

Eighth Annual Volume

Publications of New Jersey's Business Faculty

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and

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Allen Gibson, Ph.D., Editor



October 2009

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 eighth 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 2008. This follows our preceding seven 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.

We are proud to recognize the very best papers from 2008. These authors have earned the Bright Idea Awards for their research. We appreciate Professor Barbara Boyington (Brookdale Community College), Dean Robert English (NJIT), Professor & Associate Dean for Academic Affairs Shanthi Gopalakrishnan (NJIT), Dean William Keep (The College of New Jersey), Dean William Moore (Fairleigh Dickinson University), Associate Dean Rosa Oppenheim (Rutgers University - Newark and New Brunswick), Dean Niranjana Pati (Rowan University), and Vice Dean Eugene Pilotte (Rutgers University-Camden), who helped us in the evaluation of the many fine papers that were submitted. Congratulations to our award winners!

Here are our Bright Idea award winners.

<i>Accounting:</i> "The Sarbanes-Oxley Act and the private company discount: An empirical investigation," by James A. DiGabriele of Montclair State University.
<i>Accounting Information Systems:</i> "Reengineering business reporting: Creating a test bed for technology based reporting," by Michael Alles and Miklos Vasarhelyi of Rutgers University-Newark and New Brunswick.
<i>Decision Sciences:</i> "A zero-inventory production and distribution problem with a fixed customer sequence," by Ronald D. Armstrong and Lei Lei of Rutgers University-Newark and New Brunswick.
<i>Information Technology:</i> "Communication differences in virtual design teams: Findings from a multi-method analysis of high and low performing experimental teams," by Jerry Fjermestad of the New Jersey Institute of Technology.
<i>Innovation:</i> "Failing to learn from failure: An exploratory study of corporate entrepreneurship outcomes," by Stephen C. Betts of William Paterson University and Elizabeth McCrea of Seton Hall University.
<i>Marketing:</i> "How acquisitions in the retailing sector affect stakeholders: The special case of franchise acquisitions and their franchisees," by Gladys Torres-Baumgarten of Ramapo College and Veysel Yucetepe of Kean University.
<i>Management:</i> "Relational stability and alliance performance in supply chain," by Jie Yang of Kean University.
<i>Operations Management:</i> "Scheduling vessels and container-yard operations with conflicting objectives," by Endre Boros, Lei Lei, Yao Zhao of Rutgers University-Newark and New Brunswick and Hua Zhong of Oneonta, formerly of Rutgers University-Newark and New Brunswick.
<i>Project Management:</i> "A competency model for effectiveness in managing multiple projects," by Peerasit Patanakul of Stevens Institute of Technology.
<i>Strategy:</i> "Global innovation performance: Strategic challenges for multinational corporations," by M. Hosein Fallah and Thomas G. Lechler of Stevens Institute of Technology.

We especially commend Michael Alles, Gladys Torres-Baumgarten, M. Hosein Fallah, Elizabeth McCrea, Peerasit Patanakul, and Miklos Vasarhelyi who are being recognized for the second time, and Jerry Fjermestad who is being recognized for the third time.

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.



Karen E. Boroff, Ph.D.
Dean
Stillman School of Business
Seton Hall University
South Orange, NJ 07079-2646



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

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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 and Lorraine Joyce, Seton Hall Public Relations, for their efforts to publicize this work and for the timely production of the cover for this year's volume. I would also like to thank Chris Emigholz, Deputy Director, NJPRO Foundation, and 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. The numbers of contributing schools and contributing authors has grown significantly. The extent to which both the deans and the individual faculty have supported this project is greatly appreciated. A special thank you goes to the authors of the Teaching Notes for their excellent 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.

The publication would not have been possible without the help of Melody Puliti and Kelly Hill of the Stillman School. Melody carefully prepared the input and proofread the document. Melody and Kelly managed the document production including the CD version produced for the first time this year.

I would also like to thank the support staff of the Stillman School, Theresa Deehan, Carol Flynn, Joanne DeStefano, and Tanya Dixon, for their continuing support and assistance. Their efforts that enable all Stillman projects are greatly appreciated.

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

We are happy to introduce this eighth annual volume of *Publications of New Jersey's Business Faculty*. Sixteen colleges contributed to this year's volume. In addition to the tremendous support of the New Jersey business faculty, it is very satisfying to note the enormous range and timeliness of topics included in this year's publication. For those interested in a discussion of the most timely topics, this year's collection includes a number of publications concerning the sub-prime mortgage crisis, sustainability, portfolio management, and reducing corporate taxes, to name a few. In order to recognize collaboration with the broader New Jersey business and educational community, we have tried to note authors who are employed by New Jersey businesses or New Jersey public schools in addition to those who are members of the New Jersey business faculty. Our apologies to any New Jersey author whom we may have failed to recognize.

This year, for the first time, copies of this volume will be distributed via CD in order to conserve resources and to make the document more accessible in electronic form. The publication will also be made available in electronic form on both the Stillman School and NJPRO websites. We will continue to investigate electronic alternatives for possible use by New Jersey business faculty and practitioners. In the meantime, your thoughts and participation in determining the future direction of this publication would be most welcome.

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.

Allen Gibson, Ph.D., Editor
Stillman School of Business
Seton Hall University
400 South Orange Avenue
South Orange, New Jersey 07079-2692
(973) 761 – 9188
gibsonae@shu.edu

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 University
Kean University
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 of New Jersey

2-Year Institutions

Atlantic Cape 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. (2008). *Accounting, finance, and taxation in the Gulf countries*. New York: Palgrave Macmillan.

Seton Hall University
Accounting: International

This book focuses on how multinational companies can manage their international businesses globally in six out of eight Gulf countries, they include: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates. Strategic issues that are important to those involved with accounting and financial control of multinational companies of the Gulf countries are covered. Understanding accounting, tax, and financial implications of environmental factors requires the coverage of the following topics: economic, political, educational, and legal issues; the Islamic culture and its impact; international financial reporting standards and its relevance; the practice of corporate governance including their key drivers; tax regulations to help for cost saving and tax liability minimization; and the strategic forces of stock markets.

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

Abdallah, W. (2008). Effective tax strategies for multinational companies: Are Gulf countries still in tax havens? *Oil, Gas and Energy Quarterly*, Dec., 369-401.

Seton Hall University
Accounting: International

The purpose of this paper is fourfold: (1) to understand the taxation rules of the Gulf countries, (2) to guide investors how to implement strategic tax planning of investing successfully within the Gulf countries' tax regulations; (3) to guide potential investors to determine the most favorable country for particular investment; and (4) to look at regional opportunities for cost savings and chances for improvements in making tax affairs more effective. First, the paper discusses the essential need for successful and effective tax planning for MNCs in the preliminary stage of feasibility study to take advantage of tax differences, holidays, treaties, and other incentives. Second, the characteristics of the tax rules of the Gulf countries in general are analyzed. Third, the tax regulations of each country of the six Gulf countries are discussed separately. Finally, the article discusses what should MNCs do in designing of an appropriate strategic tax planning.

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

Alles, M., & Vasarhelyi, M. (2008). The "now" economy and the traditional accounting reporting model: Opportunities and challenges for AIS research. *International Journal of Accounting Information Systems*, 9(4), 227-239.

Rutgers University - Newark and New Brunswick
Accounting: Real Time Economy

The real time economy (RTE) can be characterized by a substantive acceleration of business measurement, assessment, and decision processes. It implies a new business model where there is reduction of intra-process and inter-process latency. The AIS research literature has failed to develop new paradigms for accounting of accelerated processes. This paper places key relevant research questions for accounting, assurance, and business information systems in the RTE.

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

Alles, M., & Vasarhelyi, M. (2008). Reengineering business reporting: Creating a test bed for technology based reporting. *International Journal of Digital Accounting Research*, 8(14), 97-135.

***Rutgers University - Newark and New Brunswick
Accounting: Information Systems***

Building on the work originally done for the Enhanced Business Reporting consortium of the AICPA, this paper develops a test bed for innovation in business reporting. As with flying test beds in aviation, the object is to explore the impact of new technologies and techniques rather than to create a product intended for immediate implementation. The starting point of our analysis is that if the financial reporting system was being built from scratch today, it would look very different, taking into account fundamental changes in the two drivers of financial reporting: First, the dominance of market making by professional investors, which includes such intermediaries as pension and mutual funds, which is how most ordinary individuals interact with the market; Second, the reduction in the variable costs of disclosures to technology-enabled firms, while time taking a broader view of the cost of reporting to include the opportunity cost to the firm from faulty disclosures and the cost to professional investors of having to extract the data they need from statements that were not designed for their needs. Taken together, the consequence of these two changes is that a system being designed today has to rethink the entire process by which financial data held by the firm is translated into decision relevant information by users. This process takes place both within the firm and outside of it, with a handover of financial statements taking place at the boundary between the firm and its users. Given these changes it is time to ask whether the location of that handover boundary point is still appropriate: whether the firm should continue to aggregate and condense information extensively before releasing it, or whether sophisticated users would prefer to have access to more information in closer to its raw format so that they can manipulate and aggregate it as they see fit. Based on this conceptual model we discuss the building blocks of a 21st century reporting system and the technical architecture needed to implement it. It is our hope that this paper will help create an open source test bed that will develop new ways to measure, manage and communicate firm performance in the 21st century.

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

Alles, M., Kogan, A., & Vasarhelyi, M. (2008). Exploiting comparative advantage: A paradigm for added research in accounting information systems. *International Journal of Accounting Information Systems*, 9(4), 202-215.

***Rutgers University - Newark and New Brunswick
Accounting: Information Systems***

Following the lead of recent papers by Demski, Fellingham, and Hopwood which questioned the direction and value added of non-AIS accounting research, we discuss the state of research in Accounting Information Systems. AIS researchers face a significant hurdle in undertaking value added research given that the financial and human resources that industry devotes to research and development of AIS technology dwarf the capabilities of academic researchers. In these circumstances, we put forward a paradigm for AIS research based on the principle of comparative advantage, which is the powerful economic force that ensures that trade can take place even between parties where one has an absolute superiority over the other. It is our contention that if AIS academics are to succeed in creating value added research then they have to identify what they can do that the AIS industry, despite all its financial and human resource advantages, cannot or will not do. And what economic theory indicates is that such opportunities to add value always exist - if only academics are willing to seek them out. We illustrate our paradigm by analyzing three potential sources of comparative advantage for AIS researchers and discussing illustrative examples of research in each of these areas.

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

Alles, M., Kogan, A., & Vasarhelyi, M. (2008). Putting continuous auditing theory into practice: Lessons from two pilot implementations. *Journal of Information Systems*, 22(2), 195-214.

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

In the almost twenty years since Vasarhelyi and Halper (1991) reported on their pioneering implementation of what has come to be known as Continuous Auditing (CA), the concept has increasingly moved from theory into practice. A 2006 survey by PricewaterhouseCoopers shows that half of all responding firms use some sort of CA techniques, and the majority of the rest plan to do so in the near future. CA not only has an increasing impact on auditing practice, but is also one of the rare instances in which such a significant change was led by the researchers. In this paper we survey the state of CA after two decades of research into continuous auditing theory and practice, and draw out the lessons learned by us in recent pilot CA projects at two major firms, to examine where this unique partnership between academics and auditors will take CA in the future.

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

Amar, A.D., & Juneja, J.A. (2008). A descriptive model of innovation and creativity in organizations: A synthesis of research and practice. *Knowledge Management Research & Practice*, 6(4), 298-311.

Seton Hall University
Management: Innovation

Based on a review of the reported theoretical advances that are affirmed by empirical works from published management practice, this paper finds that innovation is an outcome of an intentional and designed effort of the organization, and synthesizes the findings for enhancing creativity and innovation by developing three antecedents that positively influence innovation in organizations: (1) the garnered knowledge, (2) the presence of a knowledge-supporting culture, and (3) the accumulation of social capital. The paper also provides a summary of transferable management practices that organizations are employing to enhance innovation and productivity.

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

Armstrong, R., Gao, S., & Lei, L. (2008). A zero-inventory production and distribution problem with a fixed customer sequence. *Annals of Operations Research*, 159(1), 395-414.

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

In this paper, we study the zero-inventory production and distribution problem with a single transporter and a fixed sequence of customers. The production facility has a limited production rate, and the delivery truck has non-negligible traveling times between locations. The order in which customers may receive deliveries is fixed. Each customer requests a delivery quantity and a time window for receiving the delivery. The lifespan of the product starts as soon as the production for a customer's order is finished, which makes the product expire in a constant time. Since the production facility and the shipping truck are limited resources, not all the customers may receive the delivery within their specified time windows and/or within product lifespan. The problem is then to choose a subset of customers from the given sequence to receive the deliveries to maximize the total demand satisfied, without violating the product lifespan, the production/distribution capacity, and the delivery time window constraints. We analyze several fundamental properties of the problem and show that these properties can lead to a fast branch and bound search procedure for practical problems. A heuristic lower bound on the optimal solution is developed to accelerate the search. Empirical studies on the computational effort required by the proposed search procedure comparing to that required by CPLEX on randomly generated test cases are reported.

Ronald D. Armstrong and Lei Lei are members of the faculty at Rutgers University - Newark and New Brunswick.

Belliveau, P., Peluso, K.L., & Cook, R.G. (2008). Assurance of individual learning in experiential student team consulting. *Small Business Institute Journal*, 2, 23-45.

***Rider University & Rutgers University - Newark and New Brunswick
Pedagogy: Management***

This paper offers a model for responding to Association to Advance Collegiate Schools of Business' (AACSB) requirement for assurance of learning for experiential learning courses. The model's purpose is to assist faculty in analyzing and documenting individual student learning during the completion of team-based experiential learning courses, and to provide faculty with a tool to improve the quality of the experiential learning.

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

Belov, D., & Armstrong, R.D. (2008). A Monte Carlo approach to the design, assembly, and evaluation of multi-stage adaptive tests. *Applied Psychological Measurement*, 32(2), 119-137.

***Rutgers University - Newark and New Brunswick
Decision Sciences: Applied Psychology***

This article presents an application of Monte Carlo methods for developing and assembling multistage adaptive tests (MSTs). A major advantage of the Monte Carlo assembly over other approaches (e.g., integer programming or enumerative heuristics) is that it provides a uniform sampling from all MSTs (or MST paths) available from a given item pool. The uniform sampling allows a statistically valid analysis for MST design and evaluation. Given an item pool, MST model, and content constraints for test assembly, three problems are addressed in this study. They are (a) the construction of item response theory (IRT) targets for each MST path, (b) the assembly of an MST such that each path satisfies content constraints and IRT constraints, and (c) an analysis of the pool and constraints to increase the number of nonoverlapping MSTs that can be assembled from the pool. The primary intent is to produce reliable measurements and enhance pool utilization.

Ronald D. Armstrong is a member of the faculty at Rutgers University - Newark and New Brunswick.

Betts, S.C. (2008). Teaching and assessing basic concepts to advanced applications: Using Bloom's taxonomy to inform graduate course design. *Academy of Educational Leadership Journal*, 12(3), 99-106.

William Paterson University
Pedagogy: Course Design

Graduate students expect to draw on their experience and expertise to participate in high level discussions and engage in advanced applications of the course material. However, the varied backgrounds of the students frequently necessitate a review of the basic concepts in order for the class to have a common understanding and vocabulary. The instructor's challenge is to design a course that can progress from basic concepts to advanced applications within a single semester. In this paper, Bloom's Taxonomy of educational objectives is utilized to guide course design and assessment considerations. The development of a core MBA level organizational behavior course will serve as an example.

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

Boros, E., Lei, L., Zhao, Y., & Zhong, H. (2008). Scheduling vessels and container-yard operations with conflicting objectives. *Annals of Operations Research*, 161(1), 149-170.

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

We consider the problem of coordinating the operations of two supply chain partners: a foreign shipping company and a domestic port. The two partners have conflicting business objectives, and the issue is to determine the optimal cycle time, by which the shipping company removes the empty containers from the domestic port, so that the joint profit of the two partners is maximized. The domestic port prefers a shorter cycle time to mitigate its empty container accumulation and land use problems, while the shipping company wishes a longer cycle time to save its expensive vessel capacities. We propose an iterative procedure to search for this optimal cycle time. In each iteration, a candidate cycle time is evaluated by solving a deterministic vessel scheduling problem and a stochastic container-yard capacity optimization problem. We prove the properties of the vessel scheduling problem, derive the optimality condition under which the vessel scheduling problem can be decomposed, and show that the profit function of the domestic port is convex and thus the optimal container-yard capacity can be determined efficiently. Empirical observations on the algorithm computational performance collected from over 300 randomly generated test cases under various problem settings are reported.

Endre Boros, Lei Lei, Yao Zhao, and Hua Zhong are members of the faculty at Rutgers University - Newark and New Brunswick.

Cantwell, J.A. (2008). The globalisation of technology: What remains of the product cycle model? In M. von Zedtwitz, J. Birkinshaw, & O. Gassman (Eds.), *International management of research and development* (pp. 33-52). Cheltenham and Northampton, MA: Edward Elgar.

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

This paper re-examines two hypotheses associated with earlier versions of the product cycle model. The first hypothesis, that innovations are almost always located in the home country of the parent company, is rejected on the basis of evidence drawn from 100 years of US Patent Office data. The second hypothesis, that the international dispersion of activity is led by technology leaders, is historically valid. However, over the last 20 years, technology leaders have been ahead instead in the globalisation of technology – that is, in developing internal international networks to exploit the locationally differentiated potential of foreign centres of excellence.

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

Cantwell, J.A., & Barnard, H. (2008). Do firms from developing countries have to invest abroad? Outward FDI and the competitiveness of firms. In K.P. Sauvant (Ed.), *The rise of transnational corporations from emerging markets: Threat or opportunity?* (pp.55-85). Cheltenham and Northampton, MA: Edward Elgar.

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

This article considers how firms from developing countries use outward foreign direct investment (FDI) to reconcile their relatively more limited capability base with the increasing prerequisites of global economic interrogation, and to enhance their corporate competitiveness. It is shown that the availability of a natural resource base allows firms from developing countries to become global leaders not only in resource-based industries but also in low research-intensive manufacturing. Instead, the absence of a natural resource base tends to be associated with outward FDI in the service industries. Moreover, the size of the home country and the ownership structure of international ventures may also influence the geographical and sectoral composition of outward FDI activities of firms from developing countries.

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

Cantwell, J.A., & Piscitello, L. (2008). How the trend towards competence-creating subsidiary innovation co-evolves with its environment. *Economia e Politica Industriale*, 35, 145-154.

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

This paper examines the evolution of the international networks of innovation of multinational enterprises (MNEs), and of the locations and business networks in which the MNEs are involved. The contribution of this article beyond what is known from the previous literature on networked MNEs and their locational environment, is the contention that what matters most is not just the characteristics of locations per se, but their international openness and external connectedness with other locations and business networks abroad. Moreover, local business networks provide more favourable conditions for MNE subsidiary evolution when these business networks themselves also tend towards a greater internal openness in terms of the extent of the flexibility (non-exclusivity) that characterizes the ties and relationships among the actors constituting the network.

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

Chiang, B. (2008). Integrating a service-learning project into management accounting coursework - a sharing of implementation experience and lessons learned. *Accounting Education*, 17(4), 431-445.

The College of New Jersey
Pedagogy: Accounting

"Service-learning" is a pedagogical technique that supplements formal classroom education with real life experiences. An educator may integrate work projects from actual business settings into a course to help students learn and practice concepts from assignments and discussions while bridging accounting concepts and real life. The purpose of this paper is to explain the experience of incorporating service-learning projects into management accounting classes and to share insights learned from the implementation processes. Specifically, this paper describes two examples of the type of service-learning projects that can be integrated into a management accounting class; class responses to these projects; feedback from the community agencies involved in the projects; and finally, the possible constraints of such projects - with suggestions for overcoming such constraints.

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

Coll-Reilly, J.H. (2008). The case for consistency: What justifies a top international hotel's reputation? *Journal of Business Case Studies*, 4(1), 15-19.

Seton Hall University
Management: International Lodging

This case addresses the issues encountered when an international hotel chain develops the reputation for being a "top" hotel. The case examines the situation of visitors who pay, by American standards, the premium price for a stay at this chain's Acapulco resort only to encounter inconsistent and, at times, questionable service. Discussion questions and teaching notes are included.

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

Cook, R.G., & Belliveau, P. (2008). *The experiential student team consulting process, 3rd Ed.* Mason, OH: Cengage Publishing.

***Rider University & Rutgers University - Newark and New Brunswick
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. 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 consultant 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. In the 3rd edition, we have added new material to help students and instructors master the intricacies of this kind of learning, and provide assurance of learning. The new Assurance of Learning Model for experiential team-based courses can help meet AACSB requirements for demonstrating that individual student learning has occurred in a team based environment. We also include two complete, final consulting reports that provide the reader with a sample of the richness and thoroughness contained within a consulting project.

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

Dall, J.J., & McCarthy, L. (2008). A taxonomy of product classes. *Journal of Economics, Banking and Finance*, 2(1), 1-14.

Seton Hall University
Management: Globalization

A scan of the process of globalization isolated a zone of exclusion. This zone provided a useful link to the Institute's on-going research on product development theory. While the taxonomy of product classes applies to both developed and aspiring nations, its focus was restricted to the zone of exclusion. We conclude with a potentially fruitful next phase of research - a tool for micro-finance efforts. Our closing fusion composition is offered as a time saving opening to micro-finance.

John J. Dall and Larry McCarthy are members of the faculty at Seton Hall University.

DiGabriele, J.A. (2008). The moderating effects of acquisition premiums in private corporations: An empirical investigation of relative S corporation and C corporation valuations. *Accounting Horizons*, 22(4), 415-424.

Montclair State University
Accounting: Valuation of S and C corporations

This paper presents the results of a moderated multiple regression analysis to show that, all else held equal, a positive premium exists in the valuation of S corporations over C corporations from January 2000 to November 2006. The results of the regression show that the magnitude of the "S corporation premium" indeed depends on the level of interactions of several independent variables. In particular, the results of this study reveal that (1) the premium depends positively on net sales; (2) the premium is higher for the cases in which the transaction is done through asset sales rather than stock sales; and (3) the premium is higher for the cases in which firms are bought by private buyers rather than public buyers.

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

DiGabriele, J.A. (2008). The Sarbanes-Oxley Act and the private company discount: An empirical investigation. *Critical Perspectives on Accounting*, 19(8), 1105-1121.

Montclair State University
Accounting: Sarbanes-Oxley Act

While criticism of the Sarbanes-Oxley Act of 2002 (SOX) typically focuses on its negative impact on small public companies, this study uses acquisition data to empirically investigate whether the Sarbanes-Oxley Act impacts the value of private firms. The study presents strong evidence that the private firm discount was greater post-SOX. The evidence represents support for the argument that SOX has been more detrimental for private companies than for public companies. The results provide the entrepreneur and the internal accounting staff of informed private companies with insight as they prepare cost structures for their entrance to public markets, or sale to public companies. This research also provides investment bankers, attorneys, valuation analysts and other intermediaries with an empirical basis for preparation of a private client considering a public market transaction.

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

Easton, R.W. (2008). Post-mortem estate planning: Alternate valuation treatment of assets transferred to FLPS. *Journal of Taxation*, 108(5), 307-313.

Seton Hall University
Taxation: Family Limited Partnerships

For those decedents who have not done pre-death planning, alternate valuation can be combined with the valuation discounts attributable to family limited partnerships or LLCs (referred to as FLPs). This post-mortem strategy should be attempted only to make up for a lack of lifetime planning. As a general rule, the estate tax value is the fair market value (FMV) of the property on the date of the decedent's death. Traditionally, alternate valuation means that the property will be included in the gross estate at its FMV as of six months after the decedent's death. A well-known method for reducing the consequences of gift or estate tax is through the use of a FLP. Although Section 2036 should not be considered in post-death transactions involving a pass-through entity and an executor, caution should be exercised in overfunding the entity to avoid the necessity of making post-death distributions from the entity to satisfy estate obligations such as bequests and taxes.

