

Ninth Annual Volume

Publications of New Jersey's Business Faculty

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and

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Allen Gibson, Ph.D., Editor



October 2010

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 ninth 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 their constituents on important business issues of the day. The Stillman School 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 2009. 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 2009. These authors have earned the Bright Idea Awards for their research. We appreciate Professor Barbara Boyington (Brookdale Community College), Dean William Keep (The College of New Jersey), Associate Dean Yaw M. Mensah (Rutgers University – Newark and New Brunswick), Dean William Moore (Fairleigh Dickinson University), and Dean Niranjan Pati (Rowan University) who helped us in the evaluation of the many fine papers that were submitted. Congratulations to our award winners!

Here are the 2009 Bright Idea award winners:

<i>Decision Sciences:</i> “Data analysis: A roadmap to better decision-making: Methods, techniques and applications,” by Tal Ben-Zvi of Stevens Institute of Technology.
<i>Finance:</i> “The Kindleberger-Aliber-Minsky paradigm and the global subprime mortgage meltdown,” by William Rapp of New Jersey Institute of Technology.
<i>Information Technology:</i> “A link mining algorithm for earnings forecast and trading,” by Germán Gonzalo Creamer of Stevens Institute of Technology.
<i>Management:</i> “Building a foundation without bricks and mortar: Business planning for home based and cyber businesses,” by Stephen C. Betts of William Paterson University and Dennis Huzey of Felician College.
<i>Management:</i> “Corporate restructuring: From cause analysis to execution,” by David E. Vance of Rutgers University – Camden.
<i>Management:</i> “To be a better leader, give up authority,” by Amar D. Amar of Seton Hall University.
<i>Management:</i> “Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers,” by Fariborz Damanpour of Rutgers University – Newark and New Brunswick and Marguerite Schneider of New Jersey Institute of Technology.
<i>Management:</i> “Gaining advantage through global learning hubs,” by Robert L. Laud of William Paterson University.
<i>Management:</i> “Occurrence and effects of leader delegation in virtual software teams,” by Suling Zhang of Kean University, Allen Milewski of Monmouth University, Marilyn Tremaine, Richard Egan and Jerry Fjermestad of New Jersey Institute of Technology.
<i>Taxation:</i> “Tax planning strategies for Madoff’s Ponzi scheme,” by James Yang of Montclair State University.

We especially commend Stephen Betts, Fariborz Damanpour, William Rapp, Marguerite Schneider, David Vance and James Yang, who are being recognized for the second time, and Jerry Fjermestad, who is being recognized for the fourth 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 will continue to work with each other as we seek to advance business within The Garden State and beyond.

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ACKNOWLEDGEMENTS

As always, we are very pleased with the widespread support of this publication. First of all, the publication would not be possible without the support and personal involvement of Karen Boroff, Ph.D., Dean of the Stillman School of Business at Seton Hall University, and Sara Bluhm, Executive Director, NJPRO Foundation. We will miss Dr. Boroff's presence as she leaves her role as Dean. In turn, we welcome the support of Dr. Joyce Strawser, Acting Dean, Stillman School of Business at Seton Hall University.

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 the 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 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 of the Stillman School. Melody carefully prepared the input and proofread the document with her proven success at finding my errors. Melody also managed the document production in both paperbound and CD versions.

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 extended family, David, Kim, Emily, and Jayson for their constant support and continuing interest in this project.

Allen Gibson, Ph.D., Editor

SECTION 1: INTRODUCTION

We are happy to introduce this ninth annual volume of *Publications of New Jersey's Business Faculty*. Thirteen colleges contributed to this year's volume. In addition to the generous support of the New Jersey business faculty, it is always satisfying to note the range and timeliness of topics included each year. This year's publication topics include, for example, healthcare, supply chain management, international finance, the subprime mortgage meltdown, and the taxation of losses due to investment fraud. In order to recognize collaboration with the broader New Jersey business and educational community, we 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.

Copies of this volume will be distributed to authors via CD in order to conserve resources and to make the document more accessible in electronic form. The publication will also be made available in electronic form on both the Stillman School and NJPRO websites. We welcome your ideas for improving the usefulness of this publication and in determining its future direction.

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

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

Berkeley College
Bloomfield College
Caldwell College
Centenary College
College of St. Elizabeth
DeVry University
Drew University
Fairleigh Dickinson University
Felician College
Georgian Court 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.

