-41.

Accounting: Bankruptcy Prediction

He, Y., Kamath, R., & Meier, H. H. (2005). An empirical evaluation of bankruptcy prediction models for small firms: An over-the-counter (OTC) market experience. *Academy of Accounting and Financial Studies Journal*, 9(1), 1-23.

He, Y., & Kamath, K. (2005). Bankruptcy prediction of small firms in an individual industry with the help of mixed industry models. *Asia-Pacific Journal of Accounting & Economics*, 12, 19-36.

Accounting: Disclosures

De Mesa Graziano, C., & Holtzman, M. P. (2005). *Management's reports on internal controls*. Florham Park, NJ: Financial Executives Research Foundation.

Holtzman, M. P. (2005). New tabular disclosures of commercial commitments. *Commercial Lending Review*, March-April, 3-9.

Accounting: Disclosures (continued)

Holtzman, M. P., & de Mesa Graziano, C. (2005). Are regulations changing management reports? *Financial Executive*, December, 53-55.

Accounting: Financial Reporting in XBRL

Vasarhelyi, M., & Debreceeny, R.S., et al. (2005). Financial reporting in XBRL on the SEC's EDGAR system: A critique and evaluation. *Journal of Information Systems*, 19(2), 191-210.

Accounting: International

Abdallah, W. M., Firoz, N. M., & Ekeledo, I. (2005). Performance evaluation of foreign subsidiary managers using intracompany pricing. *International Tax Journal*, 31(4), 5-12.

Kihn, L-A. (2005). Comparing performance measurement approaches in accounting research. *Finnish Journal of Business Economics*, 2, 143-184.

Accounting: Net Assets

Yang, D. C., Vasarhelyi, M. A., Liu, C., & Shima, K. (2005). An empirical study of net assets disclosure: Inflation accounting revisited. *International Journal of Business*, 10(4), 403-422.

Accounting: Raising Capital

Vance, D. E. (2005). *Raising capital*. New York: Springer.

Accounting: Student Perceptions of Public Accounting Employment

Nouri, H., Parker, R. J., & Sumanta, S. (2005). Students' perceptions of work in public accounting and employment preferences. *Accounting Education*, 14(3), 293-311.

Decision Sciences: Auctions

Carare, O., & Rothkopf, M. (2005). Slow Dutch auctions. *Management Science*, 51(3), 365-373.

Cheema, A., Popkowski Leszczyc, P. T. L., Bagchi, R., Bagozzi, R. P., Cox, J. C., Dholakia, U. M., Greenleaf, E.A., Pazgal, A., Rothkopf, M. H., Shen, M., Sunder, S., & Zeithammer, R. (2005). Economics, psychology, and social dynamics of consumer bidding in auctions. *Marketing Letters* 16(3/4), 401-413.

O'Neill, R. P., Sotkiewicz, P.M., Hobbs, B. F., Rothkopf, M. H., & Stewart Jr., W. R. (2005). Efficient market-clearing prices in markets with nonconvexities. *European Journal of Operational Research*, 164(1), 269-285.

Decision Sciences: Auctions (continued)

O'Neill, R.P., Baldick, R., Helman, U., Rothkopf, M.H., & Stewart Jr., W. (2005). Dispatchable transmission in RTO markets. *IEEE Transactions on Power Systems*, 20(1), 171-179 .

Park, S., & Rothkopf, M. H. (2005). Auctions with bidder-determined allowable combinations. *European Journal of Operational Research*, 161(2), 399-415.

Pekec, A., & Rothkopf, M. H. (2005). Non-computational approaches to mitigating computational problems in combinatorial auctions. In P. Cramton, Y. Shoham, & R. Steinberg (Eds.), *Combinatorial auctions* (pp. 395-411). Cambridge, MA: MIT Press.