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

Eder, L., Newman, C., & Zhong, P. (2008). Partnering with a private Chinese university: Benefits and challenges. *The Global Studies Journal*, 1(2), 1-8.

***Rider University
Management: University Partnerships***

This paper describes the development of an international partnership between a university in the United States and a university in China. The initiation of the partnership between Rider University and Shanghai Sanda University is discussed, including the anticipated goals of the program as agreed upon by the universities. The roll-out of the partnership is presented next, highlighting planned and expected outcomes, as well as a comparison of the expectations from both universities at the administrative, faculty, and student levels. Intended and unintended benefits as well as consequences are evaluated, and lessons learned are explored. A model for similar kinds of partnerships is proposed.

Lauren Eder and Cynthia Newman are members of the faculty at Rider University.

Edmonds, J., & Armstrong, R. (2008). A mixed integer programming model for multiple stage adaptive testing. *European Journal of Operational Research*, 193(2), 342-350.

***Rutgers University - Newark and New Brunswick
Decision Sciences: Applied Psychology***

The last decade has seen paper-and-pencil (P&P) tests being replaced by computerized adaptive tests (CATs) within many testing programs. A CAT may yield several advantages relative to a conventional P&P test. A CAT can determine the questions or test items to administer, allowing each test form to be tailored to a test taker's skill level. Subsequent items can be chosen to match the capability of the test taker. By adapting to a test taker's ability, a CAT can acquire more information about a test taker while administering fewer items. A Multiple Stage Adaptive test (MST) provides a means to implement a CAT that allows review before the administration. The MST format is a hybrid between the conventional P&P and CAT formats. This paper presents mixed integer programming models for MST assembly problems. Computational results with commercial optimization software are given and advantages of the models evaluated.

Ronald D. Armstrong is a member of the faculty at Rutgers University - Newark and New Brunswick.

Fallah, M.H., & Lechler, T.G. (2008). Global innovation performance: Strategic challenges for multinational corporations. *Journal of Engineering and Technology Management*, 25(1-2), 58-74.

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

In the emerging knowledge economy many companies are forced to access globally dispersed technological and market knowledge to maintain their competitive advantage. A conceptual model is presented to analyze the relationship between the globalization of the innovation function and firm performance. Longitudinal data from ten multinational companies are used to support the proposed model. The analysis concludes that the relationship between global innovation reach and firm performance is concave and time lagged. The results suggest the strategic importance of globalization decisions. The managerial implications are structured in five distinctive strategic challenges to successfully manage global innovation.

M. Hosein Fallah and Thomas G. Lechler are members of the faculty at Stevens Institute of Technology.

Fjermestad, J., Passerini, K., Bartolacci, M.R., & Patten, K. (2008). Wireless connectivity and its relationship to emerging economies: The example of China. *International Journal of Mobile Communications*, 6(5), 633-645.

***New Jersey Institute of Technology
Information Technology: Emerging Economies***

This paper explores the impact of wireless telecommunications on emerging economies while focusing on the progress made recently by China in comparison to the US. The implications for developing economies, like China, and their potential for moving past other nations with established, traditional architectures are significant. China's lack of traditional fixed-line telecommunications architecture has prepared to seemingly 'leapfrog' other countries like the US with its use of widespread wireless technologies. Finally, we discuss the major challenges to China and the US.

Jerry Fjermestad and Katia Passerini are members of the faculty at New Jersey Institute of Technology.

Fung, H., Xu, X.E., & Yau, J. (Eds.). (2008). *Advances in international investments: Traditional and alternative approaches*. Hackensack, NJ: World Scientific Publishing.

Seton Hall University
Finance: International Investments

The globalization of financial markets has led to an integrated world market. Emerging economies such as China and India have opened up their markets to foreign investors. New instruments such as exchange-traded funds are being created, and current instruments are being expanded to include real asset investments such as natural resources and real estate investments. To better understand the full range of investments available, this book identifies different asset classes and current hot topics such as new financial instruments, innovations, and strategies in a changing global environment. Asset class, which can be labeled as either traditional or alternative investments, is examined in three areas: (1) trends- description of the current topic/instrument/strategy in the chosen asset class; (2) opportunities-identification of what is new and/or where to invest or arbitrage, i.e., location; and (3) risks-determination of the risks (peculiar to the location) and how international investors can manage/reduce/eliminate them.

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

Haksever, C., & Moussourakis, J. (2008). Determining order quantities in multi-product inventory systems subject to multiple constraints and incremental discounts. *European Journal of Operational Research*, 184(3), 930-945.

Rider University
Decision Sciences: Inventory Management

This paper presents a mixed-integer programming model for ordering items in multi-product multi-constraint inventory systems from suppliers who offer incremental quantity discounts. The model is based on a piecewise linear approximation of the number of orders function. It allows any number of linear constraints and determines if independent or common (fixed) cycle ordering has a lower total cost. The paper discusses implementation issues and presents results of computational tests on example problems from the operational research literature as well as randomly generated test problems.

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

Hall, E.H. Jr., & Lee, J. (2008). Assessing the impact of export performance: A critical analysis of its effect on diversification. *The Journal of Global Business Management*, 4(1), 56-65.

Rowan University
Management: Corporate Diversification

Corporate diversification has been a widely studied topic within the strategic management literature. However, little consensus exists concerning how diversification affects an organization. In an attempt to contribute to the extant literature on diversification, the present study will approach diversification from a different perspective; one that applies the theory of exportation to diversification. While the importance and usefulness of the theory of exportation has been widely recognized by marketing scholars, it has been virtually ignored within the expansive body of the strategy literature. In an attempt to contribute to the understanding of firm diversification this research presents the results of a study that addresses exportation and diversification.

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

Hatfield, R.C., Agoglia, C.P., & Sanchez, M.H. (2008). Client characteristics on the negotiation tactics of auditors: Implications for financial reporting. *Journal of Accounting Research*, 46(5), 1183-1207.

Rider University
Accounting: Auditing

Although the financial statements of an organization are considered a product of management, prior research suggests that a company's financial statements may be affected by the negotiation strategy employed by the auditor when resolving audit differences with management. However, little subsequent research has discussed the potential strategies that auditors may employ during the negotiation process. Our study extends the literature by investigating, in a post-Sarbanes-Oxley environment, whether auditors will employ a reciprocity-based strategy for the resolution of audit differences and what client characteristics (client management's negotiating style and client retention risk) will increase the extent to which it is utilized. Such a strategy involves bringing inconsequential items to management and subsequently waiving these items in an effort to encourage management to be more cooperative in the posting of significant income-decreasing adjustments. The results of our study indicate that client management's negotiating style and retention risk have an interactive effect on auditors' use of a reciprocity-based strategy. Specifically, auditors are more likely to utilize a reciprocity-based strategy when management's negotiating style is competitive and client retention risk is high. Interestingly, the end result of the negotiation process is essentially identical (i.e., similar items are posted), regardless of client characteristics or the auditor's utilization of a reciprocity-based strategy. These results suggest that the use of a reciprocity-based strategy may help the auditor cope with management pressures to waive or reduce proposed adjustments and, thus, has the potential to improve the quality of the financial statements.

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

He, J., & Fallah, M.H. (2008). A longitudinal analysis of inventors' movements in technology clusters. In M.H. Sherif, & T.M. Khalil (Eds.), *Management of technology innovation and value creation* (Vol. 2, pp. 239-252). Hackensack, NJ: World Scientific Publishing.

Stevens Institute of Technology
Management: Technology

Technology clusters attracted attention from both academic researchers and policy-makers in recent decades with recognition that clustering is one of the key drivers for regional development. The existing literature indicates that the knowledge spillovers facilitated by the mobility of inventors play a positive role in the development of clusters. The questions remain as to how the patterns of innovator mobility change over time under different stages of cluster progression, and whether the dynamics of inventor movements indicate the future state of the cluster. Using patent authorship data, we construct networks of inventors' movements within two different telecom clusters, NJ and TX. Based on the network analysis results we observe the evolution of inventor mobility networks while the clusters go through different stages of their lifecycles, and discuss how the dynamics of inventor networks reflect the changes in economic or social conditions of the clusters over time.

Jiang He and M. Hosein Fallah are members of the faculty at Stevens Institute of Technology.

Heriot, K.C., Cook, R., Jones, R.C., & Simpson, L. (2008). The use of student consulting projects as an active learning pedagogy: A case study in a production/operations management course. *Decision Sciences Journal of Innovative Education*, 6(2), 463-481.

Rider University
Pedagogy: Decision Sciences

Active learning has attracted considerable attention in higher education in response to concerns about how and what students are learning. There are many different forms of active learning, yet most of them are classroom-based. We propose an alternative to "active learning in the classroom" through active learning outside of the classroom in the form of student consulting projects. While the literature on student consulting has largely focused on projects to assist small business owners, this research demonstrates the potential for using student consulting projects in the POM course. We use a case study to describe the use of a student consulting project as an alternative to the other types of active learning described in the Operations Management education literature.

Ronald Cook is a member of the faculty at Rider University.

Heriot, K.C., Cook, R.G., Simpson, L., & Parker R. (2008). The use of micro student consulting projects as an alternative to traditional field-based student consulting projects: An exploratory study. *Journal of Entrepreneurship Education*, 11, 59-73.

Rider University

Pedagogy: Management

We used a case study methodology to describe the process used to help students gain a better understanding of the problems facing small business owners through the completion of micro consulting projects. Using field-based student consulting projects as a point of departure, we describe an alternative to traditional field-based consulting projects in the form of micro student consulting projects. Among the benefits of the micro projects to the student are the confidence they gain of selling their abilities as a consultant to a small business owner. The small business owner benefits from the analysis and recommendations that the students make. In addition, the students benefit from offering a professional opinion on a real business problem. We discuss how other instructors might entertain the option of having their students complete micro consulting projects. We then conclude by discussing possible directions for future research for faculty that use micro student projects as a form of active learning.

Ronald Cook is a member of the faculty at Rider University.

Hughes, P., & Jeffers, A. (2008). The misvaluation of mortgage-backed assets in the subprime debacle. *Journal of Academy of Business and Economics*, 8(2), 56-65.

Montclair State University
Accounting: Sub-prime Mortgage Debacle

The sub-prime mortgage debacle has negatively impacted the U.S. economy and threatened the stability of the entire U.S. financial system. This crisis has raised numerous questions regarding the usefulness and effectiveness of the current fair value accounting as well as the impairment rules. In light of this debacle, it is imperative that the current accounting rules as well as the regulatory oversight be re-evaluated and revised. In this manner, early warnings could occur that could potentially circumvent this type of debacle. In this paper, we identify some of the factors that led to the debacle as well as the off-balance sheet financial instruments such as Special Purpose Entities (SPEs), Collateralized Debt Obligations (CDOs) and Structured Investment Vehicles (SIVs) that were used by banking institutions. The valuation issues regarding these SIVs and CDOs as well as the loan portfolios of financial institutions have also raised valuation and ongoing concern issues regarding many of the affected institutions. To this end, we also examine the adequacy of the provisions and reserves for the associated risks as required by FAS 114 and SFAS 159 and the placement of these reserves on the financial statements. A special issue that we examine is whether there should be a special provision in the accounting regulations for financial statement adjustment rules in severe market conditions. In particular, we suggest that fair value accounting and impairment rules may not be appropriate when current prices are responding to a panic. These rules essentially apply bankruptcy pricing with the expectation that many of these assets will have to be written up once the markets re-stabilize. An alternative rule might be to take the charge for significant fair value adjustments in a panicked market directly to retained earnings. This would avoid adjustment and readjustment to assets in varying periods written to the income statement and could eliminate potential earnings management.

Agatha E. Jeffers is a member of the faculty at Montclair State University.

Hunter R.J. Jr., & Ryan, L.V. (2008). A field report on the background and processes of privatization in Poland. , 8(1), <http://www.bepress.com/gej/vol8/iss1/5>.

Seton Hall University
Finance: International

This article provides a comprehensive look at the area of privatization in Poland. It provides a context and discusses the two major forces that have spurred the privatization process, as well as privatizations carried out in developing countries under the auspices of the World Bank and the IMF. The article begins with an explanation of the background to privatization in the context of state central planning, a discussion of the derivative traits of the command-and-control economy, the collapse of the system in the 1990s, the actions necessitated in society in an attempt to reform and change the system, and the reform strategies that were implemented as a response to both the economic and political challenges. The article includes a discussion of the core objectives of the privatization process, the requirements of the privatization process, and an important section dealing with the actions that are necessary and complementary in preparing society and individual entities for privatization. The article concludes with an analysis of the models of privatization that were adopted in the region, along with tables delineating proceeds from privatization; the number of privatizations carried out both world-wide and in the region.

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

Hunter, R.J. Jr., & Ryan, L.V. (2008). The legacy and prospects of Polish Privatization. *International Research Journal of Finance and Economics*, 21, 142-128.

Seton Hall University
Finance: International

From the outset of Poland's privatization process, systemic limitations to the process existed. A developed market infrastructure was absent in all nations throughout the region, including Poland. Most businesses lacked the ability to conduct market research, and advisory and consulting services were in short supply. Procedures and benchmarks for property valuation were almost nonexistent. The financial infrastructure was immature and data on the profitability of existing firms was problematic. In addition, both the quality and level of competency of civil servants and private managers remained low - largely due to the negative legacy of Poland's communist past. This article describes in detail the privatization process in Poland, its major requirements and core objectives, systemic limitations to its success, the elements of the Mass Privatization Program, and outlines the procedures utilized in both the direct and the indirect privatization process, including public offerings, public tenders, the negotiations phase, and sales and leases of enterprises. The article concludes with an evaluation of current developments and prospects for the privatization process in Poland.

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

Hunter, R.J. Jr., & Ryan, L.V. (2008). The ten most important economic and political events since the onset of the transition in post-communist Poland. *The Polish Review*, LIII(2), 183-216.

Seton Hall University
Finance: International

"Top ten" lists are both popular and controversial because they represent a uniquely subjective view on the relative importance of occurrences and events. However, in looking back at the amazing events of nearly the last twenty years in Poland, it may now be possible to illuminate the highlights of the transition and transformation process. The seemingly precipitous economic and political collapse of the economic and political system in 1989 led to a new beginning for the Polish people and rebirth of hope for an otherwise demoralized and discouraged Polish society. The transition from the essentially closed system of state central planning has been difficult and tenuous. Academic research and commentary over the past quarter-century have led us to a delineation and evaluation of ten critically important economic and political events that provide a backdrop to the current political and economic climate in Poland and, as well, will serve as a summary of our research endeavors to date. We invite additions, subtractions, disagreements, and critical analysis of our choices.

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

Hunter, R.J. Jr., & Shapiro, R.E. (2008). A primer on important legal aspects of the international business environment. *Journal of Money, Investment and Banking*, 2, 5-15.

Seton Hall University
Finance: International

"Despite the power of globalization, various systems still prevail in the world. Certainly, there are points of overlap and convergence. Yet, for all intents and purpose, significant differences persist between the principle forms of legal systems." (See <http://www.droitcivil.uottawa.ca/world-legal-systems/eng-monde.html>)

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

Irwin, R.L., Sutton, W., & McCarthy, L. (2008). *Sport Promotion and Sales Management, 2nd Edition*. Champaign, IL: Human Kinetics.

Seton Hall University
Pedagogy: Sport Management

As more sport management programs are incorporating sales into their curriculum, this text enters the field as a much-needed resource. With this text, students will prepare for careers in the industry, and professionals will learn best practices by discovering how to sell inventory ranging from tickets to sponsorship, prepare a sales force, retain and upsell existing products to customers, use sponsorships as a sales incentive, and service and activate sponsorships.

Larry McCarthy is a member of the faculty at Seton Hall University.

Isik, I. (2008). Productivity, technology and efficiency of de novo banks: A counter evidence from Turkey. *Journal of Multinational Financial Management*, 18(5), 427-442.

Rowan University
Finance: Banking

Employing a non-parametric frontier method, we investigate the technical X-efficiency and productivity growth of de novo banks vis-à-vis established banks in Turkey. The purpose of the paper is to study the performance pattern of de novo banks upon establishment. Overall results suggest that de novo banks tend to outperform established banks in all aspects of productive efficiency. Productivity, technology and efficiency also tend to grow faster in de novo banks than in established banks. Most of these performance improvements, however, take place in early years. As these banks approach the age of 10, diseconomies of scale issues begin to emerge, implying that economies of scale opportunities from expanding production scales are quite limited in the Turkish banking market. We also found that foreign entries are not only more efficient but also register faster productivity growth than domestic entries, suggesting that banking authorities, especially in emerging markets, may use foreign entries to boost the efficiency performance of their banks.

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

James, W., Torres-Baumgarten, G., Petkovic, G., & Havrylenko, T. (2008). Exploring web language orientation in emerging markets: The case of Serbia and the Ukraine. *Journal of Targeting, Measurement and Analysis for Marketing*, 16(3), 189-202.

Kean University

Management: Internet Communications

This paper looks at the issue of language selection in international online communications. Traditionally, online communications have primarily been written in English, and justified by the fact that English is the "language of commerce." This assumption ignores the issue that local language use in international online communications could lead to better firm performance in international markets. While English may be appropriate in some circumstances, the effectiveness of online marketing communications may also be compromised. This issue is particularly relevant today as the number of non-English web users has surpassed the number of English-speaking web users, and as web penetration in developing markets continues to expand. While online user preference for English vis-a-vis a native language may vary by country, this paper argues that language selection for online communications must be given more serious consideration by multinationals in developing effective communication strategies, and that English should not automatically be considered the language of choice. The issue of language preference was investigated via an empirical study of web user preferences in two emerging markets: Serbia and the Ukraine. Seven psychographic scales were selected from the literature on the basis of their likelihood in differentiating between types of Internet usage. The results suggest that country by country orientations are likely to vary - even within a region - and that these differences must be considered by international firms in devising effective Internet communications.

Gladys Torres-Baumgarten is a former member of the faculty at Kean University and is currently a member of the faculty at Ramapo College.

Jasina, J., & Rothoff, K.W. (2008). The impact of a professional sports franchise on county employment and wages. *International Journal of Sport Finance*, 3(4), 210-227.

Seton Hall University
Finance: Professional Sports

Stadium boosters have long used the promise of economic development as a means to gain public support for financing local sports teams. Past research has shown little or no impact on employment or income when viewed at the MSA level. This paper expands the current literature on the economic impact of professional sports franchises. Following Coates and Humphreys (2003), we look at employment and wages at the county level using detailed SIC and NAICS industry codes. We find mixed results on employment within a county but find a negative effect on the payrolls within specific industries.

Kurt Rothoff is a member of the faculty at Seton Hall University.

Jeffers, A. (2008). Development of a framework to measure the financial and managerial implications of green accounting in U.S. corporations. *Review of Business Research*, 8(6), 72-84.

Montclair State University
Accounting: Environmental Issues

Green (environmental) issues have now become a vital factor in the decisions of corporations. This has increased the need for measurement and reporting of the costs associated with the enactment or the failure to enact these initiatives. To accomplish this objective, it is necessary to develop a framework to identify and measure the associated environmental variables in order to enhance managerial planning, control and decision making as well as assess the financial impact on a corporation's bottom line. Such a framework must include all variables such as costs and outflows as well as inflows such as revenues, tax credits, incentives, grants/subsidies, regulatory costs avoided and other cost savings. Building on concepts used in traditional cost accounting as well as other relevant factors, this paper identifies the variables that should be considered when developing a framework to measure and present green initiatives in the financial statements and management reports of corporations.

Agatha E. Jeffers is a member of the faculty at Montclair State University.

Jeffers, A., Burgess, D., & Hughes, P. (2008). Ethical issues associated with international transfer pricing. *International Journal of Business Research*, 8(5), 101-112.

Montclair State University
Accounting: International Transfer Pricing

Minimization of taxes through the use of transfer pricing is a common and pervasive practice among multinational enterprises (MNEs). To make these practices more uniform, regulations have been put in place by the IRS as well as the OEC. However, the practices aimed at minimizing taxes can be circumvented and may sometimes be used to avoid taxation. Transfer pricing policies are very difficult and expensive to defend and if not done properly may lead to the risk of double taxation. With the increased scrutiny on transfer pricing practices, it is important that MNEs are vigilant to ensure that their policies are in compliance with the required arm's length standards while at the same time being in line with its own business objectives. There are many ethical issues associated with these transfer pricing policies. This paper discusses common transfer pricing strategies employed by multinational enterprises as well as some of the ethical and legal implications of transfer pricing strategies and their potential economic impact.

Agatha E. Jeffers is a member of the faculty at Montclair State University.

Jeffers, A., Greener, M., Penafiel, M. (2008). Convergence of international & U.S. accounting standards. *European Journal of Management*, 8(5), 12-24.

Montclair State University
Accounting: Convergence of Standards

The U.S. Financial Accounting Standards Board (FASB) and the International Accounting Standards Board (IASB) have been working together to create one set of accounting standards that they hope will be superior to either existing standards. This convergence towards one common language for financial reporting is easier said than done, and has created many issues for the standard setters and will result in numerous challenges for multinational companies, regulators, accountants, auditors, educational institutions and other parties. In this paper, we identify the forces that are leading to convergence and briefly discuss the pros and cons of convergence. We also identify and discuss some of the major issues which present challenges to harmonization. To this end, we outline the similarities and differences between financial statement presentation, intangible assets, inventory, leases, earnings per share, fair value accounting and financial instruments. We also note the future implications during the transition period as well as the benefits and the challenges posed by the use of only one set of international accounting standards by the entire international financial community.

Agatha E. Jeffers is a member of the faculty at Montclair State University.

Jeffers, A.E., & Yang, J.G.S. (2008). The contribution of audit failure to the sub-prime mortgage debacle. *The National Accounting Journal*, 10(2), 40-50.

Montclair State University
Accounting: Consolidated Financial Statements

The large accounting firm of KPMG, LLC, has been charged with audit failure. In a scathing 550-page report filed by the U.S. Bankruptcy Court and summarized in several recent Wall Street Journal and New York Times articles, KPMG has been found to have failed in their audit of New Century Financial Corporation which collapsed in 2007. This collapse was only the beginning of a series of other failures and is alleged to have accelerated the meltdown in the sub-prime mortgage industry. This meltdown has precipitated the biggest credit crunch in over a decade and has rocked the global financial markets. It has sent the mortgage industry into turmoil and has impacted the very fabric of our society. This in turn has resulted in numerous deleterious consequences to U.S. citizens as well as other parties in the global arena. The failure of New Century in conjunction with the proliferation of the accounting scandals in recent years have again called into question the role of auditors and their responsibility to detect and prevent irregularities similar to the one that occurred in the Enron case and in the crisis that is currently occurring in the subprime mortgage market. These debacles have led to public outcry against regulators and other gatekeepers and the claim of audit failure by auditors. It has also again raised the question of the adequacy of the auditing process as well as the relevance of the auditing report. In this paper, we examine the factors as found by the Bankruptcy Court Investigator that led to the collapse of New Century. Secondly, we examine the use of the securitization in the mortgage industry. Thirdly, we discuss the accounting for troubled mortgages. Fourthly, we discuss the role of auditors as depicted in relation to audit risk, materiality and reliance on management's assertions and in light of the auditing standards. We also examine the adequacy of the auditing process as followed by KPMG and their role in the collapse of Century City. Furthermore, we suggest lessons that can be learned from this situation and make suggestions for policies that can possibly be utilized to circumvent future audit failures. Finally, we make suggestions for future research.

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

Krishna, A., & Morrin, M. (2008). Does touch affect taste? The perceptual transfer of product container haptic cues. *Journal of Consumer Research*, 34(6), 807-818.