Amar, A.D., Hentrich, C., & Hlupic, V. (2009). To be a better leader, give up authority. *Harvard Business Review*, 87(12), 22-24.

Seton Hall University
Management: Innovation

The article discusses a study on management and leadership that was conducted by the authors. They argue that innovation and efficiency can increase when executives relinquish some of their authority and give employees some autonomy in their jobs. Examples are given which focus on the financial performance of CSC Germany companies IT Architecture division and on the no-control management style of the telecom-component company ANADIGICS Inc. The authors indicate that more levels of employees should be involved in the decision making at knowledge-based companies and at those which rely on innovation.

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

Andreopoulos, G.C. (2009). Growth and changes in economic structure: A straightforward statistical approach with an application to the Italian economy. *Cambridge Journal of Economics*, 33(3), 421-432.

William Paterson University
Economics: Analysis of Growth

The paper presented here, part of my PhD dissertation written under Professor Brian Reddaway's guidance, is offered as an example of his approach to applied economics as well as a tribute to his legacy. The scope of this paper is to suggest an operational approach to the analysis of growth, an approach that allows us to grasp immediately the most important changes that might occur in the structure of an economy. This procedure is applied to the Italian economy over the period of its most rapid growth (1960-79) to see whether some of the most important results established in the literature on modern economic growth are confirmed.

Giuliana Campanelli Andreopoulos is a member of the faculty at William Paterson University.

Aronson, Z.H., & Lechler, T.G. (2009). Contributing beyond the call of duty: The role of culture in fostering citizenship and success in project-based work. *R & D Management*, 39(5), 461-480.

Stevens Institute of Technology
Management: Role of Culture in Project Management

Shifting goals, priorities and evolving customer demands require exceptional effort, beyond the call of duty, on the part of employees to increase the likelihood for successful implementation of technologically driven projects. Our model posits that citizenship behavior, which captures individuals' behavior that goes above and beyond prescribed roles, effects project success and is influenced by the culture that exists in the project. We provide support for the model utilizing 222 participants in 71 product development, IT implementation and engineering projects, originating in firms from various industries in the U.S. using Structural Equation Modeling (SEM). Due to the constraints typically facing project managers, in terms of personnel availability and control over rewards, our findings suggest that project culture can be used by managers as an alternative lever to trigger employees' citizenship behavior, which in turn drives success. We provide valuable implications for individuals assigned to lead projects, who are concerned with aligning project culture with citizenship behavior, as part of their planning activities.

Zvi Aronson and Thomas Lechler are members of the faculty at Stevens Institute of Technology.

Ben-Zvi, T. (2009). *Data analysis: A roadmap to better decision-making: Methods, techniques and applications*. Saarbrücken, Germany: VDM Verlag.

***Stevens Institute of Technology
Decision Sciences: Data Analysis***

The exponential growth of information and technology in recent years necessitates a more thorough understanding of data and information. Traditional methods can no longer be applied to contemporary complex business environments. In this book I present an innovative approach and provide the reader with several practical methods and techniques for data analysis. Consequently, the book enables decision-makers' rigorous and effective decision-making processes. In addition, I demonstrate the usefulness of applying the tools described in the book in various domains: (1) healthcare: improving healthcare quality while reducing costs, detecting questionable practices, improving preventive care; (2) finance: understanding customer behavior, conducting profitability analysis, improving cross-selling efforts and identifying credit risk; (3) fraud detection: detecting frauds more effectively; (4) marketing: analyzing customer databases to identify different customer groups and establish marketing campaigns, forecasting customer behavior to provide better customer service; and (5) manufacturing: accurately managing inventory levels within the supply chain.

Tal Ben-Zvi is a member of the faculty at Stevens Institute of Technology.

Betts, S.C., & Huzey, D. (2009). Building a foundation without bricks and mortar: Business planning for home based and cyber businesses. *International Journal of Business and Public Administration*, 6(3), 50-60.