Decision Sciences: e-commerce

Elmaghraby, W., Keskinocak, P., & Rothkopf, M. (2005). Introduction, special issue on dynamic pricing policies in electronic commerce. *Electronic Commerce Research*, 5(2), 175-180.

Decision Sciences: Professionalism

Rothkopf, M. H. (2005). IFORS' operational research hall of fame: Hugh Jordan Miser. *International Transactions in Operations Research*, 12(2), 259-262.

Decision Sciences: Telecommunications

Rothkopf, M. H., & Bazelon, C. (2005). Combinatorial interlicense competition: Spectrum deregulation without confiscation or giveaways? In M. Crew, & M. Spiegel (Eds.), *Obtaining the best from regulation and competition* (pp. 135-159). Boston, MA: Kluwer Academic Publishers.

Decision Sciences: University Rankings

Rothkopf, M. H. (2005). Editorial: The sixth *Interfaces* ranking of universities' contributions to the practice literature. *Interfaces*, 35(5), 425-428.

Economics: Entrepreneurship

Kandel, A. F., & Tsionas, E. G. (2005). Entrepreneurship: Getting nonnormality right. In A. N. Refenes (Ed.), *Quantitative Methods in Finance* (pp. 381-427)Athens: Dardanosnet.

Economics: Exchange Rate Risk

Rashed, J. A., Samanta, S. K., & Webb, M. A. (2005). Exchange rate risk and trade in a developing country: The case of Jordan. *The Middle East Business and Economic Review*, 17(1), 29-40.

Economics: Gender Differences Toward Risk

Vandegrift, D., & Brown, P. (2005). Gender differences in the use of high-variance strategies in tournament competition. *The Journal of Socio-Economics*, 34(6), 834-849.

Economics: International

Leven, B. (2005). Corruption and reforms: A case of Poland 's medical sector. *Communist and Post-Communist Studies*, 38(4), 447-455.

Leven, B. (2005). New developments in Poland 's emigration - the EU factor. *Journal of East-West Business*, 12(1), 49-64.

Economics: Litigation

Gaughan, P. A., & Thornton, R. J. (2005). *Developments in litigation economics* (Contemporary Studies in Economic and Financial Analysis, Volume 87). Oxford: Elsevier.

Economics: Productivity-wage Gap Impact on Stock Prices

Rashed, J. A., & Samanta, S. K. (2005). The productivity–wage gap and the recent stock price increase: An analysis. *International Review of Economics & Finance*, 14(2), 169-180.

Finance: Commercial Banks

Kyj, L., & Isik, I. (2005). Effects of production scale, location and foreign participation on bank efficiency in a transition economy: The Ukrainian experience. In E. Kaynak, & T. D. Harcar (Eds.), *International Management Development Research Yearbook* (Vol. XIV, pp. 609-616). Pennsylvania: International Management Development Association.

Finance: Compensating Balances

Choi, Y., & Yoon, Y. (2005). Compensating balance: A comment. *The International Journal of Banking and Finance*, 2(1), 83-98.

Finance: International

Kihn, L-A. (2005). An empirical investigation of the use and success of budgetary control and information systems. In E. K. Laitinen, & T. Laitinen (Eds.), *Contributions to accounting, finance, and management science. Essays in honour of Professor Timo Salmi* (pp. 109-131). Acta Wasaensia No. 143.

McGee, R. W., & Yoon, Y. (2005). Enhancing efficiency of government budget and fiscal policy. In *Current economic issues of Korea* (pp. 402-415). Seoul: Korea Development Institute.

Finance: International (continued)

Meric, I., Prober, L., Kim, J., & Meric, G. (2005). A comparison of the financial characteristics of U.S., U.K., German, and French manufacturing firms. *Journal of International Business and Economy*, Fall, 67-80.

Finance: International Stock Markets

Chung, S., & Wei, P. (2005). The relationship between bid–ask spreads and holding periods: The case of Chinese A and B shares. *Global Finance Journal*, 15(3), 239-249.