Rutgers University - Camden
Marketing: Impact of Touch

We develop a conceptual framework regarding the perceptual transfer of haptic or touch-related characteristics from product containers to judgments of the products themselves. Thus, the firmness of a cup in which water is served may affect consumers' judgments of the water itself. This framework predicts that not all consumers are equally affected by such nondiagnostic haptic cues. Results from four studies show that consumers high in the autotelic need for touch (general liking for haptic input) are less affected by such nondiagnostic haptic cues compared to consumers low in the autotelic need for touch. The research has many implications for product and package design.

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

Kumar, A., Shim, S.J., & Phe, A. (2008). Simulating staffing needs for consultation in hospital clinics. *Journal of Operations and Logistics*, 2(2), 1-12.

Seton Hall University
Information Technology: Healthcare

As healthcare costs increase, there is a need for hospitals to look for ways to contain costs and to achieve a higher efficiency in their clinics without sacrificing quality. Just as many businesses have successfully reduced costs and gained competitive advantage by reengineering business processes, hospitals are now beginning to adopt a process-oriented approach and redesign the way certain processes are carried out to achieve cost containment and efficiency. Using computer simulation, this study assessed the efficiency of the consultation process in hospital clinics and recommended the optimal number of doctors, at which doctors as well as consultation rooms could be most efficiently utilized and patient wait times could be reduced. The results show that computer simulation is an effective tool supporting decisions on needs for doctors in the consultation process in hospital clinics.

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

Kyj, L., & Isik, I. (2008). Bank x-efficiency in Ukraine: An analysis of service characteristics and ownership. *Journal of Economics and Business*, 60(4), 369-393.

Rowan University
Finance: Banking

This paper investigates managerial and scale x-efficiencies of commercial banks in Ukraine from 1998 to 2003. A large number of banks would suggest competition and efficiency. Ukrainian banks waste half of factor inputs during the production of services by operating off the efficient frontier. Large banks dominate in managerial efficiency; small banks are superior in scale efficiency. Significant numbers of small banks experience increasing returns to scale. Consolidation between small banks may help banks exploit economies of scale and become attractive foreign investment targets. Evidence suggests majority foreign owned joint ventures are optimal formats; banks operating in industrial, politically favored areas outperform others.

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

Latourette, A.W. (2008). *Papish v. Board of Curators of University of Missouri*, 410 U.S. 667 (1973). In D.S. Tanenhaus (Ed.), *Encyclopedia of the supreme court of the United States* (Vol.4, pp. 7-9). Farmington Hills, MI: Gale.

***The Richard Stockton College of New Jersey
Legal Studies: First Amendment Rights***

The First Amendment of the Constitution has been deemed the cornerstone of American democracy by the United States Supreme Court. The exercise of the right to freedom of speech or expression guaranteed in this amendment has therefore been afforded paramount protection by the Court, which mandates that the government proffer substantial justification when it endeavors to constrain expression. The first Supreme Court case to address First Amendment infringement on state college campuses, *Healy v. James*, 408 U.S. 169 (1972), concluded that the denial of university recognition of a political student group, Students for a Democratic Society, constituted a violation of the students' First Amendment protections, particularly in view of the fact that the university classroom and environs represent the "marketplace of ideas." Expressly rejecting the concept that First Amendment protections merit a less forceful application on college campuses than in the community at large, the Court urged that its own precedents made clear that "vigilant protection of constitutional freedoms is nowhere more vital than in the community of American schools." This article examines the manner in which *Papish v. Board of Curators of the University of Missouri* and its progeny continue to champion the application of vital First Amendment protection to state college and university students enunciated in *Healy*. It further contrasts the more restrictive stance adopted by the Court with regard to the regulation of student expression in the high school context in *Hazelwood School District v. Kuhlmeier*, 484 U.S. 260 (1988), and discusses the application of *Hazelwood* by some circuits to the university setting, which represents a recent and marked departure from the Court's long history of expansive First Amendment jurisprudence in this area.

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

Lee, J., & Hall, E.H. Jr. (2008). An empirical investigation of the 'halo' effect of financial performance on the relationship between corporate reputation and CEO compensation. *American Journal of Business Research*, 1(1), 93-110.

Rowan University

Management: Executive Compensation and Corporate Reputation

The popularity of the Fortune Reputation Index (FRI) can be easily discerned by a quick perusal of the management literature investigating corporate reputation, social responsibility, and stakeholder orientation. The main focus of this paper is to empirically demonstrate the impact of firm profitability on the corporate reputation and further investigate the impact of the 'halo' effect of financial performance on the general relationships between corporate reputation and CEO compensation. The results show that the FRI as a proxy measure of corporate reputation plays a significant role in determining how much a CEO receives in compensation within the context of executive compensation and performance linkages. Results suggest that FRI is a robust measure of corporate reputation that can be used with confidence, even when strict controls are not in place.

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

Levin, D.Z., & Barnard, H. (2008). Technology management routines that matter to technology managers. *International Journal of Technology Management*, 41(1/2), 22-37.

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

This study identifies, describes, and organizes the activities and processes used by managers of technology. Based on a collaboration between academics and technology managers from a number of large industrial firms, 27 technology management processes were identified. These 27 processes were organized into a framework consisting of four categories: producing scientific and technological knowledge, transforming knowledge into working artifacts, linking artifacts with user requirements, and providing organizational support. This comprehensive framework provides an organizing scheme to make sense of technology management processes. In addition, because managers of technology actively participated in identifying the processes, the study contributes by identifying processes that managers regard as particularly important. Both research and practical implications are derived from the framework.

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

Li, F., Zhou, N., Kashyap, R., & Zhillin, Y. (2008). Brand trust as a second-order factor: An alternative measurement model. *International Journal of Market Research*, 50(6), 817-839.

William Paterson University
Marketing: Brand

Brand trust is often studied without a clear understanding of the concept. We proposed and empirically tested a model in which overall brand trust was specified as a summary evaluation composed of two separate dimensions: competence and benevolence. This paper demonstrates that brand trust may exist at different levels: overall trust in the brand and trust in specific attributes of the brand. "I trust this brand" certainly differs from "I trust the brand to do a good job," or "I trust this brand to care about my needs." The foremost implication for brand managers is that there are different pathways to trust, and the optimal route to brand superiority will vary depending upon a brand's competencies, its history, and current environmental factors. In addition, managers must distinguish between the summary construct and specific aspects of trust during the design of brand equity programs.

Fuan Li and Rajiv Kashyap are members of the faculty at William Paterson University.

Long, J., Gao, Z., Zhao, X., Lian, A., & Orenstein, P. (2008). Urban traffic jam simulation based on the cell transmission model. *Journal of Networks and Spatial Economics*, <http://dx.doi.org/10/1007/s11067-008-9080-9>.

Seton Hall University
Decision Sciences: Traffic Simulation

There have been different approaches which have been proposed to understand the mechanism of traffic congestion propagation. In this paper, we use the cell transmission model and apply it to simulate the formation and dissipation of traffic jams at the microscopic level. In particular, our model focuses on jam propagation and dissipation in two-way rectangular grid networks. In the model, the downstream exit of the link is channelized to represent the interactions of vehicles in different directions. We have used traffic jam size and congestion delay to measure jam growth and dispersal. Numerical examples exploring the impact of model parameters on jam growth and congestion delay are provided. The simulation results show that there are two strategies to minimize jam size and reduce time for jam dissipation: (1) reduce the length of channelized area and, (2) allocate the stopline widths for all directions in the same ratio as the demands. Furthermore, we obtain some new results about gridlock and discuss the effect of incident position and link length on jam propagation.

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

Loviscek, A. (2008). Currency derivatives and emerging market currencies: Strategies, perspectives, and trends. In H.G. Fung, X.E. Xu, & J. Yau (Eds.), *Advances in international investments: Traditional and alternative approaches* (pp. 259-288). Hackensack, NJ: World Scientific.

Seton Hall University
Finance: Emerging Markets

Emerging markets have delivered significant double-digit returns to foreign investors for more than a decade, clearly outpacing the returns from developed markets. The gains, however, have come with a price: high risk. In particular, political instability and erratic macroeconomic policies have caused wide swings in local currencies. Although these swings have mitigated in recent years, it behooves foreign investors to use currency derivatives to limit their impact. This article provides an overview of currency derivatives and strategies to hedge currency risk in emerging markets, including developments in currency derivatives in selected emerging economies in Asia, Africa, Europe, and Latin America.

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

Lucius, H., Lee, J., & Habte-Giorgis, B. (2008). New perspectives on the strategic linkages between marketing factors, R&D activity, and firm performance in the U.S. pharmaceutical industry. *Journal of International Business Disciplines*, 2(3), 118-126.

Rowan University

Marketing: Financial Accounting Performance

The purpose of this study is to explore the impact of various market structure elements in the pharmaceutical industry in the United States, such as research and development (R&D), advertising, capital intensity, inventory turnover, and firm size on the financial accounting performance measurements, return on equity (ROE), and return on assets (ROA). The results indicate that two elements of market structure, firm's size and R&D intensity, are associated significantly and positively with the financial accounting performance indicators (ROA and ROE), while advertising intensity and capital intensity are significantly and appositively associated with ROE, and inventory turnover is not statistically significant for both ROA and ROE. Because these marketing strategic variables are not correlated, they have not been as proven explanatory elements in the determination of the financial accounting performance.

Joob Lee, Harold Lucius, and Berber Habte-Giorgis are members of the faculty at Rowan University.

Lucius, H.W., Habte-Giorgis, B., & Lee, J. (2008). Empirical study of the strategic impact of major marketing factors on firms' accounting performance in the pharmaceutical industry. In R.A. Oglesby, & M.G. Adams (Eds.), *Business Research Yearbook: Building Bridges in a Global Economy* (Vol. 15, no. 3, pp. 205-209). Beltsville, MD: IABD/AEDEM.

Rowan University

Marketing: Financial Accounting Performance

The purpose of this study is an attempt to explore the impact of various market structure elements (Research and Development/ R&D, Advertising, Capital Intensity, Inventory Turnover, and Firm Size) on the financial accounting performance measurements (Return on Equity and Return on Assets) in the United States pharmaceutical industry. Firms were selected and analyzed based on two criteria: those whose major manufacturing operations is pharmaceuticals and those whose manufacturing operations may include pharmaceuticals, but represent only a section of the firm's manufacturing operations. The key finding of this study indicates that firm size and R&D intensity are associated significantly and positively with ROA and ROE, whereas advertising intensity and capital intensity are significantly and positively associated with ROE only in the pharmaceutical industry. However, inventory turnover is not statistically significant for both ROA and ROE and cannot be used to determine the financial performance of US pharmaceutical firms.

Joob Lee, Harold Lucius, and Berber Habte-Giorgis are members of the faculty at Rowan University.

McCrea, E., & Betts, S.C. (2008). Failing to learn from failure: An exploratory study of corporate entrepreneurship outcomes. *Academy of Strategic Management Journal*, 7, 111-132.

***Seton Hall University and William Paterson University
Management: New Product Development***

Firms that are able to react and respond to today's dynamic environment through market, process and product innovations, also called Corporate Entrepreneurship (CE), are better able to gain and sustain a competitive advantage. In fact, business strategy can be described as a firm's "theory of competitive advantage" or a set of hypotheses about the firm's competencies and their relationship to external factors. This implies that CE initiatives can be thought of as "tests" of the firm's strategic "theory-in-use." Thus an innovation that is aligned with a firm's strategy and is successful confirms the existing strategy; an unsuccessful innovation indicates a change in strategy may be needed. In this paper we examine 54 new product development projects and assessed whether they were successful, whether they aligned with the business strategy, and whether the strategy was subsequently modified. We found that successful projects aligned with strategy did indeed confirm the strategy, but unsuccessful projects resulted in strategy modifications only 38% of the time. The lack of strategy modification when projects are unsuccessful indicates that firms are not learning as much as they might from their failures.

Elizabeth McCrea is a member of the faculty at Seton Hall University. Stephen C. Betts is a member of the faculty at William Paterson University.

McGee, R.W., & Yoon, Y. (2008). Enhancing efficiency of government budget and fiscal policy: Some advice for transition and developing economies. In R.W. McGee (Ed.), *Taxation and public finance in transition and developing economies* (pp.43-58). New York/New Jersey: Springer.

Seton Hall University
Finance: Government

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 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, G., Ratner, M., & Meric, I. (2008). Portfolio diversification with country index funds. *Global Business and Finance Review*, 13(2), 1-9.

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

In this paper, we use a novel application of the Capital Assets Pricing Model (CAPM) with country betas to determine if U.S. investors would benefit by adding iShares exchange-traded country index funds into their portfolios. Our findings indicate that U.S. investors would benefit by including any of the 21 iShares country index funds studied in the paper to their portfolios. We also use the Markowitz mean-variance portfolio optimization approach to determine which iShares country index funds can make the greatest contribution to global portfolios. We find that U.S. investors could increase the portfolio return per unit of volatility risk by increasing the foreign investment component in their global portfolios.

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

Meric, I., Eichhorn, B.E., McCall, C.W., & Meric, G. (2008). The financial characteristics of U.S. and E.U. electronic and electrical equipment manufacturing firms and the determinants of asset and equity returns. *International Research Journal of Finance and Economics*, 14, 262-270.

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

In this study, we compare the financial characteristics of U.S. and E.U. electronic and electrical equipment manufacturing firms by using the MANOVA and Multivariate Regression Analysis techniques with data for the December 31, 2001 - December 31, 2005 period. The MANOVA test statistics indicate that the overall financial characteristics of U.S. firms and E.U. firms are significantly different. U.S. firms have higher liquidity and inventory turnover ratios and lower total assets turnover and equity ratios compared with E.U. firms. The U.S. and E.U. profitability ratios are not significantly different. The regression analysis results indicate that both in the U.S. and in the E.U., net profit margin has greater influence on asset returns compared with total assets turnover, and return on assets has greater influence on equity returns compared with financial leverage. Total assets turnover is more effective in boosting asset returns in E.U. firms than in U.S. firms, and financial leverage is more effective in boosting equity returns in E.U. firms than in U.S. firms.

Ilhan Meric, Benjamin E. Eichhorn, and Charles W. McCall are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.

Meric, I., Gishlick, H.E., Taga, L.S., & Meric, G. (2008). MANOVA tests of the changes in the financial characteristics of EU manufacturing firms. *Global Economy & Finance Journal*, 1(1), 79-86.

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

In this paper, we study the changes in the financial characteristics of French, German and UK manufacturing firms by using the MANOVA (Multivariate Analysis of Variance) technique with data for the December 31, 1990 - December 31, 2004 period. Our tests results indicate that the financial characteristics of EU manufacturing firms have changed significantly over time. There are no significant changes in the liquidity and financial leverage ratios of the firms. However, the asset returns, equity returns, and sales growth rates have decreased significantly due to increased integration and competition.

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

Meric, I., Goldberg, I.V., Sprotzer, I.B., & Meric, G. (2008). Eliminating the tax cuts on dividends and capital gains may have an adverse effect on the stock market: An economic argument. *Journal of Taxation of Investments*, 26(1), 66-73.

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

The Jobs and Growth Tax Relief Reconciliation Act of 2003 (JGTRRA) lowered the tax rates on dividends and capital gains with a sunset provision. The cuts were set to expire at the end of 2008. However, the Tax Increase Prevention and Reconciliation Act (TIPRA) extended the tax cuts through 2010. Currently, there is a heated debate about whether the tax cuts should be made permanent. In this article, we study the possible impact of repealing the dividend and capital gains tax cuts on the stock market in the current economic environment.

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

Meric, I., Kim, S., Kim, J.H., & Meric, G. (2008). Co-Movements of U.S., U.K., and Asian stock markets before and after September 11, 2001. *Journal of Money, Investment and Banking*, (3), 47-57.

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

Empirical studies show that the correlation between national stock markets tends to increase and the benefits of global portfolio diversification tend to decrease after events of global importance. In this paper, we test this hypothesis by using the correlation analysis, principal components analysis, and Granger causality statistical techniques, and by comparing the co-movements of the U.S., U.K., and six major Asian stock markets during the five-year period before and during the five-year period after September 11, 2001. Our findings indicate that the co-movement patterns of the eight stock markets changed, correlation between them increased, and the benefits of global portfolio diversification with these stock markets decreased significantly after September 11, 2001.

Ilhan Meric, Sion Kim, and Joe H. Kim are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.

Meric, I., McCall, C.W., & Meric, G. (2008). U.S. and Japanese electronic and electrical equipment manufacturing firms: A comparison. *International Bulletin of Business Administration*, 3, 6-10.

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

In this study, we compare the financial characteristics of U.S. and Japanese electronic and electrical equipment manufacturing firms using the Multivariate Analysis of Variance (MANOVA) method with data drawn from the DISCLOSURE database for the December 31, 2001-December 31, 2005 period. The multivariate test statistics indicate that the overall financial characteristics of U.S. and Japanese firms are significantly different. The univariate test statistics show that U.S. firms have significantly higher inventory turnover, whereas Japanese firms have significantly higher total assets turnover. U.S. firms have significantly higher liquidity and equity levels. These results imply that Japanese firms have significantly higher liquidity risk and financial risk compared with U.S. firms. The profitability ratios of firms in the two countries are not significantly different.

Ilhan Meric and Charles W. McCall are members of the faculty at Rider University. Gulser Meric is a member of the faculty at Rowan University.

Meric, I., Ratner, M., & Meric, G. (2008). Co-movements of sector index returns in the world's major stock markets in bull and bear markets: Portfolio diversification implications. *International Review of Financial Analysis*, 17(1), 156-177.

Rider University & Rowan University
Finance: International

In this paper, principal components analysis and Granger causality tests are used to study the portfolio diversification implications of the co-movements of sector indexes in the U.S., U.K., German, French, and Japanese stock markets in bull and bear markets. We find that, in a bull market, investors can obtain more benefit with global diversification than with domestic diversification even if they invest in the same sector in different countries as opposed to investing in different sectors within the same country. In a bear market, the sectors of different countries tend to be more closely correlated and country diversification opportunities are limited.

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

Miller, T. (2008). A hierarchical framework for supply chain performance measurement. *Future Pharmaceuticals*, July, 1-6.

Rider University

Decision Sciences: Supply Chain Performance Measurement

Performance measurement systems (PMS) are an important planning and management decision support tool that represent a prerequisite to assure effective supply chain and logistics operations. In developing and enhancing its performance management system, a firm must have a framework for its PMS that provides an ongoing perspective and guidance regarding how its individual performance measures fit together. In this article we present a "hierarchical" framework for capturing and linking all key performance measures that a firm may develop to monitor its supply chain. This framework differentiates measures both by their individual level in a hierarchy and by their focus (e.g. internal organizational efficiency or external effectiveness with customers). There exist a number of well known models and frameworks for operations, logistics and supply chain management. The contribution of this article is to offer the additional dimension of a "hierarchical" perspective to a PMS framework.

Tan Miller is a member of the faculty at Rider University.

Miller, T. (2008). Decision support systems: A detailed approach. *Future Pharmaceuticals*, March, 90-93.

Rider University

Decision Sciences: Supply Chain Decision Support Systems

A key determinant of whether the Decision Support Systems (DSS) for your firm's supply chain provide the necessary insights to facilitate effective decision-making is whether your DSS evaluate decisions with the appropriate level of detail. Too much or too little detail can equally cloud a problem and lead to well-intentioned, but sub-optimal decisions. Further, the appropriate detail required varies widely by the type of decision and the level in a planning framework of a particular issue. In a previous article in *Future Pharmaceuticals* (November 2007) we reviewed "general" planning and scheduling frameworks for distribution and supply chain management. In this article we focus on an important component of these frameworks; namely, assuring that the multiple DSS that support a supply chain offer the correct granularity of detail at each planning level.

Tan Miller is a member of the faculty at Rider University.

Miller, T., & de Matta, R. (2008). A global supply chain profit maximization and transfer pricing model. *Journal of Business Logistics*, 29(1), 175-199.

Rider University

Decision Sciences: Production and Distribution Planning

In environments where tax rates in local regions do not represent major decision factors, a cost minimization methodology, which represents the most common optimization modeling approach for integrated manufacturing and distribution planning, can help formulate an effective integrated plan. However, when planning flexibility or alternatives exist because of differing local country tax rates and types and intra-company transfer pricing options, cost minimization methodologies may inaccurately identify profit-maximizing global production and distribution plans. Instead, a profit maximization model that explicitly evaluates decisions such as where to incur tax liabilities and how to set intra-company prices may be required to develop an integrated global manufacturing and distribution plan. In this paper, we discuss and formulate a model that yields profit maximizing global production and distribution plans. We discuss the managerial implications of our results, and the potential applications and benefits of the model.

Tan Miller is a member of the faculty at Rider University.

Mintu-Wimsatt, A., Madjourova-Davri, A., & Lozada, H.R. (2008). Personality correlates of equity sensitivity for samples of Canadian, Bulgarian and Mexican business people. *Psychological Reports, 102*, 58-63.

Seton Hall University

Marketing: Personality - Equity Sensitivity

Equity sensitivity concerns perceptions of what is or is not equitable. Previous studies have shown that equity sensitivity is associated with one's relationship orientation. Relationships are also influenced by personality variables. As both personality and equity sensitivity influence relationships, equity sensitivity and personality may be correlated also; so, this study examined that possibility. The relations of equity sensitivity with three personality variables were explored across three culturally different samples. This allowed validation across cultures of the proposed equity-personality relationship which has traditionally been assessed in a U.S. setting. In general, personality-equity sensitivity relationship was not supported across the samples.

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

Mirchandani, D., & Ikerd, J. (2008). Building and maintaining sustainable organizations. *Organization Management Journal*, 5(1), 40-51.

***Rowan University
Management: Sustainable Organizations***

As our planet's resources and carrying capacity have become exponentially strained in the last century of vast industrialism, it will be imperative for the corporations that currently determine the flow of global economic resources to advance into a position of sustainable post-industrial prosperity. It is essential that firms create and maintain synergistic relations with the biosphere, key stakeholders, and the global community. There have been many great strides in the last decade to expand environmental and social considerations in business and a path toward a sustainable future has been initiated. Today the corporation must go beyond pollution prevention and product stewardship toward a holistic and proactive model of management in a network of mutually beneficial relationships with the Earth and communities. Significant challenges remain with respect to large system changes and creating a new set of norms that are widely accepted by organizations worldwide.

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

Monseau, S. (2008). Beer, free speech, and barriers to interstate commerce: A case of imported beer. *Journal of Legal Studies Education*, 25(2), 307-342.

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

The article focuses on the prohibition policy amendments for alcoholic beverages in the US. The Federal Trade Commission (FTC) discusses the impact of the 21st Amendment by reviewing the policy which allows states to influence and control trade in alcoholic beverages, including the interstate shipment and advertising labels approval. It also discusses the significant role of the states and federal government in regulating alcoholic beverage interstate trade. The article describes a real case, concerning an entrepreneur's attempt to import and sell a French beer in the United States, that can be used to discuss the impact of several aspects of the Constitution on business. The case study illustrates the role of both the states and the federal government in regulating interstate trade, the police powers of the states, the barriers to e-commerce trade in alcoholic beverages erected by state regulations, and the impact of First Amendment protection for commercial speech on the choice of product labels. The case can also be used to discuss the cultural, ethical, and trademark law issues raised by the use of a somewhat provocative product label.

Susanna Monseau is a member of the faculty at The College of New Jersey.

Morrin, M., Broniarczyk, S., Inman, J.J., & Broussard, J. (2008). Saving for retirement: The effects of fund assortment size and investor knowledge on asset allocation strategies. *The Journal of Consumer Affairs*, 42(2), 206-222.

Rutgers University - Camden

Finance: Investor Knowledge Effect

The authors conducted a decision simulation among 211 adults whose task was to invest in a 401(k) retirement plan. They varied the number of mutual funds (three versus 21) offered for investment and assessed investing knowledge with a self-report measure. The results indicate that less knowledgeable (but not more knowledgeable) investors change their asset allocation strategies as a function of fund assortment size, such that a significantly higher proportion of dollars invested by the less knowledgeable investors is allocated to stocks when choosing from the larger assortment.