***William Paterson University and Felician College
Management: Business Plans***

Business plans are frequently cited as the single most important element in small business startup success. However generic business plan guidelines seldom address the unique needs of home based and cyber (internet based) businesses. These forms of new enterprises are gaining in popularity, partially because they are facilitated by current technology and relatively easy to start. However, as with any small business start-up there is a high risk of failure in the initial stages of the growth of the enterprise. One way to address this risk is to modify the approach to writing a business plan to facilitate and reflect the unique characteristics of home based and cyber businesses. The objective of this study is to present prescriptions for tailoring traditional business plans for home based and cyber businesses. Among the prescriptions are a short term focus, an emphasis on cash flow instead of attracting capital, special attention to the dynamic nature of the marketplace and importance of establishing a niche. By addressing the specific concerns and perspectives of home based and cyber businesses, the business plan can help maximize the probability of success for those interested in undertaking such enterprise.

Stephen C. Betts is a member of the faculty at William Paterson University. Dennis Huzey is a member of the faculty at Felician College.

Blodgett, M., Hunter, R. J., & Hayden, R. M. (2009). Foreign direct investment, trade, and China's competition laws. *Denver Journal of International Law and Policy*, 37(2), 201-231.

Seton Hall University
Finance: International

The People's Republic of China, or the PRC, known more widely simply as China, holds nearly one-sixth of the world's population. It possesses one of the fastest growing economies in the world. In 2007, China experienced a growth rate of 11.4%. As a result of its strong economy and growing population, China has the ability to greatly influence the global economy. It is not surprising, therefore, that the newly adopted Chinese Anti-Monopoly Law or AML, has been the subject of much interest, discussion, and debate.

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

Blodgett, M., Lozada, H.R., & Hunter, R.J. (2009). To paraphrase W.S.: "Sugar by any other name might surely not be as sweet": *Merisant v. McNeil*. *Business Law Review*, 42, 31-45.

Seton Hall University
Legal Studies: Advertising

"Big Pharma" today necessarily means "Big Advertising!" But does it also mean a misplaced emphasis on promotion and advertising at the expense of research and development activities and a guaranty of "hand-to-hand combat" between some of the giants of a similar industry? A debate is literally raging in the United States among major research organizations and several private researchers who have very different views and data on the subject.

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

Cantwell, J.A. (2009). Location and the multinational enterprise. *Journal of International Business Studies*, 40(1), 35-41.

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

In the early development of the international business field, the focus of attention moved from the country level to the firm level, and interest in location issues declined. More recently, firm-based research has itself become increasingly concerned with the study of firm-location interactions. When examining two-way knowledge flows or spillovers between multinational enterprises (MNEs) and other actors in specific locations, the diversity or heterogeneity of firms matters, as does the diversity of locational environments. The localization of knowledge sources depends on MNE group-level strategies for growth and organizational decentralization, on subsidiary-level evolution towards local competence-creating efforts, and on the development of suitable business networks within locations. MNEs now have a greater potential to benefit from a synergistic locational portfolio of complementary sources of knowledge. The locational composition of the international network for knowledge sourcing of a given MNE depends upon the extent of institutional compatibility between the locations in which the MNE is active. This compatibility between locations in turn affects the capacity of the MNE to become an insider in local business systems, and to influence the local institutional environment.

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

Cantwell, J.A., & Peeraly, J. (2009). The development trajectory of a small island economy: The successful case of Mauritius. In D. Van Den Bulcke, A. Verbeke, & W. Yuan (Eds.), *Handbook on small nations in the global economy: The contribution of multinational enterprises to national economic success* (pp. 194-218). Cheltenham and Northampton, MA: Edward Elgar.

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

Mauritius, although a small African developing economy, has made noteworthy economic progress before and since independence, despite the various inherent and inherited barriers it has faced. Mauritian economic success has been attributed to various factors, including social, political and macroeconomic stability. Such multifactorial stability has contributed to foreign direct investment (FDI) inflows and the development of export-oriented manufacturing. This chapter provides an insight into the two main sectors for FDI activity within the Mauritian economy, namely the textile/garment export and tourism industries. The discussion traces the evolution of these two industries under the influence of FDI, and explains the importance of MNEs to national competitive success in the context of these two vital sectors.

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

Cantwell, J.A., & Zhang, Y. (2009). The innovative MNC: The dispersion of creativity, and its implications. In S. Collinson, & G. Morgan (Eds.), *Images of the multinational firm* (pp. 45-67). Chichester and Hoboken: John Wiley.