Finance: Investment Advice

Anderson, R. I., & Loviscek, A. L. (2005). In search of information content: Portfolio performance of *The 100 Best Stocks to Own in America*. *Financial Services Review*, 14(2), 97-109.

Loviscek, A. (2005). Searching for information content: Portfolio performance of *Business Week's top 50 stocks*. *Journal of the Academy of Finance*, 3(2), 68-77.

Finance: Mergers & Acquisitions

Gaughan, P. A. (2005). *Mergers: What can go wrong and how to prevent it*. Hoboken: Wiley.

Finance: Mergers and Acquisitions (continued)

Gaughan, P. A. (2005). Failed merger: Failed corporate governance? *The Journal of Corporate Accounting & Finance*, 16(2), 3-7.

Finance: Stand-alone Exchanges

Nguyen, V. T., Van Ness, B. F., & Van Ness, R. A. (2005). Archipelago's move towards exchange status: An analysis of Archipelago trading in NYSE and NASDAQ stocks. *Journal of Economics and Business*, 57(6), 541-554.

Finance: Stock Returns

Michelfelder, R. A., & Pandya, S. (2005). Volatility of stock returns: Emerging and mature markets. *Managerial Finance*, 31(2), 66-86.

Information Technology: Broadband Impact

Passerini, K., & Patten, K. (2005). Preparing IT organizations for the mobile revolution. *Cutter IT Journal*, 18(8), 19-27.

Information Technology: Healthcare

Kumar, A., & Shim, S. (2005). Using computer simulation for surgical care process reengineering in hospitals. *INFOR*, 43(4), 303 - 319.

Information Technology: Outsourcing

Fjermestad, J., & Saitta, J. (2005). A strategic management framework for IT outsourcing: A review of the literature and the development of a success factors model. *Journal of Information Technology Case and Application Research*, 7(3), 42-60.

Information Technology: Robotics

Shim, S., & Kumar, A. (2005). Selection and diversification of market segments for robotics products. *Industrial Robot: An International Journal*, 32(5), 401-407.

Information Technology: Software Development

Procaccino, J. D., Verner, J. M., Darter, M. E., & Amadio, W. J. (2005). Toward predicting software development success from the perspective of practitioners: An exploratory Bayesian model. *Journal of Information Technology*, 20(3), 187-200.

Procaccino, J. D., Verner, J. M., Shelfer, K. M., & Gefen, D. (2005). What do software practitioners really think about project success: An exploratory study. *The Journal of Systems & Software*, 78(2), 194-203.

Legal Studies: Do-not-call Registry

Schoen, E. J., & Falchek, J. S. (2005). The do-not-call registry trumps commercial speech. *Michigan State Law Review*, Summer(2), 483-540.

Legal Studies: Gender Discrimination

Latourette, A. W. (2005). Sex discrimination in the legal profession: Historical and contemporary perspectives. *Valparaiso University Law Review*, 39(4), 859-909.

Legal Studies: Globalization

Schoen, E. J., Falchek, J. S., & Hogan, M. M. (2005). The Alien Tort Claims Act of 1789: Globalization of business requires globalization of law and ethics. *Journal of Business Ethics*, 62(1), 41-56.

Legal Studies: Intellectual Property

Twomey, R.F. (2005). Privacy, restrictive covenants, and intellectual property: Technology and its impact on the employment relationship. *Competition Forum*, 3(1), 254-260.

Legal Studies: Nonresidential Hunters

Hunter, R.J. (2005). Differentiating between resident and nonresident hunters: A violation of equal protection, discrimination against interstate commerce, or rationally based? *Business Law Review*, 38, 69-89.

Legal Studies: Sports Officiating

Hunter, Jr., R. J. (2005). An "insider's" guide to the legal liability of sports contest officials. *Marquette Sports Law Review*, 15(2), 369-414.