Maureen Morrin and John Broussard are members of the faculty at Rutgers University - Camden.

Moussourakis, J., & Haksever, C. (2008). A practical model for ordering in multi-product multi-constraint inventory systems with all-units quantity discounts. *Information and Management Sciences*, 19(2), 263-283.

Rider University
Decision Sciences: Inventory Management

This paper presents a practical mathematical model for determining order quantities in multi-product multi-constraint inventory systems with all-units quantity discounts. The model is a zero-one mixed integer programming model based on a linear approximation of the number of orders function. The paper discusses issues of model implementation and presents computational testing results from solving randomly generated test problems with up to 100 products. It also presents computational data that compares the model's performance to those of other approaches found in the operational research literature. The computational evidence suggests that the model finds identical and often better solutions than other approaches to the problems considered in the paper. These results indicate that the model is a viable alternative to other approaches found in the literature for the solution of the problem; but more importantly, they indicate that the model is a practical tool for decision makers who do not possess the resources necessary to implement and use specialized algorithms.

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

Nenkov, G.Y., Morrin, M., Ward, A., Schwartz, B., & Hulland, J. (2008). A short form of the Maximization Scale: Factor structure, reliability and validity studies. *Judgement and Decision Making*, 3(5), 371-388.

***Rutgers University - Camden
Marketing: Item Scales***

While some people consistently try to make optimal choices or "maximize", others tend to "satisfice" and settle for options that are simply good enough. The authors conduct an analysis of Schwartz' 13-item Maximization Scale with the goal of establishing its factor structure, reliability and validity. They also investigate the psychometric properties of several proposed shorter versions of the scale. The analyses suggest that the shortened 6-item scale performs best and should be used by future researchers. It is hoped that clarification of the conceptual underpinnings of this important construct and development of a shorter scale will enhance its use among behavioral researchers across several of the social science disciplines.

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

Nersesian, R. (2008). *Biofuels: Fuels of the future?* New York: Energy Intelligence.

***Monmouth University
Management: Energy Sources***

Biofuels will never replace fossil motor fuels under present conditions. One-third of the U.S. corn crop is diverted to bioethanol for about the equivalent of 400,000 bpd displacement of gasoline out of a total consumption of 9 million bpd. This is a proverbial drop in the bucket considering the impact on food prices. There is a role for biofuels, however, as a means to reduce our dependence on crude oil, much of which comes from politically volatile and unfriendly sources. Biofuels made from food crops should be curtailed, which is already happening due to the low price on crude oil. Biofuels make money when the spread between gasoline and diesel prices less the cost of foodstuff (corn, wheat, palm oil, etc.) is large enough to cover costs and provide a profit (the biorefinery spread). Low oil prices have made ethanol from corn and biodiesel from palm oil unprofitable, but ethanol made from sugar in Brazil is profitable as it is the low cost source of ethanol today. We should de-emphasize bioethanol and biodiesel from food crops. Bioethanol should be expanded in Brazil as large areas of non-agricultural land can be converted to sugar plantations without affecting food output. Research in cellulosic ethanol should be intensified. Cellulosic ethanol has the potential of displacing a significant portion of crude oil from the gasoline stream if the technology can be made commercially feasible. Biodiesel can be made from inedible seeds such as jatropha, a weed that grows wild in Africa and Asia. Brazil is conducting research in making biodiesel from inedible castor beans which have no value as a foodstuff. Their cost is the cost of planting, cultivation, and harvesting, a fixed cost that does not affect the value of food crops. Jatropha can be grown on non-agricultural land. Castor beans can be grown on new land brought under cultivation in Brazil. Algae is another fertile area worth exploring since algae can be converted to biodiesel and bioethanol with a residue that is highly nutritious for livestock feed. Algae can be fed with polluted water and other wastes - a perfect waste recycling mechanism for an added environmental benefit. In summary, there is a promising future for biofuels, but its form will be quite different from what we see today.

Roy Nersesian is a member of the faculty at Monmouth University.

Nouri, H., & Kyj, L. (2008). The effect of performance feedback on prior budgetary participative research using survey methodology: An empirical study. *Critical Perspectives on Accounting*, 19, 1431-1453.

***The College of New Jersey and Rowan University
Accounting: Budgetary Participation and Job Performance***

Prior research examining the relation between budgetary participation and job performance explicitly or implicitly posits budgetary participation and intervening variables such as role ambiguity, motivation, job satisfaction, and job-relevant information as independent variables; job performance as the dependent variable. However, these studies are often based on correlated data in which the direction of causation is unknown. This paper uses attribution theory to examine whether job performance affects perceptions of budgetary participation and/or intervening variables (e.g. role ambiguity). Using a laboratory experiment and multivariate analysis of variance (MANOVA), the findings of this study show that knowledge of performance, obtained through performance evaluations and/or external cues, affects individuals' perceptions regarding budgetary participation, job satisfaction, role ambiguity, motivation, and job-relevant information. The results of the study may undermine correlations between self-reported data on individual characteristics (e.g. motivation) and performance data, as well as correlations between self-reported data on organizational variables (e.g. budgetary participation) and performance data. The study provides suggestions of how researchers could overcome problems associated with causal directions in future budget participation studies that link self-reported individual and organizational characteristics to job performance.

Hossein Nouri is a member of the faculty at The College of New Jersey. Larissa Kyj is a member of the faculty at Rowan University.

Nouri, H., & Shahid, A. (2008). Investment returns by investors with accounting knowledge: The effect of information sources and gender. *Journal of Business and Economic Perspectives*, XXXIV(2), 68-77.

The College of New Jersey
Accounting: Accounting Knowledge and Investment Returns

This paper investigates how individuals who are familiar with and can read and understand financial statements make investment decisions. Specifically, we examine information sources used by these individuals in buying and selling investments. For this study, we used senior accounting students who had finished all accounting courses as surrogates for individuals who can read and understand financial statements. Such student investors mainly use two sources of information: their own knowledge and recommendations from professional journals and brokers. The results of the study show no difference between these two sources in average return on investments. In addition, this study examines investment returns difference between males and females. Controlling for the amount of fund and education differences, the study's results indicate that while females use more diversified portfolios than males do, no difference in investment returns exists between male and female student investors.

Hossein Nouri and Abdus Shabid are members of the faculty at The College of New Jersey.

Nouri, H., & Shahid, A. (2008). The effects of PowerPoint lecture notes on student performance and attitudes. *The Accounting Educators' Journal*, XVIII, 103-117.

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

This paper explores whether providing lecture notes when PowerPoint is used for class presentation affects student performance and attitudes toward instructor. This study was conducted in a classroom setting throughout the semester. The experiment involves two sections of an Accounting Principles II course. The results show that students who did not receive PowerPoint lecture notes indicated that the instructor was more effective and efficient than students who received PowerPoint lecture notes. No differences were found between the two groups in evaluating the instructor on such attributes as preparedness, caring about students, and feedback. The results further indicate that providing lecture notes did not appear to affect students' performance on the exams. Moreover, students' responses to the PowerPoint presentation questions indicated that there were no differences between the section with lecture notes and the section without the lecture notes on such attributes as understandability, dullness, entertainment, and learning effect of the PowerPoint presentation.

Hossein Nouri and Abdus Shabid are members of the faculty at The College of New Jersey.

Ocker, R., & Fjermestad, J. (2008). Communication differences in virtual design teams: Findings from a multi-method analysis of high and low performing experimental teams. *The DATA BASE for Advances in Information Systems*, 39(1), 51-67.

***New Jersey Institute of Technology
Information Technology: Virtual Design Teams***

This multi-method study distinguishes between four high performing and four low performing fully distributed virtual design teams, through an analysis of their asynchronous communication. Results indicate that these teams were similar in terms of the number of messages exchanged, the amount of communication devoted to aspects of design, and the amount and proportion of communication spent on team coordination, supportive commentary, and "other" topics. However, high performing teams were more verbose, they communicated more words. They also spent less time in brainstorming activities. Rather, high performing teams engaged in more critical commentary and active debate, compared to low performing teams. High performing teams conducted more in-depth discussions in the form of argumentation, as ideas were developed through an interactive debate of the pros and cons of issues. This debate resulted in the need for summaries, which served a dual role as they became intermediate steps in the process of writing the report deliverable.

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

Omar, K., & Stoeber, W. A. (2008). The role of technology and human capital in the EPZ life cycle. *Transnational Corporations*, 17(1), 135-159.

Seton Hall University
Management: Export Processing Zones

This article proposes an alternative perspective for examining export processing zones (EPZs) by modifying the life-cycle approach. It highlights the two crucial aspects of a successful EPZ development, namely the nature of backward linkages and gradual integration into the rest of the host economy. It argues that successful EPZs can be a catalyst for structural transformation of the wider economy and discusses what policy measures are needed to achieve such outcome. The article concludes by identifying venues for future research.

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

Orenstein, P., & Wright, W. (2008). Information in motion: Road vehicles as wireless relay stations for an ad hoc communications network. *Journal of Maps*, 2008, 71-90.

Seton Hall University
Decision Sciences: Mobile Telecommunications

There is growing interest among automobile engineers and wireless communications researchers in the concept of a Vehicular Ad-hoc NETWORK (VANET). Each motor vehicle on the road today provides a natural platform for mobile communications. When equipped with suitable on-board device, the population of vehicles in a busy area becomes a wireless network capable of relaying signals across considerable distances, without the need for a central transmitter. Among the applications so far suggested are the propagation of safety warnings such as icy road conditions, crime prevention, surveillance aimed at public security, together with less urgent passenger services, and even congestion management. To determine whether and how such a system would function, it is necessary to model two distinct kinds of networks simultaneously - the road system and the wireless network. The challenge is significant, not least because of the many factors involved. The authors have adapted a cellular automaton (CA) approach, which is used to investigate the relationship between communication, contention/interference and mobility. The results show how mobility affects network performance and how the processing gain G can be used to design effective coverage areas which maximize the total network throughput. Most important for safety - critical applications, a VANET can break down under congested road traffic conditions because of radio interference among the vehicles.

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

Patanakul, P. (2008). Program risk management: How it is done in major defense programs. *Project Management Institute*, <http://www.pmi.org/Marketplace/Pages/ProductDetail.aspx?GMProduct=00101084300&iss=1>.

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

In project and program management, risk management has been practiced widely as a way to identify threats and/or opportunities to the project or program performance and to develop action plans for dealing with those threats and/or opportunities. While the literature on project risk management is extensive, the literature on program risk management is limited. In this study, we preliminarily investigated risk management at a program level. In particular, we analyzed risk management practices of twelve major defense programs from five organizations. These programs were the nominees for the Aviation Week 2007 Program Excellence Award. The results of this study shed some light on how program risk management is performed in practice.

Peerasit Patanakul is a member of the faculty at Stevens Institute of Technology.

Patanakul, P., & Milosevic, D. (2008). A competency model for effectiveness in managing multiple projects. *Journal of High Technology Management Research*, 18(2), 118-131.

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

To be effective in leading multiple simultaneous projects in high-velocity industries, this study proposes a list of competencies that multiple-project managers should possess organized as a competency model for effectiveness in managing multiple projects. Among other competencies, the competencies that are unique to multiple-project managers are organizational experience, interdependency management, multitasking, simultaneous team management, and management of interproject process. This finding helps raise awareness in the project management community regarding the differences between the competencies of single-project managers and those of multiple-project managers. Besides the list of competencies, this study extends its contribution by presenting propositions for future research.

Peerasit Patanakul is a member of the faculty at Stevens Institute of Technology.

Pelham, A.M., & Kravitz, P. (2008). An exploratory study of the influence of sales training content and salesperson evaluation on salesperson adaptive selling, customer orientation, listening, and consulting behaviors. *Journal of Strategic Marketing*, 16(5), 413-435.

***The College of New Jersey
Marketing: Salesperson Training & Evaluation***

The purpose of this exploratory study was to examine the possible impact of the content of consulting oriented sales training and evaluation on salesperson behaviors, based upon the perceptions of salespeople. The behaviors studied were adaptive selling, customer orientation, listening and consulting. Four hundred and twenty non-retail salespeople were surveyed. Results indicated that listening behaviors positively influence customer orientation behaviors, which, in turn, influence adaptive selling behaviors, which influence listening behaviors, resulting in a feedback loop of reinforcing behaviors. Consulting oriented salesperson evaluation is a stronger influence on salesperson behaviors, compared to sales training. Contrary to expectations, consulting oriented sales training did not have a significant impact on salesperson behaviors. Comparing the salesperson's responses to the responses of sales managers in another study indicated differing correlations of the variables of interest. The authors discuss possible explanations for these differences and offer suggestions to managers based on the results.

Alfred M. Pelham and Pamela Kravitz are members of the faculty at The College of New Jersey.

Porter, G., & Perry, J. L. (2008). Animal farm, baby boom and crackberry addicts. In C. L. Cooper, & R. J. Burke (Eds.), *The long work hours culture, causes, consequences and choices* (pp. 255-274). New York: Macmillan.

Rutgers University - Camden

Management: Excessive Involvement in Work

This article demonstrates the enduring theme of excess involvement in work by discussing classic literature from the 1940s, film representation from the 1980s and contemporary issues in use of technology. In Orwell's 1946 novel, *Animal Farm*, Boxer the horse lives – and dies – by the motto “I will work harder.” Continually striving to finish ‘one last big project,’ Boxer finally collapses from exhaustion. When he realizes he’s being taken to the glue factory instead of toward his planned retirement, he no longer has the strength to do anything about it. In the 1980s, the movie *Baby Boom* highlighted a new generation of hard-driving business women. The lead character, J.C. Wyatt (played by Diane Keaton), is entirely devoted to her career. We see examples of this single-mindedness in the physical excitement she displays upon hearing of a possible promotion, in stark contrast to unemotional interactions with her partner Stephen. When she is forced to re-assess these priorities to care for an adopted child, she does choose to alter her work behavior. However, at the end of the movie, there are clear indications she still feels a ‘high’ when considering return to the high-pressure corporate arena. Finally, the current phenomenon of addiction to working with technology is explored through an overview of recent attention by both the research community and popular media. For example, NASA studies show that multi-tasking is not efficient, although many people take great pride in that style of work. One televised experiment of an executive trying to put aside his technology showed that he experienced such anxiety he could not finish the prescribed time of the challenge. Overall, expectations are driving up the pressure for quick response and constant connectivity. In that way, technology has added a new dimension to the problem of how to put reasonable constraints on working time. However, the basic issue of personally succumbing to excess work has been with us for a long time, and this article is an attempt to encourage some self-examination by individuals, as well as thoughtful consideration by organizational leaders who may be encouraging unhealthy work behavior without realizing it.

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

Potter, G.C., Romeo, G.C., Bao, D., & Pritchard, R.E. (2008). Using standardized student evaluation instruments to measure teaching effectiveness in lecture/recitation mode classes. *Journal of College Teaching & Learning*, 5(3), 1-8.

Rowan University
Pedagogy: Teaching Evaluation

This paper investigates the variability of student teaching effectiveness survey evaluations among the various recitation sections when lecture/recitation instruction is utilized with the same instructor both delivering the lecture and teaching all of the corresponding recitation sections. The research results indicate that when an instructor teaches multiple sections using lecture/recitation instruction, then the meaningful measure of the instructor's teaching is the average of the student ratings for the various recitation sections. This study focuses on the variability of the students' responses to each item in the survey instrument as measured by its standard deviation.

Gregory C. Potter, George C. Romeo, Da-Hsien Bao, and Robert E. Pritchard are members of the faculty at Rowan University.

Pritchard, R.E., & Potter, G.C. (2008). Reducing the downside risk of not receiving anticipated social security benefits by using personal accounts. *Journal of Business & Economics Research*, 6(1), 1-6.

Rowan University
Finance: Social Security Benefits

The government is not obligated to pay Social Security benefits and no one has the right to receive such benefits. This paper presents the argument that opting for a personal account in conjunction with traditional Social Security is less risky than opting to have all of one's Social Security taxes go into traditional Social Security. The overall downside risk of receiving lower than anticipated Social Security retirement income is reduced by diversifying to include personal accounts along with traditional Social Security.

Robert E. Pritchard and Gregory C. Potter are members of the faculty at Rowan University.

Rapp, W. (2008). The Kindleberger-Aliber-Minsky paradigm and the global subprime mortgage meltdown. *Review of Business and Technology Research*, 1(1), 1-7.

***New Jersey Institute of Technology
Management: Global Financial Crisis***

This paper analyzes the current global financial crisis that originated in the US subprime mortgage market through the lens of the Kindleberger-Aliber-Minsky (KAM) paradigm as set forth in *Manias, Panics and Crashes* (Kindleberger and Aliber, 2005) to first examine the bubble's origins in the displacement caused by the Internet collapse, the subsequent recession, and the aggressive lowering of US interest rates. It shows how these events combined with other regulatory factors resulted in a US housing bubble fueled by the aggressive securitization of mortgages by many large financial institutions, a reduction in their credit standards, and a lack of regulatory oversight. In this way, it assesses the prime players in the process in terms of motivation and performance. The paper then explores how the process peaked and began to unravel as cash flows at the base of the financial pyramid built through securitization slowed. Once the supporting cash flow came under pressure and was questioned, several major players went bankrupt or took tremendous losses. It became apparent that risk and innovation had been improperly balanced, a prime characteristic of the KAM paradigm. Indeed, greed, innovation, and technology had combined to substantially reduce credit quality and increase leverage, vastly expanding the likelihood of a liquidity crisis and a substantial drop in the value of asset-backed securities. The analysis then examines why this effect had significant global dimensions unlike, for example, the Japanese real estate and stock market collapse or the US Internet boom and bust. The analysis also shows how market reactions have been in line with what might be expected under the KAM paradigm. It also conforms to what Robert Schiller and Edward Gramlich anticipated and to normal bank behavior in a credit crisis. Finally the paper assesses the policy responses to the crisis and their likely success under the KAM paradigm analysis. The proposed remedies already include the aggressive fiscal and lender of last resort monetary responses typical of the KAM paradigm but regulatory measures too. Further, as KAM notes, almost all booms and crashes involve scandals and scams. So not surprisingly there has been growing recourse to the courts seeking criminal and civil remedies. Also typical of such a dramatic boom and bust, governments are examining regulatory and legislative actions to address the current difficult economic and credit situation and to make sure similar things do not occur in the future. But the politics and a US presidential election are driving significant differences in approach. Under these circumstances what can the lens of the KAM paradigm tell us about the actions taken or proposed and what is or is not likely to work?

William Rapp is a member of the faculty at New Jersey Institute of Technology.

Rapp, W., Mehta, R., Hopkins, C.L., & McHugh, J. (2008). Toyota Motor Company: An environmental and strategic marketing assessment for hybrid and renewable energy resource automobiles. *The International Journal of Technology, Knowledge and Society*, 4(3), 103-112.

***New Jersey Institute of Technology
Marketing: Hybrid Vehicles***

The focus of this paper is on the fact that the major automobile manufacturers have now developed hybrid vehicles that can substantially reduce both oil consumption and adverse emissions thus contributing to solving the twin problems of the looming oil shortage and global warming. Toyota in particular is leading the way in this regard and has put considerable competitive pressure on other manufacturers due to the success of the Prius and their commitment to producing a wide range of hybrid vehicles. This paper details their global hybrid strategy and how they are leveraging their lead and R&D to further put pressure on other producers and how this is likely to affect the demand for hybrids over the next several years and its impact on the global auto industry.

William Rapp and Rajiv Mehta are members of the faculty at New Jersey Institute of Technology.

Reitman, F., & Schneer, J.A. (2008). Enabling the new careers of the 21st century. *Organization Management Journal*, 5, 17-28.

***Rider University
Management: Career Development***

The new careers of the 21st century are turbulent compared to the ideal corporate climb of the 1950s. Owing to the greater presence of women in the workforce, diminished job security, and increased focus on psychological aspects of success, many workers have moved onto non-traditional career paths. The new careers involve changing organizations, lateral rather than vertical moves, and often include interruptions in employment. The expectation is that employees will manage their own careers, choosing to work for companies that provide opportunities to meet their objectives. Organizations need to embrace the realities of 21st century careers and recognize the importance of programs and policies that enable the careers of their employees. Career-enabling programs address time-control issues (e.g., part-time options, job sharing, flextime, telecommuting, and leaves) as well as knowledge and skill development (e.g., training, job rotation, tuition remission, mentoring). Such programs help employees meet both career and life goals and will promote the long-term success of the organization.

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

Riotto, J.J. (2008). Understanding the Sarbanes-Oxley Act - A valued added approach for public interest. *Critical Perspectives on Accounting*, 19(7), 952-962.

New Jersey City University
Finance: Sarbanes-Oxley Act

There has been an explosion of renewed interest in ethical behavior. This attention has been the result of the continuous notoriety of the corporate, community, and educational misdeeds. This trend has called for increased corporate governance and accountability. This interest has been fueled by the wrongdoings at Enron, WorldCom, Martha Stewart, Tyco, Citigroup, Qwest, Arthur Andersen, and Adelphia, to name a few. To mitigate these activities, an effort is underway to reestablish public confidence and impose additional requirements to enhance financial reporting and disclosure. This endeavor includes the passage of the Sarbanes-Oxley Act on 30 July 2002. This act establishes new substantive and procedural requirements for public companies, their officers and directors with the intent to improve the quality of financial reporting, disclosure, and auditing. In short, public interest is taken into consideration. In this study, the 11 titles of the act are examined and interpreted as to their impact.

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

Rotthoff, K.W. (2008). Could affirmative action be efficient in higher education? *Economics Letters*, 99(3), 574-576.

Seton Hall University
Finance: Education

Many states are outlawing the use of affirmative action, which has led to the use of inefficient measures as a substitute. I show that schools still use affirmative action in the application process because of a down-stream demand from employers.

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

Rui, M., Yang, J., Hutchinson, J., & Wang, J. (2008). Managing knowledge for new product performance in the high technology industry. *International Journal of Technology Management*, 41(1/2), 96-108.

Kean University
Management: Technology

This study used path analysis to examine relationships between knowledge management (knowledge innovation and integration), new product creativity, timeliness, and performance among high technology firms in China. The results indicated that knowledge innovation was significantly related to new product creativity. In addition, knowledge integration was related to new product timeliness, which contributed positively to the new product financial performance. Managerial implications and future research also were discussed.

Jie Yang is a member of the faculty at Kean University.

Ryan, L.V., & Hunter, R.J. Jr. (2008). An update on the Polish economy: Meeting the criteria for a "normal country". *European Journal of Social Sciences*, 6(3), 375-381.

Seton Hall University
Finance: International

This paper is an update on the Polish economy. It describes the economy in both macro and micro terms, within the context of recent political developments. The paper describes the "main drivers" in the Polish economy, important growth elements, and major economic indicators, including employment figures, export figures, and relevant data from the Warsaw Stock Exchange. The paper concludes with an outlook for 2008-2009 and includes commentary on both positives and negatives in the Polish economy and in Polish society.

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

Santora, J.C. (2008). How to build a framework for strategic analysis: It's all about the trust. *Nonprofit World*, Nov-Dec, 15-17.

***Thomas Edison State College
Management: Strategic Alliances***

You just learned about a large grant that fits your mission perfectly. The only problem is that it calls for two nonprofits to work together. You've never been part of a strategic alliance, and you have lots of questions. How will you divide the grant budget with another organization? Can you trust the other organization's leader to do the "right thing?" To what degree is trust needed to develop a healthy working relationship? Are you emotionally secure enough to forge a relationship with another nonprofit given the risks involved? You can find the answers to these and other nagging questions in this article that develops a framework of trust.

Joseph C. Santora is a member of the faculty at Thomas Edison State College.

Santora, J.C. (2008). Woodland community center corporation. In S.L. McShane, & M.A. Von Glinow (Eds.), *Organizational behavior*, 4/e (pp.531-533). Burr Ridge, Il: McGraw-Hill-Irwin.