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

The image of the multinational corporation (MNC) as an innovative and networked firm is one that has emerged as a result of changes to the MNC as an organization, and changes in the environment in which it operates, over the past 30 years or so, in the traditional MNC, from which the innovative MNC has evolved, the most original competence-creating activity was undertaken by the parent company in its home country, while subsidiaries were confined essentially to competence-exploiting forms of innovation, of the kind needed to adapt established products to local markets or established processes to local production conditions. In the innovative MNC, competence-creating activities are more widely dispersed across the international network of the MNC. It is far more common for individual subsidiaries to independently undertake competence-creating lines of activity, which add new areas of capabilities to their MNC group. The geographical dispersion of competence-creating activities in the MNC over the past thirty years or so has five sets of implications that are explored in this chapter. The first is the shift towards more decentralized modes of governance within the MNC. Second, innovation, knowledge and the generation of new capabilities have themselves become more central to more recent MNC activities, and so the role of the firm as an organizational device for learning, and of knowledge as a locus for control within the MNC, have become more critical. Third, since innovation is in part location-specific as well as firm-specific, the MNC has come increasingly to draw upon a diversified locational portfolio of capabilities. Fourth, subsidiaries that have evolved competence-creating activities have needed to become more locally embedded in their own immediate environments, and so the interaction of MNCs with the development of regions has become more important both for MNCs and for local areas. Fifth, while development continues to be uneven across geographical space, the fragmentation of production and modularization of technologies have created new opportunities for countries catching up technologically, and they have resulted in more complex links between 'center and periphery' via the activities of MNCs.

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

Cantwell, J.A., & Zhang, Y. (2009). The co-evolution of international business connections and domestic technological capabilities: Lessons from the Japanese catch-up experience. *Transnational Corporations*, 18(2), 37-68.

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

We undertake an examination of the technological catch-up experiences of the leading Japanese industrial firms in the twentieth century, based on both qualitative and quantitative historical evidence. We argue that the international business connections of Japanese firms had a strong influence on the industrial composition of the catch-up of their technological capabilities, and that in turn that catch-up has led to a change in the nature and form of their international business connections. We speculate on some similarities and differences with the current catch-up of firms in emerging market economies.

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

Cantwell, J.A., Barnard, H., & Bromfield, T. (2009). The role of indigenous firms in innovation systems in developing countries: The developmental implications of national champion firms' response to underdeveloped national innovation systems. In B.A. Lundvall, K.J. Joseph, C. Chaminade, & J. Vang (Eds.), *Handbook of innovation systems and developing countries: Building domestic capabilities in a global setting* (pp. 241-279). Cheltenham and Northampton, MA: Edward Elgar.

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

This chapter discusses the role of national champion firms in supporting the development of domestic capabilities and thus the national innovation system. We investigate the role of the South African Coal, Oil and Gas Corporation (Sasol) corporation, a national champion firm, in the evolution of the national innovation system of South Africa. We find that the contribution of a national champion to the national innovation system is fundamentally (de)limited by the institutional framework within which the firm finds itself. While national champion firms are shaped by the formal and informal constraints defining their environment, there is less evidence of the reverse. This study then develops three models of how a champion firm in a developing country can interact with its innovation system, namely co-evolution, internationalization and global enclave formation.

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

Chiang, B. (2009). System integration and the balanced scorecard: An empirical study of system integration to facilitate the balanced scorecard in the health care organizations. *Advances in Management Accounting*, 17, 181-201.

The College of New Jersey
Accounting: Health Care Performance Measurement

The Balanced Scorecard (BSC) emphasizes the information system to track a limited number of balanced metrics (measures and indicators) that are closely aligned with organization's goals. This study investigates how system integration in different forms is related to the success of using the BSC for performance measurement. The use of a BSC in performance evaluation is considered in five contexts: determining cost, measuring efficiency, ensuring quality and customer satisfaction measure, promoting continuous innovation and monitoring contract negotiation. The findings indicate that system integration defined in the study positively relates to the success of using the BSC in all five decision perspectives. The findings conclude that hospitals need a streamlined, information integration across the continuum of care to better assess the operation results, in both organizational and technical perspectives.

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

Chiang, B. (2009). Estimating nursing costs - A methodological review. *International Journal of Nursing Studies*, 46(5), 716-722.