Management: Entrepreneurship

Kickul, J., & D'Intino, R. S. (2005). Measure for measure: Modeling entrepreneurial self-efficacy onto instrumental tasks within the new venture creation process. *New England Journal of Entrepreneurship*, 8(2), 39-48.

Management: Foreign Direct Investment

Cantwell, J. A. (2005). Too little or too much? In S. Passow, & M. Runnbeck (Eds.), *What's next? Strategic views on foreign direct investment* (pp. 32-37). Stockholm: Invest in Sweden Agency.

Stoever, W. A. (2005). Restructuring FDI policy in emerging economies: The Republic of Korea case. *Thunderbird International Business Review*, 47(5), 555-574.

Management: Global Knowledge Transfer

Kudyba, S. (2005). Enhancing the transfer of knowledge resources through effective utilization of labor and technology in a global organization: A case study of Bovis Lend Lease Inc.'s global knowledge transfer system. *Knowledge and Process Management*, 12(2), 132 - 139.

Management: Healthcare

Kudyba, S., Hamar, G. B., & Gandy, W. M. (2005). Enhancing efficiency in the health care industry. *Communications of the ACM*, 48(12), 107-110.

Management: Human Resources

Haar, J. M., Spell, C. S., & O'Driscoll, M. P. (2005). Exploring work-family backlash in a public organisation. *The International Journal of Public Sector Management*, 18(7), 604-614.

Management: Impact of Career Interruptions

Reitman, F., & Schneer, J.A. (2005). The long-term negative impacts of managerial career interruptions: A longitudinal study of men and women MBAs. *Group & Organization Management*, 30(3), 243-262.

Management: Innovation

Cantwell, J. A. (2005). Innovation and competitiveness. In J. Fagerberg, D. C. Mowery, & R.R. Nelson (Eds.), *The Oxford handbook of innovation* (pp. 543-567). Oxford: Oxford University Press.

Fallah, M. H., & Ibrahim S. E. (2005). Innovation and dynamics of knowledge creation. *International Journal of Knowledge, Culture and Change Management*, 4, 479-488.

Ibrahim, S., & Fallah, M. H. (2005). Drivers of innovation and influence of technological clusters. *Engineering Management Journal*, 17(3), 33-41.

Management: Innovation & Entrepreneurship

Weaver, K. M. (2006). Product innovation and entrepreneurship. In M. A. Hitt, & R. D. Ireland (Eds.), *The Blackwell encyclopedia of management - entrepreneurship* (pp. 208-213). Malden, MA: Blackwell Publishing.

Management: International

Mirchandani, D., & Condo, A. (2005). Doing business in Costa Rica. *Thunderbird International Business Review*, 47(3), 335-363.

Olson, J. W., & Stoeber, W. A. (2005). Vendros in Brazil: Negotiating an international technology transfer. *Thunderbird International Business Review*, 47(5), 627-638.

Yin, J. Z. (2005). China's accession to World Trade Organization. In A. Chen, G. Liu, & K. Zhang (Eds.), *China today: An encyclopedia of life in the People's Republic* (pp. 716-718). Westport, CT: Greenwood Press.

Yin, J. Z. (2005). Energy industries. In A. Chen, G. Liu, & K. Zhang (Eds.), *China today: An encyclopedia of life in the People's Republic* (pp. 148-150). Westport, CT: Greenwood Press.

Management: International R&D

Cantwell, J. A., & Zhang, Y. (2005). Japan's R&D internationalization and its institutional environment. In M.J. Oesterle, & J. Wolf (Eds.), *Internationalization and institutions* (pp. 297-330). Wiesbaden: Gabler.

Management: Knowledge Workers

Amar, A. D. (2005). Reward the psyche to motivate the mind: The formula for higher innovation and productivity from knowledge workers. In V. V. Ramani (Ed.), *Employee rewards and recognition* (pp. 123-128). Hyderabad, India: ICFAI University Press.

Management: Leadership Behavior

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