Thomas Edison State College
Management: Organizational Change

This is a case study concerning Fred Chambers, the recently appointed executive director of Woodland Community Center. At 60 years old, he felt young and fit. His career as a nonprofit executive director spanned more than 25 years at five diverse nonprofit organizations. Once he believed his job was done at an organization, he moved on to accept the challenges of a new executive position. Most of all, Chambers resisted complacency, and he wanted to avoid getting stale in the saddle. Unlike past positions, however, Chambers felt uneasy about his latest executive appointment. Chamber's appointment signaled the community center's earnest desire to change the organizational culture at the agency. His predecessor had encouraged policies of "double standards" that demotivated some of the agency's long-term and industrious employees. Chambers knew he was a good leader, knew he had the confidence of the board, and most important, knew he had to change the culture of the organization that had existed for the last quarter century.

Joseph C. Santora is a member of the faculty at Thomas Edison State College.

Santora, J.C., & Sarros, J.C. (2008). Founders, leaders, and organizational life cycles: The choice is easy - learn or fail. *Development And Learning In Organizations*, 22(3), 12-15.

Thomas Edison State College
Management: Organizational Life Cycle

The purpose of this article is to provide executives and other organizational leaders with a six-stage organizational life cycle and its components at each stage. This article uses the case study method to show the impact of the organizational life cycle on the founder of a nonprofit organization who over time lost the drive and desire to remain competitive. It is found that founders and organizational leaders who fail to understand the consequences of not remaining vigilant will cause their organizations to suffer the consequences. The practical implications of this work are that leaders will learn about the issues associated with an organization's life cycle and will be shown strategies that can be implemented in order to deal with these issues. This article informs leaders about the importance of learning the steps in the organizational life cycle to help them avoid failure.

Joseph C. Santora is a member of the faculty at Thomas Edison State College.

Santora, J.C., & Sarros, J.C. (2008). Interim leadership in a nonprofit organization: A case study. *The Business Review*, 11(2), 66-70.

Thomas Edison State College
Management: Interim Leadership

The aim of this paper was to uncover reasons why an interim executive director opted not to apply for a permanent position as the executive director of a nonprofit organization after his interim appointment upon the sudden resignation and departure of the long-term incumbent executive director. This paper begins by defining the term interim executive director. Next, it provides a brief literature review on interim executive directorships. It then describes the research and data collection methods. It describes the organization, its leadership, and the background that led to the appointment of the interim director. In the discussion section of this paper we answer our research question and then offer three lessons learned from this case. Finally, we conclude this paper by presenting the limitations of the study and suggestions for future studies.

Joseph C. Santora is a member of the faculty at Thomas Edison State College.

Santora, J.C., & Seaton, W.J. (2008). Age discrimination: Alive and well in the workplace. *Academy of Management Perspectives*, 22(2), 103-104.

***Thomas Edison State College
Management: Age Discrimination***

The article discusses a study by researcher Vincent Roscigno and a team from Ohio State University on age discrimination in the workplace. The study suggested that age stereotypes influenced employer perceptions of the work competencies of older employees and that social closure theory encouraged discrimination. Examination of age discrimination claims from the Ohio Civil Rights Commission database revealed that workers near the age of fifty were subject to notable levels of discrimination and that gender was a factor in age discrimination, but not race. The researchers noted cases in which the work hours of older employees were reduced. The authors suggest discrimination lawsuits by older workers could inspire company managers to improve attitudes toward older workers.

Joseph C. Santora and William J. Seaton are members of the faculty at Thomas Edison State College.

Sarros, J.C., Cooper, B.K., & Santora, J.C. (2008). Building a climate for innovation through transformational leadership and organizational culture. *Journal of Leadership & Organizational Studies*, 15(2), 145-158.

***Thomas Edison State College
Management: Leadership and Innovation***

Research has called for organizations to be more flexible, adaptive, entrepreneurial, and innovative in meeting the changing demands of today's environment. Appropriate leadership to effect such change is required; however, there has been little empirical analysis of the theoretical relationships among the key components that make up such change strategy, including transformational leadership, organizational culture, and organizational innovation. This study examines these linkages in terms of their relationships with climate for organizational innovation in Australian private sector organizations. Structural equation modeling based on responses to a survey of 1,158 managers explores the relationship between transformational leadership and climate for organizational innovation and the extent to which a competitive, performance-oriented organizational culture mediates this relationship. Strategies for building innovative organizations are discussed.

Joseph C. Santora is a member of the faculty at Thomas Edison State College.

Schachter, H.L. (2008). Lillian Borrone: Weaving a web to revitalize port commerce in New York and New Jersey. *Public Administration Review*, 68(1), 61-67.

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

In 1988, when Lillian Borrone became the director of the Port Authority of New York and New Jersey's Port Commerce Department, she was the first woman in the world to head a major port. During her 12-year tenure, she revitalized the port's cargo trade. She spearheaded the recovery of a faltering entity through vision, astute marketing, and an inclusive, participatory management style. Her achievements contain valuable lessons for all managers who want to revitalize agency operations. Her career path also serves as a key information source for how women can advance in the male-dominated transportation field.

Hindy Lauer Schachter is a member of the faculty at New Jersey Institute of Technology.

Schoen, E.J., & Falchek, J.S. (2008). Bong hits 4 Jesus and tinkering with *Tinker*. *Southern Law Journal*, 18(1), 1-16.

Rowan University
Legal Studies: First Amendment Rights in Public Schools

In *Morse v. Frederick*, 127 S. Ct. 2618 (2007), the U.S. Supreme Court ruled that suspending a student from school for unfurling a banner containing the words "Bong Hits Jesus" during a high school sponsored and supervised event did not violate the student's First Amendment rights, because his expression promoted illegal drug usage contrary to school policy, and school officials did not want the school to be associated with speech contrary to its policies. The practical impact of this decision is threefold. First, public school administrators can now curtail student expression whenever they reasonably conclude student speech undermines an important interest of the school, such as deterring drug usage by school children. Second, unlike its prior public school student speech decisions, the Court failed to consider the role of public education in reaching its decision, thereby possibly eliminating the role of public education as a factor in resolving cases. Third, the decision underscores the manner in which the Columbine tragedy has influenced courts to provide greater support to public school officials to react quickly and decisively in addressing issues posing a risk of harm to their students.

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

Sendjaya, S., Sarros, J.C., & Santora, J.C. (2008). Defining and measuring servant leadership behavior in organizations. *Journal of Management Studies*, 45(2), 402-424.

***Thomas Edison State College
Management: Servant Leadership***

This paper examines the development and initial validation of a multidimensional measure of servant leadership behavior (Servant Leadership Behavior Scale). Both qualitative and quantitative studies are reported to establish preliminary psychometric properties for the new 35-item, six-dimension measure. The resultant servant leadership model is characterized by its service orientation, holistic outlook, and moral-spiritual emphasis, thereby extending current models of servant leadership and existing works on contemporary leadership approaches. Theoretical contributions, practical implications, and future research directions are discussed in the concluding section of the paper.

Joseph C. Santora is a member of the faculty at Thomas Edison State College.

Shemtob, M. (2008). It's time for a national discussion on retirement. *Contingencies*, Jul/Aug, 30-37.

***Rutgers University - Newark and New Brunswick
Management: Retirement Security***

As we navigate the early years of the 21st century, we face issues (some old, some new) that will affect the financial security of our nation's future retirees. This article advocates the need to undertake a comprehensive review of the challenges facing future generations and develop a national retirement policy. Such a policy would reflect the projected demographic landscape of our nation, the philosophical and social changes that we are experiencing, and relevant financial issues. There are a number of elements to consider. Will the fundamental sources of income that served as the bedrock of retirement security for the past half century - Social Security, employer-sponsored retirement plans, and individual savings and investment - suffice in the future? How best to coordinate and deliver benefits to retirees? Finally, what needs to be on the table as part of any meaningful discussion on achieving comprehensive, fair, and efficient retirement security? While many experts believe that tackling this challenge requires radical change, they diverge in their vision of the government's role in helping citizens achieve retirement security. Some advocate moving toward more individual control with minimum government involvement. Others support greater government involvement than current systems provide. Specific proposals and a critique of which approach, if any, is preferable are beyond the scope of this article. The author points out, however, that radical change is less likely in an environment driven by special interests. Additionally, radical change is critical to the fair and efficient delivery of retirement security.

Mark Shemtob is president of Abar Pension Services Inc. in Florham Park, N.J., and a member of the faculty at Rutgers University - Newark and New Brunswick.

Shim, E.D., Lee, J., & Joo, I.K. (2008). CEO compensation and US high-tech and low-tech firms' corporate performance. *Contemporary Management Research*, 5(1), 93-106.

Rowan University
Management: Executive Compensation

Many factors contribute to the determination of top executive compensation. This paper explores and examines the systematic difference of high-tech and low-tech CEO pays. It examines the relationship between top executive compensation and an Organizational factor, a Market factor and an Accounting factor. It tests CEO's salary, bonus, and long-term compensation with respect to corporate reputation, ROE, Tobin's Q, CEO shareholding and firm size. The results show that CEOs' Salaries at high-tech firms show a significantly positive relationship with ROE, Tobin's Q, and corporate reputation, while only corporate reputation shows a significant relationship with CEOs' salaries at low-tech firms. In addition, both the high-tech and low-tech firm executives' total compensation are significantly and positively related to Tobin's Q, and corporate reputation. Similar results are reported with Long-term compensation. In general, high-tech firms tend to use more sophisticated performance measures for the determination of CEO compensation, while low-tech firms seem to use a simple performance measure such as corporate reputation.

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

Skiba, M. (2008). Becoming an effective networker. In R.C. Preziosi (Ed.), *The 2009 Pfeiffer Annual: Management Development* (pp.101-109). New York: John Wiley and Sons.

Monmouth University
Management: Networking

This article offers advice on networking inside one's organization by suggesting ways to cultivate a network of business and personal contacts who are available and willing to help if and when needed. Decision-makers prefer to hire people who have been recommended by someone they trust. The tips in this article are designed to help one create a network that will serve them well within their current place of employment as well as in the future.

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

Tang, L., & Koveos, P.E. (2008). Embodied and disembodied R&D spillovers to developed and developing countries. *International Business Review*, 17(5), 546-558.

***The College of New Jersey
Management: International Knowledge Diffusion***

This paper examines R&D spillovers from G7 countries to other developed and developing countries. We find that knowledge diffusion to developed countries dominates developing countries through both trade and international telephone traffic. However, there is no significant differing effect for R&D spillovers through FDI. Overall, the impact of knowledge spillovers through FDI is smaller than through trade and information technology.

Linghui (Lynn) Tang is a member of the faculty at The College of New Jersey.

Tang, L., & Koveos, P.E. (2008). A framework to update Hofstede's cultural value indices: Economic dynamics and institutional stability. *Journal of International Business Studies*, 39(6), 1045-1063.

***The College of New Jersey
Finance: Impact on Cultural Dynamics***

This study offers an update of the Hofstede cultural value dimensions. We argue that changes in economic conditions are the source of cultural dynamics, while the endurance of institutional characteristics provides the foundation for cultural stability. It is found that national wealth, measured by GDP per capita, has a curvilinear relationship with individualism, long-term orientation, and power distance scores. Relatively speaking, uncertainty avoidance and masculinity mainly reflect some rather stable institutional traditions, such as language, religion, climate, ethnic homogeneity, and legal origin, and are less likely to change over time.

Linghui (Lynn) Tang is a member of the faculty at The College of New Jersey.

Topuz, J., & Isik, I. (2008). Structural changes, market growth and productivity gains of the US real estate investment trusts in the 1990s. *Journal of Economics and Finance*, <http://www.springerlink.com/content/qnq886526j532583/>.

Rowan University
Finance: REITs

The 1990s were tumultuous times for the US Real Estate Investment Trusts (REITs) industry. Significant structural changes occurred during the decade, especially after the 1993 Revenue Reconciliation Act, which tremendously boosted the flow of funds into the system by allowing the participation of institutional investors in REITs. As a result, the industry experienced remarkable asset growth during the decade, with a large number of initial public offerings and substantial increases in market capitalization. Employing the Data Envelopment Analysis-type Malmquist index approach, this paper explores the impact of such environmental changes on productivity growth, efficiency change, and technological progress of REITs. Our results indicate that while efficiency of the REITs significantly increased, their average productivity declined and technology regressed during this decade. It appears that the typical REIT has failed to improve technically, but exerted substantial effort to catch up with the best practice ones relying mainly on aggressive growth strategies. However, our empirical results indicate that they might have overextended themselves as most began to suffer from diseconomies of scale.

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

Torres-Baumgarten, G., & McCrea, E.A. (2008). When deviant behavior in the workplace gets technical. *Review of Business Information Systems*, 12(1), 1-5.

Kean University and Seton Hall University
Management: Workplace Deviant Behavior

Workplace deviant behavior typologies include absenteeism, theft, incivility and violence. Three recent case studies are reviewed that indicate computer sabotage should be added to these classifications.

Gladys Torres-Baumgarten is a former member of the faculty at Kean University and is currently a member of the faculty at Ramapo College. Elizabeth A. McCrea is a member of the faculty at Seton Hall University.

Torres-Baumgarten, G., & Yucetepe, V. (2008). How acquisitions in the retailing sector affect stakeholders: The special case of franchise acquisitions and their franchisees. *The Journal of Management Awareness*, 11(1), 1-8.

Kean University
Management: Corporate Branding

Corporate branding has become a signal of a firm's overall positioning and as such, is an integral component of a firm's marketing communications. Industry consolidation has at the same time become the competitive option of choice in many industries. The increased merger and acquisition activity has given rise to unique branding challenges. Corporate rebranding is difficult when acquired and acquiring firms have equally recognizable brands. The rebranding challenge is exacerbated when one of the firms is a franchise, and franchisees choose whether to retain the original name or adopt the new. The individual choices can result in a portion of franchisees retaining the original franchise name while others adopt the new. The rebranding and strategic challenges facing a franchise operation are highlighted by focusing on the UPS experience after it purchased the Mail Boxes Etc (MBE) franchise. The UPS/MBE case is used to illustrate that rebranding choices can affect a firm's various stakeholders differently, with particular emphasis given to the franchisees.

Gladys Torres-Baumgarten is a former member of the faculty at Kean University and is currently a member of the faculty at Ramapo College. Veysel Yucetepe is a member of the faculty at Kean University.

Trongone, A. (2008). Baidu.com: Playing a "double-top" without a history of resistance. *eSignal Learning*, January 11, http://www.esignallearning.com/education/marketmaster/archive/2008/archive_index.aspx?date=011108.

Centenary College
Finance: Investing

How do you play a foreign company with a listing on the NASDAQ-100 Index after it produced a 246 percent return in 2007? Baidu.com has recently taken investors on a death-defying roller coaster ride. After reaching its record intraday price of \$429.20 on November 6, 2007, it misfired! In the next four trading days, it fell precipitously, losing \$128.30 to an intraday low of \$300.90. Encouraged by a decline of this magnitude, together with trading support at the \$300 level, it was rescued by day traders, who pushed it up above \$400. Since then, it has been bouncing around \$400, consistently challenging its highest price. This article discusses a trading strategy for Baidu.com.

Anthony Trongone is a member of the faculty at Centenary College.

Trongone, A. (2008). Take your profits or let them ride? *Stocks & Commodities Magazine*, 26(9), http://www.traders.com/Documentation/FEEDbk_docs/2008/08/content.html.

Centenary College
Finance: Investing

Here's how you can complement your money management strategy with your trading system. Practical trading advice often takes us in conflicting directions. For instance, when we are in a profitable position, should we take our profits or let them ride? Most articles on money management encourage the reader to adopt rigid standards, such as offsetting a position before a small loss turns into a large one. Money management rules are to be taken seriously. However, they do not apply across all market conditions, nor should they hamper your opportunity to take advantage of current trading opportunities.

Anthony Trongone is a member of the faculty at Centenary College.

Trongone, A. (2008). Play both sides of the market to profit. *Stocks, Futures and Options Magazine*, October, <http://www.sfomag.com/article.aspx?ID=1243&issueID=90>.

Centenary College
Finance: Investing

Despite a slew of heart-stopping trading days, you can still produce a profitable trading environment without worrying about the direction or unpredictability of the markets. This investment strategy does not receive enough attention, despite the fact that investors who use it can generate earnings in a bullish, bearish or sideways trading market. Still, it is unlike other trading diversification strategies because the investments can have strong correlations. This strategy works because it insulates you from systematic risk, that is, the risk that comes from a falling equities market. Therefore, its success relies exclusively upon your stock picking ability.

Anthony Trongone is a member of the faculty at Centenary College.

Trongone, A. (2008). Avoid single day meltdowns: Identify risk differently. *Stocks, Futures and Options Magazine*, November, <http://www.sfomag.com/article.aspx?ID=1258&issueID=91>.

Centenary College
Finance: Investing

Since risk is a moving target, one does not always get a reliable reading of market volatility because the existing indicators are not adaptable across all market conditions. This is regrettable given that an inaccurate assessment of downside loss can increase vulnerability to unforeseen price dips, which can severely deflate a trader's capital. Since our traditional indicators apply the same wide-angle approach to every economic condition, they have difficulty capturing the risk confronting investors in today's rapidly changing market environment. A more constructive approach would be to use new indicators that are more responsive to the situation at hand to define risk.

Anthony Trongone is a member of the faculty at Centenary College.

Vaccaro, V., Yucetepe, V., Torres-Baumgarten, G., & Lee, M. (2008). The relationship of music-retail consistency and atmospheric lighting on consumer responses. *Review of Business Research*, 8(5), 214-221.

Kean University
Marketing: Music-Retail

This is the first retail field study on atmospherics to investigate the relationship of consumer perceptions of music-retail consistency and lighting with the consumer responses of product involvement and store image. Respondents completed a survey after visiting a wide variety of stores and service environments. Statistically significant results were found between music mood-retail consistency and the atmospheric elements of lighting with consumer responses. The findings in this study extend the theoretical understanding of customer responses to store atmospherics. Managerial implications to create a competitive advantage are discussed and recommendations are provided for future research.

Gladys Torres-Baumgarten is a former member of the faculty at Kean University and is currently a member of the faculty at Ramapo College. Veysel Yucetepe and Valerie Vaccaro are members of the faculty at Kean University.

Walsh, D., Passerini, K., Varshney, U., & Fjermestad, J. (2008). Safeguarding patient privacy in electronic healthcare in the USA: The legal view. *International Journal of Electronic Healthcare*, 4(3/4), 311-326.

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

The conflict between the sweeping power of technology to access and assemble personal information and the ongoing concern about our privacy and security is ever increasing. While we gradually need higher electronic access to medical information, issues relating to patient privacy and reducing vulnerability to security breaches surmount. In this paper, we take a legal perspective and examine the existing patchwork of laws and obligations governing health information in the United States. The study finds that as electronic medical records (EMRs) increase in scope and dissemination, privacy protections gradually decrease due to shortcomings in the legal system. The contributions of this paper are (a) an overview of legal EMR issues in the US, and (b) the identification of the unresolved legal issues and how these will escalate when health information is transmitted over wireless networks. More specifically, the paper discusses federal and state government regulations such as the Electronic Communications Privacy Act, the Health Insurance Portability and Accountability Act (HIPAA), and Tort Law. Based on the legal overview, unresolved challenges are identified and suggestions for future research are included.

Diana Walsh, Katia Passerini, and Jerry Fjermestad are members of the faculty at New Jersey Institute of Technology.

Wang, J., & Yang, J.G.S. (2008). Data mining techniques for auditing attest function and fraud detection. *Journal of Forensic Accounting*, Dec.

Montclair State University
Accounting: Auditing

Data mining is a newly developed tool for statisticians, data analysts, and the management information systems community. It involves searching information through databases for correlations and other non-random patterns. In making business decisions, it is important to recognize patterns of data and relationships among variables in order to discover valuable information. The results will best minimize costs, maximize returns, and promote operating efficiency. In the field of accounting and auditing, there is a vast amount of data accumulated in electronic form, and therefore the data mining technique is proving to be extremely useful. It allows accountants to analyze the data in many different ways. It can sort through the data, summarize the relationship and reveal the information that the accountants need. This paper explores some applications of data mining techniques as an auditing tool, a fraud detection scheme, and as an instrument for investigating improper payments. It also compares the general auditing software with the data mining software, for the purpose of showing the superiority of the modern data mining technology. This paper further offers guidance to auditors in the use of data mining software.

John Wang and James G.S. Yang are members of the faculty at Montclair State University.

Wang, J., Meric, G., & Meric, I. (2008). U.S. stock market reaction to September 11, 2001 events. *International Journal of Finance, Winter*, 1-9.

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

Studying the impact of important global events on national stock markets has been an important research topic in finance. Previous studies generally focus on the impact of the events on stock market volatility and the co-movements of national stock markets. The role of firm financial characteristics in explaining the impact of the events on individual stock returns has not received sufficient attention. In this paper, using a large sample of U.S. firms and the event study methodology, we investigate if the September 11, 2001 events affected individual stock returns differently based on firm financial characteristics. We find that the stocks of firms with higher betas, larger capitalization, higher debt ratios, higher cumulative returns during -30 to -5 days prior to the event date, and more return volatility during -252 to -5 days prior to the event date incur greater losses during the event period.

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

Wang, J., Yang, J.G.S., & Xia, J. (2008). A systematic implementation of project management. In M.R. Syed, & S.N. Syed (Eds.), *Handbook of research on modern systems analysis and design technologies and applications* (pp. 138-148). Hershey: IGI.

Montclair State University
Management: Project Management

In contrast to ongoing, functional work, a project is a temporary endeavor undertaken to achieve or create a unique product or service(s). The project management knowledge and practices are best described as component processes—initiating, planning, executing, controlling, and closing. We have taken a closer look at project management by reviewing the types of methodologies and tools that exist in business today. We observed the major existing risk factors facing project management practices. We also evaluated the unique issues in delivering projects brought about by globalization. As we were extracting the information, it became apparent that there should be measures taken related to the project management process that could alleviate some major risk factors in some way.

John Wang, James G.S. Yang and Jun Xia are members of the faculty at Montclair State University.

Xu, X.E. (2008). What drives the return on venture capital funds? *The Journal of Private Equity*, 12(1), 42-55.

Seton Hall University
Finance: Venture Capital Funds

Despite the significance of venture capital (VC) in entrepreneurial financing and the increasing interest in VC by institutional investors, the literature has not examined what forces drive the returns on VC funds as an alternative investment class and how. This paper studies this important topic using U.S. quarterly data between 1987 and 2004. Starting with seven financial variables that might be important determinants of the VC fund return based on theory and practice in the venture capital cycle, I use a structural vector autoregressive (VAR) model to examine whether these factors are important for the return on venture capital funds. Dynamic impulse response analysis illustrates that the excess return on venture capital funds has positive and significant response to shocks in the overall stock market excess return, IPO underpricing factor, and number of VC-backed IPOs, and negative and significant response to the book to market value factor and increase in delinquency rate on business loans. Variance decomposition further demonstrates that the overall stock market performance and IPO variables have the greatest contribution to explaining time-series variations in the VC fund excess return. Macroeconomic variables such as the growth in industrial production and change in unemployment rate do not appear to add explanatory power beyond the above financial determinants.

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

Xu, X.E., & Loviscek, A. (2008). The performances of MBS hedge funds and mutual funds: A puzzle. *Journal of Investment Management*, 6(4), 1-31.

Seton Hall University
Finance: Mutual Fund Performance

MBS hedge funds have outperformed the Lehman MBS Index by an average of 210 basis points annually from 1992 through 2003. By comparison, MBS mutual funds have underperformed the Lehman MBS Index by an average of 141 basis points per year. This contrast in performance persists even after adjusting for total risk, as measured by Sharpe ratios. It also persists on a market risk-adjusted basis. Using CAPM single-index, illiquidity-adjusted, market-timing, and various multi-index and multi-factor models, we find that Jensen's alpha is consistently negative and significant for MBS mutual funds but positive and significant for MBS hedge funds.