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

A critical cost accounting issue relating to nursing costs is that nursing costs are currently averaged into the daily room rate in the hospitals. This accounting practice treats nursing units as cost centers as nursing costs are bundled into a per diem rate instead of billed separately. As a result, all patients in a given care unit of the hospital are presumed to consume the same amount of nursing care resources. This costing and billing system creates a mismatch between resources consumption and billed charges. The objective of this paper is to (1) demonstrate current practice to estimate nursing costs, (2) classify nursing costs into direct and indirect costs in order to refine the existing approaches and (3) argue that a system of billing nursing costs separately better reflects the costs of patient care.

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

Choi, Y., & Yoon, Y. (2008) [Actually published in 2009]. A Revisit to N-currency arbitrage. *International Journal of Finance*, 20(4), 4980-4986.

***Montclair State University and Seton Hall University
Finance: N-currency Arbitrage***

In response to the argument that any arbitrage involving more than three currencies is redundant and unnecessary, this paper demonstrates that such an argument is valid if and only if one uses the mid-point exchange rates (typical approach used by many international finance textbooks) for currency arbitrage and that in the real world where the currency rates are always quoted in terms of bid and asked prices, one could have more arbitrage opportunities by adding more currencies than three. The paper also provides a rigorous derivation and explanation of n-currency arbitrage conditions with bid and asked prices as well as implications to arbitrage strategy. It demonstrates that an n-currency arbitrage profit can be made if (i) the product of the n bid market rates is greater than 1 (which, in turn, is equivalent to stating that all bid market rates are greater than all asked cross rates) or (ii) the product of the n asked market rates is smaller than 1 (which, in turn, is equivalent to stating that all asked market rates are smaller than all bid cross rates). Moreover, cases (i) and (ii) are mutually exclusive. If either the product of the n bid market rates or the product of the n asked market rates is equal to 1, the arbitrage ends up with a zero profit. Thanks to the widespread use of computers, it takes a very short time to calculate all the possible bid and asked prices multiplications for an efficient implementation of arbitrages involving n (more than three) currencies.

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

Cline, M., Guynes, C.S., & Nyaboga, A. (2009). The impact of organizational change on information systems security. *Review of Business Information Systems*, 8(1), 59.

William Paterson University
Information Technology: Organizational Change Impact on Security

When major change is imposed on organizations, there is often resistance and resentment. Organizational change has been identified as one of the key issues that will present significant challenges to an organization's effective and timely implementation of privacy and security standards. It will be necessary to identify specific implementation requirements that represent the most significant organizational change challenges. Organizations will also have to identify processes and methods to foster acceptance of the change associated with the entire compliance project. This research examines changing information security requirements and the strategies organizations are developing to meet the related challenges.

Andrew B. Nyaboga is a member of the faculty at William Paterson University.

Creamer, G., & Stolfo, S. (2009). A link mining algorithm for earnings forecast and trading. *Data Mining and Knowledge Discovery*, 3(18), 419-445.

Stevens Institute of Technology
Information Technology: Estimating Corporate Earnings

The objective of this paper is to present and discuss a link mining algorithm called CorpInterlock and its application to the financial domain. This algorithm selects the largest strongly connected component of a social network and ranks its vertices using several indicators of distance and centrality. These indicators are merged with other relevant indicators in order to forecast new variables using a boosting algorithm. We applied the algorithm CorpInterlock to integrate the metrics of an extended corporate interlock (social network of directors and financial analysts) with corporate fundamental variables and analysts' predictions (consensus). CorpInterlock used these metrics to forecast the trend of the cumulative abnormal return and earnings surprise of S&P 500 companies. The rationality behind this approach is that the corporate interlock has a direct effect on future earnings and returns because these variables affect directors and managers' compensation. The financial analysts engage in what the agency theory calls the "earnings game": Managers want to meet the financial forecasts of the analysts and analysts want to increase their compensation or business of the company that they follow. Following the CorpInterlock algorithm, we calculated a group of well-known social network metrics and integrated with economic variables using Logitboost. We used the results of the CorpInterlock algorithm to evaluate several trading strategies. We observed an improvement of the Sharpe ratio (risk-adjustment return) when we used "long only" trading strategies with the extended corporate interlock instead of the basic corporate interlock before the regulation Fair Disclosure (FD) was adopted (1998-2001). There was no major difference among the trading strategies after 2001. Additionally, the CorpInterlock algorithm implemented with Logitboost showed a significantly lower test error than when the CorpInterlock algorithm was implemented with logistic regression. We conclude that the CorpInterlock algorithm showed to be an effective forecasting algorithm and supported profitable trading strategies.

Germán Creamer is a member of the faculty at Stevens Institute of Technology.

Damanpour, F., & Schneider, M. (2009). Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers. *Journal of Public Administration Research and Theory*, 19(3), 495-522.

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

Studies of the association between innovation characteristics and innovation adoption at the level of organization are scarce. This study develops direct and moderating hypotheses for the relationship between innovation characteristics, manager characteristics, and innovation adoption in public organizations. The hypotheses are tested using survey data on the adoption of twenty-five innovations in 725 local governments in the United States and data from a panel of experts. The findings suggest that both innovation characteristics and manager characteristics influence the adoption of innovation; however, they do not reveal significant moderating effects of manager characteristics on the relationship between innovation characteristics and innovation adoption. The implications of the findings are discussed for further research on innovation adoption in the public sector.

Fariborz Damanpour is a member of the faculty at Rutgers University - Newark and New Brunswick. Marguerite Schneider is a member of the faculty at New Jersey Institute of Technology.

Damminger, J.K., Potter, G., & Pritchard, R.E. (2009). Adding value to the first-year experience: Embedding self and major exploration in the college of business curriculum. *American Journal of Business Education*, 2(3), 49-56.

Rowan University
Pedagogy: Self-assessment

This paper details the First-Year Career Development Program (First-Year Program) - a component of a comprehensive multi-year program designed to guide business students through self-assessment and the selection of an appropriate business major and ultimately to prepare them to secure professional career positions. The First-Year Program is designed to integrate student self-assessment and career and business major exploration into the First-Year Experience. A survey of students who participated in the First-Year Program indicated a high level of student satisfaction. It further indicated that participants were more positive about completing their degree programs at the regional university where the First-Year Program is conducted. The First-Year Program was developed collaboratively by Career and Academic Planning Center professionals and College of Business faculty.

Joanne Damminger, Gregory Potter and Robert Pritchard are members of the faculty at Rowan University.

DiGabriele, J.A. (2009). Core components in estimating economic damages for individuals. *The CPA Journal*, Feb, 61-64.

Montclair State University
Accounting: Economic Damages

The article focuses on the estimation of damages arising from personal injury, employment discrimination, and wrongful death. It notes the issues that must be resolved in order to provide the necessary inputs for a determination and to ensure that economic damages have indeed occurred. A brief overview is given on how economic damages are computed for individuals. The Occupational Employment Statistics survey, compiled by the U.S. Department of Labor, Bureau of Labor Statistics, produces employment and wage estimates for more than 800 occupations.

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

DiGabriele, J.A. (2009). Implications of regulatory prescriptions and audit standards on the evolution of forensic accounting in the audit process. *Journal of Applied Accounting Research*, 10(2), 109-121.

Montclair State University
Accounting: Forensic

Abstract Purpose -The purpose of this paper is to determine if there is a level of agreement among accounting academics, auditors, and forensic accountants that the current environmental framework created by regulatory and standard setting bodies appears to require a merger of common ground between forensic accounting and auditing.

Design/methodology/approach -A survey in the USA is conducted for a random sample of accounting academics, forensic accounting practitioners, and auditors questioning if the addition of forensic accounting proficiency should be part of an auditor's skill set to increase the probability of detecting fraud.

Findings -The results indicate that forensic accounting has a place in the audit process and that auditors may need to add some of these skills as the market for audits have changed.

Research limitations/implications -The limitation of the current paper which is inherent to survey research is non-response bias. The only way to evaluate this is to test late responses and compare them to earlier results. There are no significant differences. Future research in this area should progress to experimental designs using foundational forensic procedures in a simulated audit setting to ascertain the success and the proper implementation of these skills in finding financial statement fraud.

Practical implications -This paper will increase auditor awareness of the importance of the acquisition of foundational forensic accounting skills that will enhance the likelihood of fraud detection.

Originality/value -Professions evolve by way of regulatory, political, and social responses. Although there are some distinct differences between forensic accountants and auditors in the USA, there is enough common ground to answer the call for auditors to be more mindful of finding fraud. This paper intends to draw attention to the fact that foundational forensic accounting skills may represent a paradigm shift for professional skills in the accounting markets.