Eleanor Xu and Anthony Loviscek are members of the faculty at Seton Hall University.

Yang, J. (2008). Antecedents and consequences of knowledge management strategy: The case of Chinese high technology firms. *Production Planning & Control*, 19(1), 67-77.

Kean University
Management: Knowledge

Built on the knowledge management and corporate growth literatures, this paper examines the antecedents of knowledge management strategy (KMS) and its consequences. Grounded by a resource-based view and corporate growth theory, results reveal that a firm's knowledge management strategy and strategic performance relate to long-term corporate growth. Technological turbulence also relates to the firm's use of knowledge management strategy. Environmental turbulence and learning orientation do not exert significant effects on knowledge management strategy. Learning orientation has an interacting effect on long term corporate growth, while environmental and technological turbulences do not. Implications for knowledge management practitioners are discussed.

Jie Yang is a member of the faculty at Kean University.

Yang, J. (2008). Unravelling the link between knowledge integration and new product timeliness. *Technology Analysis & Strategic Management*, 20(2), 1-13.

Kean University
Management: Knowledge

This paper examines the impact of knowledge integration on new product timeliness in Chinese high technology firms. The results show that the knowledge integration-new product timeliness connection is contingent on managerial factors (reward system and top management support) and product-based competencies (technical skills adequacy and marketing fit). The findings suggest that reward system, top management support and technical skills moderate the relationship between knowledge integration and new product timeliness. The implications for Chinese high technology firms and further research have been discussed.

Jie Yang is a member of the faculty at Kean University.

Yang, J. (2008). Managing knowledge for quality assurance: An empirical study. *The International Journal of Quality & Reliability Management*, 25(2), 109-124.

Kean University
Management: Knowledge

The purpose of this paper is to examine the relationship between knowledge management and the quality of new product and identify different hidden patterns in which knowledge acquisition and dissemination affect the quality of new product. It employs Additivity and Variance Stabilization (AVAS) analysis. The quality of new product is significantly related to knowledge management. If organizations fail to understand the subtle ways by which different dimensions of knowledge acquisition and dissemination influence product quality, they may fail to harvest the full value of knowledge management in quality assurance. This work is one of the first to assess the link between knowledge management and quality assurance.

Jie Yang is a member of the faculty at Kean University.

Yang, J., Wang, J., Wong, C.W.Y., & Lai, K. (2008). Relational stability and alliance performance in supply chain. *Omega*, 36(4), 600-608.

***Kean University
Management: Supply Chain Alliances***

Drawing on the theories of social exchange and goal interdependence, this paper examines the antecedents of relational stability in supply chain alliances and if the stability affects alliance performance in the supply chain in the context of manufacturing firms. The results show that both relational commitment and trust of supplier have positive effects on relational stability in a supply chain alliance, which in turn positively affects the alliance performance. These results have important implications for researchers investigating the effectiveness of supply chain alliances as well as practitioners seeking to improve alliance performance in the supply chain.

Jie Yang is a member of the faculty at Kean University.

Yang, J.G.S. (2008). Foreign tax credit concerning low-tax dividends and foreign earned income and housing exclusions. *International Tax Journal*, 34(6), 29-38.

Montclair State University
Taxation: Foreign Tax Credit

This paper points out that a U.S. expatriate may claim foreign earned income exclusion up to \$85,700 in 2007 and a certain amount of foreign housing cost exclusion depending on the localities in the world. However, a taxpayer's marginal tax rate is not reduced as a result of the exclusion claimed - stacking rule. Any excess foreign earned income and excess foreign housing cost allowance are still subject to the U.S. taxation. In that situation, a taxpayer can still claim a reduced amount of foreign tax credit, but not more than the U.S. tax liability that is attributable to the taxable foreign source income. If a taxpayer receives qualified dividends or long-term capital gains from a foreign country, the income is subject to the U.S. taxation at a lower rate, but the amount of qualified foreign dividends or long-term capital gains eligible for foreign tax credit must also be reduced by a "rate differential portion." However, the stacking rule to gross up the marginal tax rate applies in determining the tax rate on the qualified foreign dividends and long-term capital gains. Further, the foreign tax credits, if any, to be claimed under the foreign earned income and under the qualified foreign dividends or long-term capital gain must be determined separately. They cannot mix up and offset against each other. As a consequence, if a U.S. expatriate is involved with foreign earned income, foreign housing cost allowance, qualified foreign dividends and long-term capital gains as well as U.S. source income, how to determine the U.S. tax liability and claim the foreign tax credit can become immensely complex. In lieu of the exclusion, a U.S. expatriate is also given the option to place the entire amount of foreign source income into the U.S. taxation and claim the tax paid to a foreign country as a tax credit against the U.S. tax liability. However, the amount of foreign tax credit is limited to the U.S. tax liability that is attributable to the foreign source income. This paper gives many examples for different situations.

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

Yang, J.G.S. (2008). New accounting standards for consolidated financial statements. *National Accounting Journal*, 10(2), 28-39.

Montclair State University
Accounting: Consolidated Financial Statements

This paper investigates the differences between the old and the new accounting standards for consolidated financial statements under FASB No. 160. It points out that the consolidated financial statements involve the measurement of the subsidiary's net identifiable assets, goodwill and the non-controlling interest. It further concerns the change in the parent's ownership of a subsidiary. It indicates that, at the time when the parent has reached controlling interest, consolidation of financial statements becomes required and all the subsidiary's net identifiable assets must be revaluated according to the fair value at the acquisition date. In that measurement, goodwill/gain on bargain purchase must be so determined. It represents not only the parent's share but also the non-controlling interest's share. This is the requirement of the new accounting standards. Under the old accounting standards, goodwill or reduction of fixed assets represents only the parent's share, but not the non-controlling interest's share. Accordingly, the non-controlling interest is also measured at the acquisition-date fair value, which includes goodwill/gain on bargain purchase. Under the new accounting standards, the non-controlling interest is now treated as equity in the consolidated financial statements. Under the old accounting standards, it was mostly accounted for as a liability. Further, the acquisition of a subsidiary may involve step-acquisition, which means the parent may own the subsidiary in a previous investment, but controlling interest was not obtained. Later the parent acquires additional equity shares of the subsidiary, and thus has obtained the controlling interest. Thereafter, consolidation of financial statements becomes required. At this point, all the previous investments must be revalued according to the acquisition-date fair value, and hence gain/loss is now recognized. All investments are now added together in determining one amount of goodwill/gain on bargain purchase. In addition, once the parent has obtained the controlling interest, the subsidiary's fair value and goodwill need not be evaluated again. Any change in the subsidiary net assets will be accounted for by the parent as an adjustment of its "Additional paid-in capital." This is the new accounting standards. Under the old standards, this change was treated as the parent's gain/loss. Many examples have been given for demonstration.

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

Yang, J.G.S. (2008). Section 199 offers valuable savings but can create AMT complications. *Practical Tax Strategies*, 80(3), 138-147.

Montclair State University
Taxation: Domestic Production

This paper points out the tax incentives for domestic production activities. Taxpayers are given a domestic production activities deduction at a rate of 6% in 2007-2009 and 9% in 2010 and thereafter of the lesser of qualified production activities income or taxable income without regard to this deduction. Production activities include manufacturing of production property, construction of buildings, and production of film, electricity, gas and potable water, produced within the United States. It further encompasses engineering and architectural services. However, it does not include sales of food and beverage prepared at the taxpayer's establishment, or transmission of electricity. However, the deduction cannot exceed 50% of W-2 wages allocable to production workers. Qualified production activities income is defined as the domestic production gross receipts reduced by cost of goods sold, direct expenses and allocable indirect expenses. The allocation methods must be reasonable and applied consistently. In the case where the production activities involve a foreign country, to qualify for domestic production activities deduction, the conversion costs incurred within the United States must account for at least 20% of its total production costs. The deduction is available for individuals, C corporations, S corporations, partnerships, estates and trusts. In the case of a pass-through entity, the deduction is passed-through to the individual shareholders or partners. This paper further investigates possible complications that this deduction may raise with respect to alternative minimum tax (AMT). Under AMT, the domestic production activities deduction is limited to 3%/6%/9% of the lesser of qualified production activities income or alternative minimum taxable income (AMTI) before this deduction. In the event that qualified production activities generate income, taxable income and AMTI are different from one to the other, and an adjustment on AMTI becomes necessary. Although this new element of the domestic production activities deduction has greatly complicated the income tax structure, it also gives rise to many new tax planning strategies. It involves methods to take advantage of the progressive deduction rates at 3%, 6% and 9%. It also offers ideas on how to avoid the limitations of taxable income and 50% of W-2 wages. It further addresses ways to optimize the production activities between a foreign country and the United States. This paper provides numerous examples to explain the new tax rules and offers many more tax planning strategies.

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

Yang, J.G.S. (2008). Limitations on domestic production activities deduction. *The National Accounting Journal*, 10(1), 13-23.

Montclair State University
Taxation: Domestic Production

This paper points out the benefits of the domestic production activities deduction at a rate of 6% in 2007-2009 and at 9% in 2010 and thereafter of qualified production activities income. This paper also illustrates the properties that qualify for the deduction. The properties must be tangible personal properties that are produced and sold or leased in the United States. Also qualified are film, computer software, sound recording, electricity, construction of real property, and engineering and architectural services. However, there are many limitations and restrictions, such as foods and beverage prepared and sold in the taxpayer's retail establishment, foreign-made product, embedded services, related party transactions, etc. After determining the domestic production gross receipts from these qualified properties, this paper further investigates how to determine the qualified production activities income. It demonstrates that the domestic production activities gross receipts can be reduced by its cost of goods sold, direct expenses and allocated indirect cost. Only after that can the deduction rate be applied to the qualified production activities income. Nevertheless, the qualified production activities income is limited to taxable income. In addition, the domestic production activities deduction is further limited to 50% of the W-2 wages that are property allocable to domestic production gross receipts. This paper further offers many strategies to maximize the benefits of domestic production activities deduction. It shows how to take advantage of the timing difference of the domestic production activities deduction rates, how to augment the benefits of wage limitations, net operating loss, foreign-made product, product warranty and maintenance service contract, etc. The domestic production activities deduction is a new benefit for the taxpayer who engages in production activities, but the taxpayer must be aware of its limitations.

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

Yang, J.G.S. (2008). Foreign tax credit versus foreign earned income exclusion under the new law. *Today's CPA*, Dec., 1-8.

Montclair State University
Taxation: Foreign Tax Credit

This paper deals with the recent tax law changes concerning the foreign earned income exclusion and the foreign housing cost exclusion. It points out that the foreign earned income exclusion is limited to \$85,700 in 2007. The foreign housing cost exclusion is also limited depending upon location. The first \$13,712 is taxable. The next amount up to a certain location limitation is excludable, but any housing allowance beyond this maximum limitation is taxable. However, the marginal tax rate is not reduced accordingly. Instead, the tax rate bracket is determined as if no exclusion were taken. These limitations have far-reaching consequences on the amount of the tax liability and the optimal choice between the foreign tax credit approach and the foreign earned income exclusion approach. In general, if the foreign tax rate is greater than the U.S. tax rate, it would be more beneficial to elect the foreign tax credit approach. Conversely, if the foreign tax rate is lower than the U.S. tax rate, the foreign earned income exclusion approach would be more preferable. The new law has a significant impact on the tax decisions of U.S. taxpayers working abroad.

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

Yang, J.G.S., & Jeffers, A. (2008). Tax liability of a U.S. multinational corporation operating a foreign business entity. *Journal of Academy of Business and Economics*, 8(3), 33-45.

Montclair State University
Taxation: International

This paper investigates the tax consequences of a foreign branch versus a foreign subsidiary corporation. In the case of a foreign branch, the foreign government imposes income tax on the pre-tax income and branch profit tax on the "dividend equivalent amount." The dividend equivalent amount is the after-tax income adjusted by the change in equity. However, in the case of a foreign subsidiary corporation, the foreign government imposes income tax on pre-tax income plus dividend withholding tax on the dividends payout. The U.S. government would impose tax on a foreign branch's entire amount of profit, but only on the foreign subsidiary corporation's cash dividends received. A foreign branch's loss is fully deductible against the U.S. tax liability, but not a foreign subsidiary corporation's loss. The foreign financial statements must be translated into U.S. dollars in determining the corporation's taxable income. The branch's accounts are mostly translated at the historical rate, while the foreign subsidiary's accounts are translated at the current rate. In terms of tax planning strategy, if a foreign business entity earns a profit, it is more beneficial to adopt the form of a foreign subsidiary corporation. However, in the event of a loss, the foreign branch organization form is more advantageous. If the foreign tax paid is greater than the U.S. tax liability, it is better to let the low-tax foreign subsidiary corporation pay cash dividends to the U.S. parent corporation. On the contrary, if the foreign tax paid is less than the U.S. tax liability, it is more beneficial to let the high-tax foreign subsidiary corporation pay cash dividends to the U.S. parent corporation.

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

Yang, J.G.S., & Poon, W.W. (2008). The new accounting standards for changes in a parent's ownership interest under FASB Statement No. 160. *Review of Business Research*, 8(5), 179-188.

Montclair State University
Accounting: Subsidiary Ownership

The Financial Accounting Standards Board issued Statement No. 160 to revise the accounting standards for consolidated financial statements in December 2007. One of the major changes is the establishment of a single and conceptually sound method to account for changes in a parent's ownership interest in a subsidiary that do not result in the parent's loss of controlling interest in the subsidiary. These changes are now all accounted for as equity transactions and, therefore, no gain or loss will be recognized on the consolidation income statement. The only situation that results in gain or loss recognition is when the parent loses its control over its subsidiary. In that case, deconsolidation takes place and gain or loss may result. These provisions are consistent with the requirement under FASB Statement No. 160 that non-controlling interest in a subsidiary be classified as equity. This paper investigates and presents examples to illustrate these changes.

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

Yin, J.Z. (2008). Green GDP strategy and corporate responsibility. *Journal of International Business Ethics*, 1(1), 80-91.

Seton Hall University
Management: Environmental Effects

By most measures, the environmental challenges confronting China are at least as serious as those confronting many other nations in the world. A measure of Green GDP will almost certainly give policy-makers and the interested public a more defensible estimate for the extent and scope of environmental challenges. Based on a review of the two strategies in combating pollution, this paper suggests that a combination of governmental intervention and free-market operation could be a better strategy to reverse China's heightening environmental challenge. The thrust of this article is to suggest that while a better macroeconomic estimate may be helpful in motivating governments to act, a more microeconomic approach at the corporate level may yield more useful results both in terms of understanding the problem and in planning the steps that are likely to be needed in achieving a more acceptable solution.

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

Zhou, B., Katehakis, M.N., & Zhao, Y. (2008). Managing stochastic inventory systems with free shipping option. *European Journal of Operational Research*, 196(1), 186-197.

***Kean University & Rutgers University - Newark and New Brunswick
Decision Sciences: Inventory Management***

In many industries, customers are offered free shipping whenever an order placed exceeds a minimum quantity specified by suppliers. This allows the suppliers to achieve economies of scale in terms of production and distribution by encouraging customers to place large orders. In this paper, we consider the optimal policy of a retailer who operates a single-product inventory system under periodic review. The ordering cost of the retailer is a linear function of the ordering quantity, and the shipping cost is a fixed constant K whenever the order size is less than a given quantity, the free shipping quantity (FSQ), and it is zero whenever the order size is at least as much as the FSQ. Demands in different time periods are i.i.d. random variables. We provide the optimal inventory control policy and characterize its structural properties for the single-period model. For multi-period inventory systems, we propose and analyze a heuristic policy that has a simple structure, the (s,t,S) policy. Optimal parameters of the proposed heuristic policy are then computed. Through an extensive numerical study, we demonstrate that the heuristic policy is sufficiently accurate and close to optimal.

Bin Zhou is a member of the faculty at Kean University. Michael N. Katehakis & Yao Zhao are members of the faculty at Rutgers University - Newark and New Brunswick.

SECTION 3: TEACHING NOTES

This section contains one-page summaries of examples of excellence in the classroom. 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.

Teaching Practice: Cost Accounting

Bea Chiang

The College of New Jersey

I teach Cost Accounting at The College of New Jersey. Each semester, as a course project, students were formed into groups and required to find a business for their project. Specifically, they were asked to go out to find a target company/organization (profit or non-profit, local or non-local) to conduct research on the company's cost accounting practices that at least cover three concepts they learn from the class.

Students can research on the business cost accounting system (for example, how the business costs out its product or services, how it does the business budget for its expenses) or perform any cost accounting-related tasks for the business. Students shared a cost accounting tasks list with the business owner to solicit the project ideas/tasks. Examples of items included on the list are analyzing the costs, profit and cost projection, preparing budgets, etc.

Throughout the semester, students communicated and worked with the business owners for the project and submitted progress reports on their projects. The business clients provided their comments on the progress reports (a research plan and two progress reports were to be reviewed by the clients). At the end of the semester, they wrote a final report about the tasks they performed for the business and their research findings. Students presented their results/findings and recommendations to the class and business clients were invited to the presentation and provided their feedback. The final reports were sent to the clients after the presentations with a survey. The clients' responses to the survey will be used for future improvement in incorporating the real-life projects in the accounting classes.

Experiential Learning Opportunities Available To Our MIS Students Linked To Business Organizations

Darren Nicholson

Rowan University

During the AY 08/09, Senior MIS students engaged in two unique software consulting projects with local and regional organizations – Flowers by Design and Oasis Illusions. The Flowers by Design project required students to analyze the current business process and to develop working prototypes to support and automate the company’s day-to-day floral activities – e.g., automate customer web orders via a dynamic shopping cart and transaction processing as well as affording web users the capability of customizing floral arrangements in real-time. In all, five teams competed for Flowers by Design’s business – each team had a project manager/lead and a presentation, data and business tier developer. Five applications were presented to Flowers by Design’s owner and, after careful review, the owner selected parts of each application that best met her day-to-day and future needs. Subsequently, the three project managers/lead developers worked together in an agile-like software development team to integrated selected presentation, business and data tier components as well as test, install, and deliver the final application.

The second consulting engagement required students to redesign an existing application and increase its functionality and reach. Specifically, students analyzed, architected, developed and implemented a completely new application at all three tiers - presentation, business and data – to automate and transform business processes – e.g., automate customer orders via dynamic image placement in current landscapes, enhance the photo gallery, and extend the reach of the organization’s brand and presence via an automated affiliate program/network.

These projects added value for both students and organizations. For students, they get to engage real organizations and assist in solving real-world opportunities and challenges. Beyond the software development savings, organizations get the chance to really transform their day-to-day operations, extend reach of their organization, and improve the bottom line. The table below succinctly summarizes the realized organizational benefits for both Flowers by Design and Oasis Illusions.

Company	Existing Business Process	New Business Processes (Value Added)
Flowers-by-Design	Brick-and-mortar only (face-to-face business transaction during normal operating hours with no Internet presence)	Ubiquitous, 24x7 business operations Online Customizable arrangements Online bill pay Link supply chain partners via intranet capabilities Selective email advertising enhancing customer relationship management
Oasis Illusions	Brick-and-click (face-to-face business transaction during normal operating hours with a static Internet presence)	Ubiquitous, 24x7 business operations Streamline bidding and image processing for customer landscapes Online bill pay Multi-point Internet exposure and sales through customized affiliate application

Entrepreneurship Team Consulting Course

Bill Pinchuk

Rutgers University - Camden

In the current economy, and for the next several years, keeping and/or getting a job is problematic, as businesses face survival challenges not seen in more than half a century.

Understanding entrepreneurs and how they start, run, build or ruin a business is part of the Entrepreneurship Team Consulting experience. The team challenge is to respond to a business problem stated by the “client,” an entrepreneur of a startup or early-stage business. The process is to define the context and problem, study, collect data, analyze and propose a solution that will enable the business to survive and grow.

Entrepreneurship Team Consulting is a course for MBAs, JD/MBAs and Senior Undergrads that enables students to apply their knowledge, skills, abilities and experience, as they work in teams with real startup or early stage businesses, in a consulting practicum, to solve a business problem stated by the “client.” Typical problems facing these types of businesses are: cash flow, marketing, manpower, direction or any combination. Students establish the client relationship, conduct a situation analysis, create a “letter of engagement” outlining work scope and obtain client signoff. They then conduct primary and secondary market research, integrate and analyze the data that becomes the basis for recommendations and an implementation strategy that are detailed in a comprehensive final report. The team also presents their findings via PowerPoint to the client. Prerequisites for this course are one or more courses in the following areas: Finance, Accounting, Marketing and Market Research, Organizational Behavior and Leadership.

Clients are selected from the business community at large and also based on recommendations from the Directors of the Rutgers Camden Business Incubator and the Rutgers Small Business Development Center.

Clients get a firsthand look at how highly motivated Rutgers University MBAs and Senior Business Undergrads work together to solve the problems facing their organizations. Team leaders get to sharpen their team building and management skills. Students sign non-disclosure agreements due to the sensitive nature of the client information with which they work. Periodic progress meetings and mid-term report update the “client” regarding the team’s progress.

Following the final presentation to the client and delivery of the final report, the client provides an evaluation of the team to Rutgers. Team members complete peer evaluation forms, a course evaluation and debrief at the end of the course.

Students who have taken this course have offered the following comments:

“It’s the only class that offers an opportunity for students to work with real clients. I’ve never had the opportunity to apply my marketing knowledge firsthand. It’s a chance to experience what a real entrepreneur wants and needs.”

“This experience was important for me to really understand the challenges our client faces. I was able to apply my learning and work experience to help the client and my team members achieve a successful outcome.”

“Excellent experience! In fact, I don’t think there is a better way to teach the material. The ‘real clients’ provide realistic problem areas. The teams are challenged to develop feasible solutions.”

“It’s the best idea for a course, working with ‘real clients.’ I enjoy the work because I get full satisfaction from it and I know the client greatly appreciates the service.”

“I get a sense of satisfaction that’s different from working on cases and normal course work.”

SECTION 4: PUBLICATIONS BY COLLEGE

This section contains the individual citations sorted in alphabetical order by college. Within colleges, the citations are sorted in alphabetical order by discipline. The disciplines are Accounting, Decision Sciences, Economics, Finance, Information Technology, 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

Centenary College:

Trongone, A. (2008). Take your profits or let them ride? *Stocks & Commodities Magazine*, 26(9), http://www.traders.com/Documentation/FEEDbk_docs/2008/08/content.html.

Finance: Investing

Trongone, A. (2008). Avoid single day meltdowns: Identify risk differently. *Stocks, Futures and Options Magazine*, November, <http://www.sfomag.com/article.aspx?ID=1258&issueID=91>.

Finance: Investing

Trongone, A. (2008). Play both sides of the market to profit. *Stocks, Futures and Options Magazine*, October, <http://www.sfomag.com/article.aspx?ID=1243&issueID=90>.

Finance: Investing

Trongone, A. (2008). Baidu.com: Playing a "double-top" without a history of resistance. *eSignal Learning*, January 11, http://www.esignallearning.com/education/marketmaster/archive/2008/archive_index.aspx?date=011108.

Finance: Investing

Kean University:

Zhou, B., Katchakis, M.N., & Zhao, Y. (2008). Managing stochastic inventory systems with free shipping option. *European Journal of Operational Research*, 196(1), 186-197.

Decision Sciences: Inventory Management

Torres-Baumgarten, G., & Yucetepe, V. (2008). How acquisitions in the retailing sector affect stakeholders: The special case of franchise acquisitions and their franchisees. *The Journal of Management Awareness*, 11(1), 1-8.

Management: Corporate Branding

James, W., Torres-Baumgarten, G., Petkovic, G., & Havrylenko, T. (2008). Exploring web language orientation in emerging markets: The case of Serbia and the Ukraine. *Journal of Targeting, Measurement and Analysis for Marketing*, 16(3), 189-202.

Management: Internet Communications

Yang, J. (2008). Antecedents and consequences of knowledge management strategy: The case of Chinese high technology firms. *Production Planning & Control*, 19(1), 67-77.

Management: Knowledge

Yang, J. (2008). Unravelling the link between knowledge integration and new product timeliness. *Technology Analysis & Strategic Management*, 20(2), 1-13.

Management: Knowledge

Kean University (continued):

Yang, J. (2008). Managing knowledge for quality assurance: An empirical study. *The International Journal of Quality & Reliability Management*, 25(2), 109-124.

Management: Knowledge

Yang, J., Wang, J., Wong, C.W.Y., & Lai, K. (2008). Relational stability and alliance performance in supply chain. *Omega*, 36(4), 600-608.

Management: Supply Chain Alliances

Rui, M., Yang, J., Hutchinson, J., & Wang, J. (2008). Managing knowledge for new product performance in the high technology industry. *International Journal of Technology Management*, 41(1/2), 96-108.

Management: Technology

Vaccaro, V., Yucetepe, V., Torres-Baumgarten, G., & Lee, M. (2008). The relationship of music-retail consistency and atmospheric lighting on consumer responses. *Review of Business Research*, 8(5), 214-221.

Marketing: Music-Retail

Torres-Baumgarten, G., & McCrea, E.A. (2008). When deviant behavior in the workplace gets technical. *Review of Business Information Systems*, 12(1), 1-5.

Management: Workplace Deviant Behavior

Monmouth University:

Nersesian, R. (2008). *Biofuels: Fuels of the future?* New York: Energy Intelligence.

Management: Energy Sources

Skiba, M. (2008). Becoming an effective networker. In R.C. Preziosi (Ed.), *The 2009 Pfeiffer Annual: Management Development* (pp.101-109). New York: John Wiley and Sons.

Management: Networking

Montclair State University:

Wang, J., & Yang, J.G.S. (2008). Data mining techniques for auditing attest function and fraud detection. *Journal of Forensic Accounting, Dec.*

Accounting: Auditing

Jeffers, A.E., & Yang, J.G.S. (2008). The contribution of audit failure to the sub-prime mortgage debacle. *The National Accounting Journal, 10(2)*, 40-50.

Accounting: Consolidated Financial Statements

Yang, J.G.S. (2008). New accounting standards for consolidated financial statements. *National Accounting Journal, 10(2)*, 28-39.

Accounting: Consolidated Financial Statements

Jeffers, A., Greener, M., Penafiel, M. (2008). Convergence of international & U.S. accounting standards. *European Journal of Management, 8(5)*, 12-24.

Accounting: Convergence of Standards

Jeffers, A. (2008). Development of a framework to measure the financial and managerial implications of green accounting in U.S. corporations. *Review of Business Research, 8(6)*, 72-84.

Accounting: Environmental Issues

Montclair State University (continued):

Jeffers, A., Burgess, D., & Hughes, P. (2008). Ethical issues associated with international transfer pricing. *International Journal of Business Research*, 8(5), 101-112.

Accounting: International Transfer Pricing

DiGabriele, J.A. (2008). The Sarbanes-Oxley Act and the private company discount: An empirical investigation. *Critical Perspectives on Accounting*, 19(8), 1105-1121.

Accounting: Sarbanes-Oxley Act

Hughes, P., & Jeffers, A. (2008). The misvaluation of mortgage-backed assets in the subprime debacle. *Journal of Academy of Business and Economics*, 8(2), 56-65.

Accounting: Sub-prime Mortgage Debacle

Yang, J.G.S., & Poon, W.W. (2008). The new accounting standards for changes in a parent's ownership interest under FASB Statement No. 160. *Review of Business Research*, 8(5), 179-188.

Accounting: Subsidiary Ownership

DiGabriele, J.A. (2008). The moderating effects of acquisition premiums in private corporations: An empirical investigation of relative S corporation and C corporation valuations. *Accounting Horizons*, 22(4), 415-424.

Accounting: Valuation of S and C corporations

Montclair State University (continued):

Wang, J., Yang, J.G.S., & Xia, J. (2008). A systematic implementation of project management. In M.R. Syed, & S.N. Syed (Eds.), *Handbook of research on modern systems analysis and design technologies and applications* (pp. 138-148). Hershey: IGI.

Management: Project Management

Yang, J.G.S. (2008). Section 199 offers valuable savings but can create AMT complications. *Practical Tax Strategies*, 80(3), 138-147.

Taxation: Domestic Production

Yang, J.G.S. (2008). Limitations on domestic production activities deduction. *The National Accounting Journal*, 10(1), 13-23.

Taxation: Domestic Production

Yang, J.G.S. (2008). Foreign tax credit versus foreign earned income exclusion under the new law. *Today's CPA*, (Dec.), 1-8.

Taxation: Foreign Tax Credit

Yang, J.G.S. (2008). Foreign tax credit concerning low-tax dividends and foreign earned income and housing exclusions. *International Tax Journal*, 34(6), 29-38.

Taxation: Foreign Tax Credit

Montclair State University (continued):

Yang, J.G.S., & Jeffers, A. (2008). Tax liability of a U.S. multinational corporation operating a foreign business entity. *Journal of Academy of Business and Economics*, 8(3), 33-45.

Taxation: International

New Jersey City University:

Riotto, J.J. (2008). Understanding the Sarbanes-Oxley Act - A valued added approach for public interest. *Critical Perspectives on Accounting*, 19(7), 952-962.

Finance: Sarbanes-Oxley Act

New Jersey Institute of Technology:

Fjermestad, J., Passerini, K., Bartolacci, M.R., & Patten, K. (2008). Wireless connectivity and its relationship to emerging economies: The example of China. *International Journal of Mobile Communications*, 6(5), 633-645.

Information Technology: Emerging Economies

Walsh, D., Passerini, K., Varshney, U., & Fjermestad, J. (2008). Safeguarding patient privacy in electronic healthcare in the USA: The legal view. *International Journal of Electronic Healthcare*, 4(3/4), 311-326.

Information Technology: Healthcare

Ocker, R., & Fjermestad, J. (2008). Communication differences in virtual design teams: Findings from a multi-method analysis of high and low performing experimental teams. *The DATA BASE for Advances in Information Systems*, 39(1), 51-67.

Information Technology: Virtual Design Teams

Rapp, W. (2008). The Kindleberger-Aliber-Minsky paradigm and the global subprime mortgage meltdown. *Review of Business and Technology Research*, 1(1), 1-7.

Management: Global Financial Crisis

Schachter, H.L. (2008). Lillian Borrone: Weaving a web to revitalize port commerce in New York and New Jersey. *Public Administration Review*, 68(1), 61-67.

Management: Operations

New Jersey Institute of Technology (continued):

Rapp, W., Mehta, R., Hopkins, C.L., & McHugh, J. (2008). Toyota Motor Company: An environmental and strategic marketing assessment for hybrid and renewable energy resource automobiles. *The International Journal of Technology, Knowledge and Society*, 4(3), 103-112.

Marketing: Hybrid Vehicles

Rider University:

Hatfield, R.C., Agoglia, C.P., & Sanchez, M.H. (2008). Client characteristics on the negotiation tactics of auditors: Implications for financial reporting. *Journal of Accounting Research*, 46(5), 1183-1207.

Accounting: Auditing

Moussourakis, J., & Haksever, C. (2008). A practical model for ordering in multi-product multi-constraint inventory systems with all-units quantity discounts. *Information and Management Sciences*, 19(2), 263-283.

Decision Sciences: Inventory Management

Haksever, C., & Moussourakis, J. (2008). Determining order quantities in multi-product inventory systems subject to multiple constraints and incremental discounts. *European Journal of Operational Research*, 184(3), 930-945.

Decision Sciences: Inventory Management

Miller, T., & de Matta, R. (2008). A global supply chain profit maximization and transfer pricing model. *Journal of Business Logistics*, 29(1), 175-199.

Decision Sciences: Production and Distribution Planning

Miller, T. (2008). Decision support systems: A detailed approach. *Future Pharmaceuticals*, March, 90-93.

Decision Sciences: Supply Chain Decision Support Systems

Rider University (continued):

Miller, T. (2008). A hierarchical framework for supply chain performance measurement. *Future Pharmaceuticals, July*, 1-6.

Decision Sciences: Supply Chain Performance Measurement

Eder, L., Newman, C., & Zhong, P. (2008). Partnering with a private Chinese university: Benefits and challenges. *The Global Studies Journal, 1(2)*, 1-8.

Management: University Partnerships

Heriot, K.C., Cook, R., Jones, R.C., & Simpson, L. (2008). The use of student consulting projects as an active learning pedagogy: A case study in a production/operations management course. *Decision Sciences Journal of Innovative Education, 6(2)*, 463-481.

Pedagogy: Decision Sciences

Heriot, K.C., Cook, R.G., Simpson, L., & Parker R. (2008). The use of micro student consulting projects as an alternative to traditional field-based student consulting projects: An exploratory study. *Journal of Entrepreneurship Education, 11*, 59-73.

Pedagogy: Management

Meric, I., Kim, S., Kim, J.H., & Meric, G. (2008). Co-Movements of U.S., U.K., and Asian stock markets before and after September 11, 2001. *Journal of Money, Investment and Banking, (3)*, 47-57.

Finance: International

Rider University (continued):

Meric, I., McCall, C.W., & Meric, G. (2008). U.S. and Japanese electronic and electrical equipment manufacturing firms: A comparison. *International Bulletin of Business Administration*, 3, 6-10.

Finance: International

Meric, I., Goldberg, I.V., Sprotzer, I.B., & Meric, G. (2008). Eliminating the tax cuts on dividends and capital gains may have an adverse effect on the stock market: An economic argument. *Journal of Taxation of Investments*, 26(1), 66-73.

Finance: International

Meric, I., Gishlick, H.E., Taga, L.S., & Meric, G. (2008). MANOVA tests of the changes in the financial characteristics of EU manufacturing firms. *Global Economy & Finance Journal*, 1(1), 79-86.

Finance: International

Meric, I., Eichhorn, B.E., McCall, C.W., & Meric, G. (2008). The financial characteristics of U.S. and E.U. electronic and electrical equipment manufacturing firms and the determinants of asset and equity returns. *International Research Journal of Finance and Economics*, 14, 262-270.

Finance: International

Rider University (continued):

Meric, G., Ratner, M., & Meric, I. (2008). Portfolio diversification with country index funds. *Global Business and Finance Review*, 13(2), 1-9.

Finance: International

Meric, I., Ratner, M., & Meric, G. (2008). Co-movements of sector index returns in the world's major stock markets in bull and bear markets: Portfolio diversification implications. *International Review of Financial Analysis*, 17(1), 156-177.

Finance: International

Reitman, F., & Schneer, J.A. (2008). Enabling the new careers of the 21st century. *Organization Management Journal*, 5, 17-28.

Management: Career Development

Belliveau, P., Peluso, K.L., & Cook, R.G. (2008). Assurance of individual learning in experiential student team consulting. *Small Business Institute Journal*, 2, 23-45.

Pedagogy: Management

Cook, R.G., & Belliveau, P. (2008). *The experiential student team consulting process, 3rd Ed.* Mason, OH: Cengage Publishing.

Pedagogy: Management

Rowan University:

Nouri, H., & Kyj, L. (2008). The effect of performance feedback on prior budgetary participative research using survey methodology: An empirical study. *Critical Perspectives on Accounting*, 19, 1431-1453.

Accounting: Budgetary Participation and Job Performance

Isik, I. (2008). Productivity, technology and efficiency of de novo banks: A counter evidence from Turkey. *Journal of Multinational Financial Management*, 18(5), 427-442.

Finance: Banking

Kyj, L., & Isik, I. (2008). Bank x-efficiency in Ukraine: An analysis of service characteristics and ownership. *Journal of Economics and Business*, 60(4), 369-393.

Finance: Banking

Meric, I., Kim, S., Kim, J.H., & Meric, G. (2008). Co-Movements of U.S., U.K., and Asian stock markets before and after September 11, 2001. *Journal of Money, Investment and Banking*, 3(3), 47-57.

Finance: International

Meric, I., McCall, C.W., & Meric, G. (2008). U.S. and Japanese electronic and electrical equipment manufacturing firms: A comparison. *International Bulletin of Business Administration*, 3, 6-10.

Finance: International

Rowan University (continued):

Meric, I., Goldberg, I.V., Sprotzer, I.B., & Meric, G. (2008). Eliminating the tax cuts on dividends and capital gains may have an adverse effect on the stock market: An economic argument. *Journal of Taxation of Investments*, 26(1), 66-73.

Finance: International

Meric, I., Gishlick, H.E., Taga, L.S., & Meric, G. (2008). MANOVA tests of the changes in the financial characteristics of EU manufacturing firms. *Global Economy & Finance Journal*, 1(1), 79-86.

Finance: International

Meric, I., Eichhorn, B.E., McCall, C.W., & Meric, G. (2008). The financial characteristics of U.S. and E.U. electronic and electrical equipment manufacturing firms and the determinants of asset and equity returns. *International Research Journal of Finance and Economics*, 14, 262-270.

Finance: International

Meric, G., Ratner, M., & Meric, I. (2008). Portfolio diversification with country index funds. *Global Business and Finance Review*, 13(2), 1-9.

Finance: International

Meric, I., Ratner, M., & Meric, G. (2008). Co-movements of sector index returns in the world's major stock markets in bull and bear markets: Portfolio diversification implications. *International Review of Financial Analysis*, 17(1), 156-177.

Finance: International

Rowan University (continued):

Topuz, J., & Isik, I. (2008). Structural changes, market growth and productivity gains of the US real estate investment trusts in the 1990s. *Journal of Economics and Finance*, <http://www.springerlink.com/content/qnq886526j532583/>.

Finance: REITs

Pritchard, R.E., & Potter, G.C. (2008). Reducing the downside risk of not receiving anticipated social security benefits by using personal accounts. *Journal of Business & Economics Research*, 6(1), 1-6.

Finance: Social Security Benefits

Schoen, E.J., & Falchek, J.S. (2008). Bong hits 4 Jesus and tinkering with *Tinker*. *Southern Law Journal*, 18(1), 1-16.

Legal Studies: First Amendment Rights in Public Schools

Hall, E.H. Jr., & Lee, J. (2008). Assessing the impact of export performance: A critical analysis of its effect on diversification. *The Journal of Global Business Management*, 4(1), 56-65.

Management: Corporate Diversification

Shim, E.D., Lee, J., & Joo, I.K. (2008). CEO compensation and US high-tech and low-tech firms' corporate performance. *Contemporary Management Research*, 5(1), 93-106.

Management: Executive Compensation

Rowan University (continued):

Lee, J., & Hall, E.H. Jr. (2008). An empirical investigation of the 'halo' effect of financial performance on the relationship between corporate reputation and CEO compensation. *American Journal of Business Research*, 1(1), 93-110.

Management: Executive Compensation and Corporate Reputation

Mirchandani, D., & Ikerd, J. (2008). Building and maintaining sustainable organizations. *Organization Management Journal*, 5(1), 40-51.

Management: Sustainable Organizations

Lucius, H.W., Habte-Giorgis, B., & Lee, J. (2008). Empirical study of the strategic impact of major marketing factors on firms' accounting performance in the pharmaceutical industry. In R.A. Oglesby, & M.G. Adams (Eds.), *Business Research Yearbook: Building Bridges in a Global Economy* (Vol. 15, no. 3, pp. 205-209). Beltsville, MD: IABD/AEDEM.

Marketing: Financial Accounting Performance

Lucius, H., Lee, J., & Habte-Giorgis, B. (2008). New perspectives on the strategic linkages between marketing factors, R&D activity, and firm performance in the U.S. pharmaceutical industry. *Journal of International Business Disciplines*, 2(3), 118-126.

Marketing: Financial Accounting Performance

Rowan University (continued):

Potter, G.C., Romeo, G.C., Bao, D., & Pritchard, R.E. (2008). Using standardized student evaluation instruments to measure teaching effectiveness in lecture/recitation mode classes. *Journal of College Teaching & Learning*, 5(3), 1-8.

Pedagogy: Teaching Evaluation

Wang, J., Meric, G., & Meric, I. (2008). U.S. stock market reaction to September 11, 2001 events. *International Journal of Finance*, Winter, 1-9.

Finance: International

Rutgers University - Camden:

Morrin, M., Broniarczyk, S., Inman, J.J., & Broussard, J. (2008). Saving for retirement: The effects of fund assortment size and investor knowledge on asset allocation strategies. *The Journal of Consumer Affairs*, 42(2), 206-222.

Finance: Investor Knowledge Effect

Porter, G., & Perry, J. L. (2008). Animal farm, baby boom and crackberry addicts. In C. L. Cooper, & R. J. Burke (Eds.), *The long work hours culture, causes, consequences and choices* (pp. 255-274). New York: Macmillan.

Management: Excessive Involvement in Work

Krishna, A., & Morrin, M. (2008). Does touch affect taste? The perceptual transfer of product container haptic cues. *Journal of Consumer Research*, 34(6), 807-818.

Marketing: Impact of Touch

Nenkov, G.Y., Morrin, M., Ward, A., Schwartz, B., & Hulland, J. (2008). A short form of the Maximization Scale: Factor structure, reliability and validity studies. *Judgement and Decision Making*, 3(5), 371-388.

Marketing: Item Scales

Rutgers University - Newark and New Brunswick:

Alles, M., Kogan, A., & Vasarhelyi, M. (2008). Putting continuous auditing theory into practice: Lessons from two pilot implementations. *Journal of Information Systems*, 22(2), 195-214.

Accounting: Continuous Auditing

Alles, M., & Vasarhelyi, M. (2008). Reengineering business reporting: Creating a test bed for technology based reporting. *International Journal of Digital Accounting Research*, 8(14), 97-135.

Accounting: Information Systems

Alles, M., Kogan, A., & Vasarhelyi, M. (2008). Exploiting comparative advantage: A paradigm for added research in accounting information systems. *International Journal of Accounting Information Systems*, 9(4), 202-215.

Accounting: Information Systems

Alles, M., & Vasarhelyi, M. (2008). The "now" economy and the traditional accounting reporting model: Opportunities and challenges for AIS research. *International Journal of Accounting Information Systems*, 9(4), 227-239.

Accounting: Real Time Economy

Edmonds, J., & Armstrong, R. (2008). A mixed integer programming model for multiple stage adaptive testing. *European Journal of Operational Research*, 193(2), 342-350.

Decision Sciences: Applied Psychology

Rutgers University - Newark and New Brunswick (continued):

Belov, D., & Armstrong, R.D. (2008). A Monte Carlo approach to the design, assembly, and evaluation of multi-stage adaptive tests. *Applied Psychological Measurement*, 32(2), 119-137.

Decision Sciences: Applied Psychology

Armstrong, R., Gao, S., & Lei, L. (2008). A zero-inventory production and distribution problem with a fixed customer sequence. *Annals of Operations Research*, 159(1), 395-414.

Decision Sciences: Inventory Management

Zhou, B., Katchakis, M.N., & Zhao, Y. (2008). Managing stochastic inventory systems with free shipping option. *European Journal of Operational Research*, 196(1), 186-197.

Decision Sciences: Inventory Management

Boros, E., Lei, L., Zhao, Y., & Zhong, H. (2008). Scheduling vessels and container-yard operations with conflicting objectives. *Annals of Operations Research*, 161(1), 149-170.

Decision Sciences: Supply Chain Management

Cantwell, J.A., & Barnard, H. (2008). Do firms from developing countries have to invest abroad? Outward FDI and the competitiveness of firms. In K.P. Sauvant (Ed.), *The rise of transnational corporations from emerging markets: Threat or opportunity?* (pp.55-85). Cheltenham and Northampton, MA: Edward Elgar.

Management: Foreign Direct Investment

Rutgers University - Newark and New Brunswick (continued):

Cantwell, J.A., & Piscitello, L. (2008). How the trend towards competence-creating subsidiary innovation co-evolves with its environment. *Economia e Politica Industriale*, 35, 145-154.

Management: Innovation

Shemtob, M. (2008). It's time for a national discussion on retirement. *Contingencies*, Jul/Aug, 30-37.

Management: Retirement Security

Levin, D.Z., & Barnard, H. (2008). Technology management routines that matter to technology managers. *International Journal of Technology Management*, 41(1/2), 22-37.

Management: Technology

Cantwell, J.A. (2008). The globalisation of technology: What remains of the product cycle model? In M. von Zedtwitz, J. Birkinshaw, & O. Gassman (Eds.), *International management of research and development* (pp. 33-52). Cheltenham and Northampton, MA: Edward Elgar.

Management: Technology

Belliveau, P., Peluso, K.L., & Cook, R.G. (2008). Assurance of individual learning in experiential student team consulting. *Small Business Institute Journal*, 2, 23-45.

Pedagogy: Management

Rutgers University - Newark and New Brunswick (continued):

Cook, R.G., & Belliveau, P. (2008). *The experiential student team consulting process, 3rd Ed.* Mason, OH: Cengage Publishing.

Pedagogy: Management

Seton Hall University:

Abdallah, W. (2008). *Accounting, finance, and taxation in the Gulf countries*. New York: Palgrave Macmillan.

Accounting: International

Abdallah, W. (2008). Effective tax strategies for multinational companies: Are Gulf countries still in tax havens? *Oil, Gas and Energy Quarterly, Dec.*, 369-401.

Accounting: International

Orenstein, P., & Wright, W. (2008). Information in motion: Road vehicles as wireless relay stations for an ad hoc communications network. *Journal of Maps, 2008*, 71-90.

Decision Sciences: Mobile Telecommunications

Long, J., Gao, Z., Zhao, X., Lian, A., & Orenstein, P. (2008). Urban traffic jam simulation based on the cell transmission model. *Journal of Networks and Spatial Economics*, <http://dx.doi.org/10/1007/s11067-008-9080-9>.

Decision Sciences: Traffic Simulation

Rotthoff, K.W. (2008). Could affirmative action be efficient in higher education? *Economics Letters, 99*(3), 574-576.

Finance: Education

Seton Hall University (continued):

Loviscek, A. (2008). Currency derivatives and emerging market currencies: Strategies, perspectives, and trends. In H.G. Fung, X.E. Xu, & J. Yau (Eds.), *Advances in international investments: Traditional and alternative approaches* (pp. 259-288). Hackensack, NJ: World Scientific.

Finance: Emerging Markets

McGee, R.W., & Yoon, Y. (2008). Enhancing efficiency of government budget and fiscal policy: Some advice for transition and developing economies. In R.W. McGee (Ed.), *Taxation and public finance in transition and developing economies* (pp.43-58). New York/New Jersey: Springer.

Finance: Government

Ryan, L.V., & Hunter, R.J. Jr. (2008). An update on the Polish economy: Meeting the criteria for a "normal country." *European Journal of Social Sciences*, 6(3), 375-381.

Finance: International

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Finance: International

Seton Hall University (continued):

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Finance: International

Hunter, R.J. Jr., & Ryan, L.V. (2008). The ten most important economic and political events since the onset of the transition in post-communist Poland. *The Polish Review*, LIII(2), 183-216.

Finance: International

Hunter, R.J., & Shapiro, R.E. (2008). A primer on important legal aspects of the international business environment. *Journal of Money, Investment and Banking*, 2, 5-15.

Finance: International

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Finance: International Investments

Xu, X.E., & Loviscek, A. (2008). The performances of MBS hedge funds and mutual funds: A puzzle. *Journal of Investment Management*, 6(4), 1-31.

Finance: Mutual Fund Performance

Seton Hall University (continued):

Jasina, J., & Rothoff, K.W. (2008). The impact of a professional sports franchise on county employment and wages. *International Journal of Sport Finance*, 3(4), 210-227.

Finance: Professional Sports

Xu, X.E. (2008). What drives the return on venture capital funds? *The Journal of Private Equity*, 12(1), 42-55.