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

DiGabriele, J.A. (2009). Gender, valuation of private companies, and state specific variables in the division of marital assets. *Journal of Legal Economics*, 15(2), 1-16.

Montclair State University
Accounting: Marital Assets

The value of a closely held company may represent a significant component of a marital estate. Business valuation services play an increasingly crucial role in determining the value of a closely held family business and often facilitate a divorce settlement by providing an appraisal estimate in the absence of an actual sale as a basis to distributing marital assets. The results of the current study investigate family courts' decisions in cases where the marital estate includes a closely held company. In each case a valuation expert was retained by both spouses. The favorable decision was the verdict that selected either the husband's or wife's expert. The decisions were influenced by two factors: state law (community property versus equitable distribution) and the owner of the business (the husband alone or either the wife alone or as co-owner). Cases in equitable distribution states had an odds ratio that was four times higher for a decision for the wife than cases in community property states, and cases in which the wife was either the sole owner or co-owner of the business had an odds ratio that was over four times higher to render a decision for the wife.

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

Easton, R.W. (2009). Offshore asset protection trusts as a safety valve. *Journal of International Taxation*, 20(12), 30-39.

Seton Hall University
Taxation: Asset Protection

Asset protection planning has become a subset of estate planning services for high net worth clients. Although the federal tax system imposes significant taxes on the transfer of wealth from one generation to the next, a dynasty trust can be used to enhance a family legacy for multiple generations and protect assets. A taxpayer may transfer up to \$1 million during life (the federal lifetime gift tax exemption) to a dynasty trust without exposure to federal gift, estate, or generation-skipping transfer (CST) taxes, and can make a \$2 million gift as long as his spouse consents to the gift. Asset protection planning, when effected well in advance of the claims of creditors and without fraudulent intent, is still a viable objective for many high net worth individuals and may be combined with traditional estate planning techniques. Offshore APTs created by US residents are not intended to avoid income or estate taxes.

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

Fan, Y., Melamed, B., Zhao, Y., & Wardi, Y. (2009). IPA derivatives for make-to-stock production-inventory systems with backorders under the (R,r) policy. *Methodology and Computing in Applied Probability*, 11(2), 159-179.

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

This paper addresses Infinitesimal Perturbation Analysis (IPA) in the class of Make-to-Stock (MTS) production-inventory systems with backorders under the continuous-review (R,r) policy, where R is the stock-up-to level and r is the reorder point. A system from this class is traditionally modeled as a discrete system with discrete demand arrivals at the inventory facility and discrete replenishment orders placed at the production facility. Here, however, we map an underlying discrete MTS system to a Stochastic Fluid Model (SFM) counterpart in which stochastic fluid-flow rate processes with piecewise constant sample paths replace the corresponding traditional discrete demand arrival and replenishment stochastic processes, under very mild regularity assumptions. The paper then analyzes the SFM counterpart and derives closed-form IPA derivative formulas of the time-averaged inventory level and time-averaged backorder level with respect to the policy parameters, R and r , and shows them to be unbiased. The obtained formulas are comprehensive in the sense that they are computed for any initial inventory state and any time horizon, and are simple and fast to compute. These properties hold the promise of utilizing IPA derivatives as an ingredient of offline design algorithms and online management and control algorithms of the class of systems under study.

Yibong Fan, Benjamin Melamed, and Yao Zhao are members of the faculty at Rutgers University - Newark and New Brunswick.

Frumkin, D., & Vandegrift, D. (2009). The effect of size, age, beta and disclosure requirements on hedge fund performance. *Journal of Derivatives & Hedge Funds*, 15(3), 241-251.

***The College of New Jersey
Economics: Hedge Fund Returns***

In this study, hedge fund returns in excess of the S&P 500 were analyzed to determine the effects of beta, fund size, age and enforced registration in 2006 as a result of Rule 203(b)(3)-2. It was discovered that beta had a positive effect on performance, while the increasing age of a fund caused managers to suffer from 'style drift', thereby reducing the hedge fund's performance. It was also found that registration increased returns by 11.6 per cent by raising the net worth requirement for accredited investors, thereby providing funds with a more knowledgeable investor and increased asset base stability. This suggests that advisers have been able to use funds more efficiently by taking on more leveraged positions and holding less cash on hand, while pursuing a greater number of strategies.

Dvir Frumkin is a recent graduate of The College of New Jersey. Donald Vandegrift is a member of the faculty at The College of New Jersey.