Finance: Venture Capital Funds

Kumar, A., Shim, S.J., & Phe, A. (2008). Simulating staffing needs for consultation in hospital clinics. *Journal of Operations and Logistics*, 2(2), 1-12.

Information Technology: Healthcare

Yin, J.Z. (2008). Green GDP strategy and corporate responsibility. *Journal of International Business Ethics*, 1(1), 80-91.

Management: Environmental Effects

Omar, K., & Stoeber, W. A. (2008). The role of technology and human capital in the EPZ life cycle. *Transnational Corporations*, 17(1), 135-159.

Management: Export Processing Zones

Seton Hall University (continued):

Dall, J.J., & McCarthy, L. (2008). A taxonomy of product classes. *Journal of Economics, Banking and Finance*, 2(1), 1-14.

Management: Globalization

Amar, A.D., & Juneja, J.A. (2008). A descriptive model of innovation and creativity in organizations: A synthesis of research and practice. *Knowledge Management Research & Practice*, 6(4), 298-311.

Management: Innovation

Coll-Reilly, J.H. (2008). The case for consistency: What justifies a top international hotel's reputation? *Journal of Business Case Studies*, 4(1), 15-19.

Management: International Lodging

Torres-Baumgarten, G., & McCrea, E.A. (2008). When deviant behavior in the workplace gets technical. *Review of Business Information Systems*, 12(1), 1-5.

Management: Workplace Deviant Behavior

Mintu-Wimsatt, A., Madjourova-Davri, A., & Lozada, H.R. (2008). Personality correlates of equity sensitivity for samples of Canadian, Bulgarian and Mexican business people. *Psychological Reports*, 102, 58-63.

Marketing: Personality - Equity Sensitivity

Seton Hall University (continued):

Irwin, R.L., Sutton, W., & McCarthy, L. (2008). *Sport Promotion and Sales Management, 2nd Edition*. Champaign, IL: Human Kinetics.

Pedagogy: Sport Management

Easton, R.W. (2008). Post-mortem estate planning: Alternate valuation treatment of assets transferred to FLPS. *Journal of Taxation*, 108(5), 307-313.

Taxation: Family Limited Partnerships

McCrea, E., & Betts, S.C. (2008). Failing to learn from failure: An exploratory study of corporate entrepreneurship outcomes. *Academy of Strategic Management Journal*, 7, 111-132.

Management: New Product Development

Stevens Institute of Technology:

Fallah, M.H., & Lechler, T.G. (2008). Global innovation performance: Strategic challenges for multinational corporations. *Journal of Engineering and Technology Management*, 25(1-2), 58-74.

Management: Technology

He, J., & Fallah, M.H. (2008). A longitudinal analysis of inventors' movements in technology clusters. In M.H. Sherif, & T.M. Khalil (Eds.), *Management of technology innovation and value creation* (Vol. 2, pp. 239-252). Hackensack, NJ: World Scientific Publishing.

Management: Technology

Patanakul, P. (2008). Program risk management: How it is done in major defense programs. *Project Management Institute*,
<http://www.pmi.org/Marketplace/Pages/ProductDetail.aspx?GMProduct=00101084300&iss=1>.

Management: Technology

Patanakul, P., & Milosevic, D. (2008). A competency model for effectiveness in managing multiple projects. *Journal of High Technology Management Research*, 18(2), 118-131.

Management: Technology

The College of New Jersey:

Nouri, H., & Shahid, A. (2008). Investment returns by investors with accounting knowledge: The effect of information sources and gender. *Journal of Business and Economic Perspectives*, XXXIV(2), 68-77.

Accounting: Accounting Knowledge and Investment Returns

Nouri, H., & Kyj, L. (2008). The effect of performance feedback on prior budgetary participative research using survey methodology: An empirical study. *Critical Perspectives on Accounting*, 19, 1431-1453.

Accounting: Budgetary Participation and Job Performance

Tang, L., & Koveos, P.E. (2008). A framework to update Hofstede's cultural value indices: Economic dynamics and institutional stability. *Journal of International Business Studies*, 39(6), 1045-1063.

Finance: Impact on Cultural Dynamics

Tang, L., & Koveos, P.E. (2008). Embodied and disembodied R&D spillovers to developed and developing countries. *International Business Review*, 17(5), 546-558.

Management: International Knowledge Diffusion

Pelham, A.M., & Kravitz, P. (2008). An exploratory study of the influence of sales training content and salesperson evaluation on salesperson adaptive selling, customer orientation, listening, and consulting behaviors. *Journal of Strategic Marketing*, 16(5), 413-435.

Marketing: Salesperson Training & Evaluation

The College of New Jersey (continued):

Nouri, H., & Shahid, A. (2008). The effects of PowerPoint lecture notes on student performance and attitudes. *The Accounting Educators' Journal*, XVIII, 103-117.

Pedagogy: Accounting

Chiang, B. (2008). Integrating a service-learning project into management accounting coursework - a sharing of implementation experience and lessons learned. *Accounting Education*, 17(4), 431-445.

Pedagogy: Accounting

Monseau, S. (2008). Beer, free speech, and barriers to interstate commerce: A case of imported beer. *Journal of Legal Studies Education*, 25(2), 307-342.

Pedagogy: Legal Studies

The Richard Stockton College of New Jersey:

Latourette, A.W. (2008). *Papish v. Board of Curators of the University of Missouri*, 410 U.S. 667 (1973). In D.S. Tanenhaus (Ed.), *Encyclopedia of the supreme court of the United States* (Vol. 4, pp. 7-9). Farmington Hills, MI: Gale.

Legal Studies: First Amendment Rights

Thomas Edison State College:

Santora, J.C., & Seaton, W.J. (2008). Age discrimination: Alive and well in the workplace. *Academy of Management Perspectives*, 22(2), 103-104.

Management: Age Discrimination

Santora, J.C., & Sarros, J.C. (2008). Interim leadership in a nonprofit organization: A case study. *The Business Review*, 11(2), 66-70.

Management: Interim Leadership

Sarros, J.C., Cooper, B.K., & Santora, J.C. (2008). Building a climate for innovation through transformational leadership and organizational culture. *Journal of Leadership & Organizational Studies*, 15(2), 145-158.

Management: Leadership and Innovation

Santora, J.C. (2008). Woodland community center corporation. In S.L. McShane, & M.A. Von Glinow (Eds.), *Organizational behavior*, 4/e (pp.531-533). Burr Ridge, IL: McGraw-Hill-Irwin.

Management: Organizational Change

Santora, J.C., & Sarros, J.C. (2008). Founders, leaders, and organizational life cycles: The choice is easy - learn or fail. *Development And Learning In Organizations*, 22(3), 12-15.

Management: Organizational Life Cycle

Thomas Edison State College (continued):

Sendjaya, S., Sarros, J.C., & Santora, J.C. (2008). Defining and measuring servant leadership behavior in organizations. *Journal of Management Studies*, 45(2), 402-424.

Management: Servant Leadership

Santora, J.C. (2008). How to build a framework for strategic analysis: It's all about the trust. *Nonprofit World*, Nov-Dec, 15-17.

Management: Strategic Alliances

William Paterson University:

McCrea, E., & Betts, S.C. (2008). Failing to learn from failure: An exploratory study of corporate entrepreneurship outcomes. *Academy of Strategic Management Journal*, 7, 111-132.

Management: New Product Development

Li, F., Zhou, N., Kashyap, R., & Zhillin, Y. (2008). Brand trust as a second-order factor: An alternative measurement model. *International Journal of Market Research*, 50(6), 817-839.

Marketing: Brand

Betts, S.C. (2008). Teaching and assessing basic concepts to advanced applications: Using Bloom's taxonomy to inform graduate course design. *Academy of Educational Leadership Journal*, 12(3), 99-106.

Pedagogy: Course Design

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: Accounting Knowledge and Investment Returns

Nouri, H., & Shahid, A. (2008). Investment returns by investors with accounting knowledge: The effect of information sources and gender. *Journal of Business and Economic Perspectives*, XXXIV(2), 68-77.

Accounting: Auditing

Hatfield, R.C., Agoglia, C.P., & Sanchez, M.H. (2008). Client characteristics on the negotiation tactics of auditors: Implications for financial reporting. *Journal of Accounting Research*, 46(5), 1183-1207.

Wang, J., & Yang, J.G.S. (2008). Data mining techniques for auditing attest function and fraud detection. *Journal of Forensic Accounting*, Dec.

Accounting: Budgetary Participation and Job Performance

Nouri, H., & Kyj, L. (2008). The effect of performance feedback on prior budgetary participative research using survey methodology: An empirical study. *Critical Perspectives on Accounting*, 19, 1431-1453.

Accounting: Consolidated Financial Statements

Jeffers, A.E., & Yang, J.G.S. (2008). The contribution of audit failure to the sub-prime mortgage debacle. *The National Accounting Journal*, 10(2), 40-50.

Accounting: Consolidated Financial Statements (continued)

Yang, J.G.S. (2008). New accounting standards for consolidated financial statements. *National Accounting Journal*, 10(2), 28-39.

Accounting: Continuous Auditing

Alles, M., Kogan, A., & Vasarhelyi, M. (2008). Putting continuous auditing theory into practice: Lessons from two pilot implementations. *Journal of Information Systems*, 22(2), 195-214.

Accounting: Convergence of Standards

Jeffers, A., Greener, M., Penafiel, M. (2008). Convergence of international & U.S. accounting standards. *European Journal of Management*, 8(5), 12-24.

Accounting: Environmental Issues

Jeffers, A. (2008). Development of a framework to measure the financial and managerial implications of green accounting in U.S. corporations. *Review of Business Research*, 8(6), 72-84.

Accounting: Information Systems

Alles, M., & Vasarhelyi, M. (2008). Reengineering business reporting: Creating a test bed for technology based reporting. *International Journal of Digital Accounting Research*, 8(14), 97-135.

Accounting: Information Systems (continued)

Alles, M., Kogan, A., & Vasarhelyi, M. (2008). Exploiting comparative advantage: A paradigm for added research in accounting information systems. *International Journal of Accounting Information Systems*, 9(4), 202-215.

Accounting: International

Abdallah, W. (2008). *Accounting, finance, and taxation in the Gulf countries*. New York: Palgrave Macmillan.

Abdallah, W. (2008). Effective tax strategies for multinational companies: Are Gulf countries still in tax havens? *Oil, Gas and Energy Quarterly*, Dec., 369-401.

Accounting: International Transfer Pricing

Jeffers, A., Burgess, D., & Hughes, P. (2008). Ethical issues associated with international transfer pricing. *International Journal of Business Research*, 8(5), 101-112.

Accounting: Real Time Economy

Alles, M., & Vasarhelyi, M. (2008). The "now" economy and the traditional accounting reporting model: Opportunities and challenges for AIS research. *International Journal of Accounting Information Systems*, 9(4), 227-239.

Accounting: Sarbanes-Oxley Act

DiGabriele, J.A. (2008). The Sarbanes-Oxley Act and the private company discount: An empirical investigation. *Critical Perspectives on Accounting*, 19(8), 1105-1121.

Accounting: Sub-prime Mortgage Debacle

Hughes, P., & Jeffers, A. (2008). The misvaluation of mortgage-backed assets in the subprime debacle. *Journal of Academy of Business and Economics*, 8(2), 56-65.

Accounting: Subsidiary Ownership

Yang, J.G.S., & Poon, W.W. (2008). The new accounting standards for changes in a parent's ownership interest under FASB Statement No. 160. *Review of Business Research*, 8(5), 179-188.

Accounting: Valuation of S and C corporations

DiGabriele, J.A. (2008). The moderating effects of acquisition premiums in private corporations: An empirical investigation of relative S corporation and C corporation valuations. *Accounting Horizons*, 22(4), 415-424.

Decision Sciences: Applied Psychology

Belov, D., & Armstrong, R.D. (2008). A Monte Carlo approach to the design, assembly, and evaluation of multi-stage adaptive tests. *Applied Psychological Measurement*, 32(2), 119-137.

Edmonds, J., & Armstrong, R. (2008). A mixed integer programming model for multiple stage adaptive testing. *European Journal of Operational Research*, 193(2), 342-350.

Decision Sciences: Inventory Management

Armstrong, R., Gao, S., & Lei, L. (2008). A zero-inventory production and distribution problem with a fixed customer sequence. *Annals of Operations Research*, 159(1), 395-414.

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Decision Sciences: Mobile Telecommunications

Orenstein, P., & Wright, W. (2008). Information in motion: Road vehicles as wireless relay stations for an ad hoc communications network. *Journal of Maps*, 2008, 71-90.

Decision Sciences: Production and Distribution Planning

Miller, T., & de Matta, R. (2008). A global supply chain profit maximization and transfer pricing model. *Journal of Business Logistics*, 29(1), 175-199.

Decision Sciences: Supply Chain Decision Support Systems

Miller, T. (2008). Decision support systems: A detailed approach. *Future Pharmaceuticals*, March, 90-93.

Decision Sciences: Supply Chain Management

Boros, E., Lei, L., Zhao, Y., & Zhong, H. (2008). Scheduling vessels and container-yard operations with conflicting objectives. *Annals of Operations Research*, 161(1), 149-170.

Decision Sciences: Supply Chain Performance Measurement

Miller, T. (2008). A hierarchical framework for supply chain performance measurement. *Future Pharmaceuticals*, July, 1-6.

Decision Sciences: Traffic Simulation

Long, J., Gao, Z., Zhao, X., Lian, A., & Orenstein, P. (2008). Urban traffic jam simulation based on the cell transmission model. *Journal of Networks and Spatial Economics*, <http://dx.doi.org/10.1007/s11067-008-9080-9>.

Finance: Banking

Isik, I. (2008). Productivity, technology and efficiency of de novo banks: A counter evidence from Turkey. *Journal of Multinational Financial Management*, 18(5), 427-442.

Kyj, L., & Isik, I. (2008). Bank x-efficiency in Ukraine: An analysis of service characteristics and ownership. *Journal of Economics and Business*, 60(4), 369-393.

Finance: Education

Rotthoff, K.W. (2008). Could affirmative action be efficient in higher education? *Economics Letters*, 99(3), 574-576.

Finance: Emerging Markets

Loviscek, A. (2008). Currency derivatives and emerging market currencies: Strategies, perspectives, and trends. In H.G. Fung, X.E. Xu, & J. Yau (Eds.), *Advances in international investments: Traditional and alternative approaches* (pp. 259-288). Hackensack, NJ: World Scientific.

Finance: Government

McGee, R.W., & Yoon, Y. (2008). Enhancing efficiency of government budget and fiscal policy: Some advice for transition and developing economies. In R.W. McGee (Ed.), *Taxation and public finance in transition and developing economies* (pp.43-58). New York/New Jersey: Springer.

Finance: Impact on Cultural Dynamics

Tang, L., & Koveos, P.E. (2008). A framework to update Hofstede's cultural value indices: Economic dynamics and institutional stability. *Journal of International Business Studies*, 39(6), 1045-1063.

Finance: International

Hunter R.J. Jr., & Ryan, L.V. (2008). A field report on the background and processes of privatization in Poland. , 8(1), <http://www.bepress.com/gej/vol8/iss1/5>.

Hunter, R.J. Jr., & Ryan, L.V. (2008). The ten most important economic and political events since the onset of the transition in post-communist Poland. *The Polish Review*, LIII(2), 183-216.

Hunter, R.J. Jr., & Ryan, L.V. (2008). The legacy and prospects of Polish Privatization. *International Research Journal of Finance and Economics*, 21, 142-128.

Hunter, R.J. Jr., & Shapiro, R.E. (2008). A primer on important legal aspects of the international business environment. *Journal of Money, Investment and Banking*, 2, 5-15.

Meric, G., Ratner, M., & Meric, I. (2008). Portfolio diversification with country index funds. *Global Business and Finance Review*, 13(2), 1-9.

Finance: International (continued)

Meric, I., Eichhorn, B.E., McCall, C.W., & Meric, G. (2008). The financial characteristics of U.S. and E.U. electronic and electrical equipment manufacturing firms and the determinants of asset and equity returns. *International Research Journal of Finance and Economics*, 14, 262-270.

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Meric, I., Kim, S., Kim, J.H., & Meric, G. (2008). Co-Movements of U.S., U.K., and Asian stock markets before and after September 11, 2001. *Journal of Money, Investment and Banking*, 3(3), 47-57.

Meric, I., McCall, C.W., & Meric, G. (2008). U.S. and Japanese electronic and electrical equipment manufacturing firms: A comparison. *International Bulletin of Business Administration*, 3, 6-10.

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Finance: International (continued)

Ryan, L.V., & Hunter, R.J. Jr. (2008). An update on the Polish economy: Meeting the criteria for a "normal country." *European Journal of Social Sciences*, 6(3), 375-381.

Wang, J., Meric, G., & Meric, I. (2008). U.S. stock market reaction to September 11, 2001 events. *International Journal of Finance*, Winter, 1-9.

Finance: International Investments

Fung, H., Xu, X.E., & Yau, J. (Eds.). (2008). *Advances in international investments: Traditional and alternative approaches*. Hackensack, NJ: World Scientific Publishing.

Finance: Investing

Trongone, A. (2008). Play both sides of the market to profit. *Stocks, Futures and Options Magazine*, October, <http://www.sfomag.com/article.aspx?ID=1243&issueID=90>.

Trongone, A. (2008). Avoid single day meltdowns: Identify risk differently. *Stocks, Futures and Options Magazine*, November, <http://www.sfomag.com/article.aspx?ID=1258&issueID=91>.

Trongone, A. (2008). Baidu.com: Playing a "double-top" without a history of resistance. *eSignal Learning*, January 11, http://www.esignallearning.com/education/marketmaster/archive/2008/archive_index.aspx?date=011108.

Finance: Investing (continued)

Trongone, A. (2008). Take your profits or let them ride? *Stocks & Commodities Magazine*, 26(9), http://www.traders.com/Documentation/FEEDbk_docs/2008/08/content.html.

Finance: Investor Knowledge Effect

Morrin, M., Broniarczyk, S., Inman, J.J., & Broussard, J. (2008). Saving for retirement: The effects of fund assortment size and investor knowledge on asset allocation strategies. *The Journal of Consumer Affairs*, 42(2), 206-222.

Finance: Mutual Fund Performance

Xu, X.E., & Loviscek, A. (2008). The performances of MBS hedge funds and mutual funds: A puzzle. *Journal of Investment Management*, 6(4), 1-31.

Finance: Professional Sports

Jasina, J., & Rothoff, K.W. (2008). The impact of a professional sports franchise on county employment and wages. *International Journal of Sport Finance*, 3(4), 210-227.

Finance: REITs

Topuz, J., & Isik, I. (2008). Structural changes, market growth and productivity gains of the US real estate investment trusts in the 1990s. *Journal of Economics and Finance*, <http://www.springerlink.com/content/qnq886526j532583/>.

Finance: Sarbanes-Oxley Act

Riotto, J.J. (2008). Understanding the Sarbanes-Oxley Act - A valued added approach for public interest. *Critical Perspectives on Accounting*, 19(7), 952-962.

Finance: Social Security Benefits

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Finance: Venture Capital Funds

Xu, X.E. (2008). What drives the return on venture capital funds? *The Journal of Private Equity*, 12(1), 42-55.

Information Technology: Emerging Economies

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Information Technology: Healthcare

Kumar, A., Shim, S.J., & Phe, A. (2008). Simulating staffing needs for consultation in hospital clinics. *Journal of Operations and Logistics*, 2(2), 1-12.

Walsh, D., Passerini, K., Varshney, U., & Fjermestad, J. (2008). Safeguarding patient privacy in electronic healthcare in the USA: The legal view. *International Journal of Electronic Healthcare*, 4(3/4), 311-326.

Information Technology: Virtual Design Teams

Ocker, R., & Fjermestad, J. (2008). Communication differences in virtual design teams: Findings from a multi-method analysis of high and low performing experimental teams. *The DATA BASE for Advances in Information Systems*, 39(1), 51-67.

Legal Studies: First Amendment Rights

Latourette, A.W. (2008). *Papish v. Board of Curators of the University of Missouri*, 410 U.S. 667 (1973). In D.S. Tanenhaus (Ed.), *Encyclopedia of the supreme court of the United States* (Vol. 4, pp. 7-9). Farmington Hills, MI: Gale.

Legal Studies: First Amendment Rights in Public Schools

Schoen, E.J., & Falchek, J.S. (2008). Bong hits 4 Jesus and tinkering with *Tinker*. *Southern Law Journal*, 18(1), 1-16.

Management: Age Discrimination

Santora, J.C., & Seaton, W.J. (2008). Age discrimination: Alive and well in the workplace. *Academy of Management Perspectives*, 22(2), 103-104.

Management: Career Development

Reitman, F., & Schneer, J.A. (2008). Enabling the new careers of the 21st century. *Organization Management Journal*, 5, 17-28.

Management: Corporate Branding

Torres-Baumgarten, G., & Yucetepe, V. (2008). How acquisitions in the retailing sector affect stakeholders: The special case of franchise acquisitions and their franchisees. *The Journal of Management Awareness*, 11(1), 1-8.

Management: Corporate Diversification

Hall, E.H. Jr., & Lee, J. (2008). Assessing the impact of export performance: A critical analysis of its effect on diversification. *The Journal of Global Business Management*, 4(1), 56-65.

Management: Energy Sources

Nersesian, R. (2008). *Biofuels: Fuels of the future?* New York: Energy Intelligence.

Management: Environmental Effects

Yin, J.Z. (2008). Green GDP strategy and corporate responsibility. *Journal of International Business Ethics*, 1(1), 80-91.

Management: Excessive Involvement in Work

Porter, G., & Perry, J. L. (2008). Animal farm, baby boom and crackberry addicts. In C. L. Cooper, & R. J. Burke (Eds.), *The long work hours culture, causes, consequences and choices* (pp. 255-274). New York: Macmillan.

Management: Executive Compensation

Shim, E.D., Lee, J., & Joo, I.K. (2008). CEO compensation and US high-tech and low-tech firms' corporate performance. *Contemporary Management Research*, 5(1), 93-106.

Management: Executive Compensation and Corporate Reputation

Lee, J., & Hall, E.H. Jr. (2008). An empirical investigation of the 'halo' effect of financial performance on the relationship between corporate reputation and CEO compensation. *American Journal of Business Research*, 1(1), 93-110.

Management: Export Processing Zones

Omar, K., & Stoeber, W. A. (2008). The role of technology and human capital in the EPZ life cycle. *Transnational Corporations*, 17(1), 135-159.

Management: Foreign Direct Investment

Cantwell, J.A., & Barnard, H. (2008). Do firms from developing countries have to invest abroad? Outward FDI and the competitiveness of firms. In K.P. Sauvart (Ed.), *The rise of transnational corporations from emerging markets: Threat or opportunity?* (pp.55-85). Cheltenham and Northampton, MA: Edward Elgar.

Management: Global Financial Crisis

Rapp, W. (2008). The Kindleberger-Aliber-Minsky paradigm and the global subprime mortgage meltdown. *Review of Business and Technology Research*, 1(1), 1-7.

Management: Globalization

Dall, J.J., & McCarthy, L. (2008). A taxonomy of product classes. *Journal of Economics, Banking and Finance*, 2(1), 1-14.

Management: Innovation

Amar, A.D., & Juneja, J.A. (2008). A descriptive model of innovation and creativity in organizations: A synthesis of research and practice. *Knowledge Management Research & Practice*, 6(4), 298-311.

Cantwell, J.A., & Piscitello, L. (2008). How the trend towards competence-creating subsidiary innovation co-evolves with its environment. *Economia e Politica Industriale*, 35, 145-154.

Management: Interim Leadership

Santora, J.C., & Sarros, J.C. (2008). Interim leadership in a nonprofit organization: A case study. *The Business Review*, 11(2), 66-70.

Management: International Knowledge Diffusion

Tang, L., & Koveos, P.E. (2008). Embodied and disembodied R&D spillovers to developed and developing countries. *International Business Review*, 17(5), 546-558.

Management: International Lodging

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