Gibson, A.E. (2009). Segmenting business students using cluster analysis applied to student satisfaction survey results. *American Journal of Business Education*, 2(4), 65-69.

Seton Hall University
Decision Sciences: Student Satisfaction

This paper demonstrates a new application of cluster analysis to segment business school students according to their degree of satisfaction with various aspects of the academic program. While variables such as quality of teaching are important to most, if not all, students, the results show how predictors of satisfaction cited in prior studies such as quality of advising and degree of social integration are important to some students but less important to others. In addition, the methodology provides insight into the different responses to overall satisfaction that are not readily seen from the stepwise regression results for the respondents as a whole. For example, variables such as grade point average, major, and the degree of involvement with clubs and activities also appear to play a role in students' overall satisfaction. In addition, individual clusters have different predictors of overall satisfaction compared to the entire student body. For example, advising is cited as important by members of several clusters, one cluster attaches greater importance to a sense of community, another cluster to the development of analytical skills, and still another to grades and quality of teaching. Even students who are relatively satisfied overall may have particular areas of dissatisfaction that become evident with segmentation. The study shows that in addressing possible program improvements, the needs of different groups of students should be kept in mind.

Allen Gibson is a member of the faculty at Seton Hall University.

Gordon, A., Lozada, H.R., & Hunter, R.J. (2009). Understanding and negotiating the product liability pitfalls of outsourcing to China: Systemic failures or isolated production defects? *International Bulletin of Business Administration*, 6, 28-39.

Seton Hall University
Management: Product Liability

This article deals with the important issues of product defects and product liability in the Chinese market. The paper takes a close look at the scope of the problem, looks at the systemic causes of product defects within the Chinese market, discusses various attempts to reform the manufacturing and production systems, and provides practical managerial and legal precautions that can be taken in order to avoid some of the more serious pitfalls.

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

Grippio, F., & Nassiripour, S. (2009). Hollybush Academy: A case study in selected not-for-profit accounting issues. *Journal of Business Case Studies*, 5(2), 17-26.

William Paterson University
Pedagogy: Accounting

The purpose of this case is to help students explore accounting issues often confronted by auditors of not-for-profit organizations. Given certain facts, the goal of the case is to require students to analyze the footnotes prepared by the auditors and discuss the presentation, classification and valuation of items not reflected on the financial statements prepared by the client. The case is intended for students who are taking an advanced accounting or not-for-profit accounting course.

Frank Grippio and Sia Nassiripour are members of the faculty at William Paterson University.

Grippe, F., & Nassiripour, S. (2009). Admiral Furman Academy: A case study in selected not-for-profit auditing issues. *Journal of College Teaching and Learning*, 6(3), 5-16.

William Paterson University
Pedagogy: Accounting

The purpose of this case is to help students explore accounting and auditing issues often confronted by auditors of not-for-profit organizations. Given final financial statements, the goal of the case is to require students to prepare the footnotes that would be considered an integral part of the financial statements. The case is intended for students who are taking an advanced accounting or not-for-profit accounting course.

Frank Grippe and Sia Nassiripour are members of the faculty at William Paterson University.

He, J. (2009). Dynamics of inventor networks and evolution of technology clusters. Ph. D. dissertation submitted to the faculty at Stevens Institute of Technology.

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

Over the past two decades, researchers and regional planners have shown a growing interest in clusters because substantial evidence has shown that clusters are important drivers of regional economic growth. Although the benefits of clustering have been well recognized, research regarding the evolution of clusters is still in its infancy. Most real-world clusters seem to have emerged "accidentally" without the presence of deliberate policy interventions, and each cluster has its own evolution path which may not match the lifecycle of the industry itself. There is a significant gap in the understanding of what forces are driving the evolution of clusters. This study investigated the role of inventor collaboration networks in the evolution of technology clusters with a quantitative approach. Using patent co-authorship data, inventor collaboration networks for 30 top-performing American metropolitan city-based clusters were constructed respectively. The selected clusters operate in hi-tech fields covering information technology, communications equipment, and biopharmaceutical industry. Based on the most widely accepted hypothesis that the "small-world" structure represents an optimal network structure for knowledge spillovers thus promoting innovation effectively, this study statistically tested the impact of "small-world" network properties on cluster innovation performance proxied by patent output. The analysis was based on a panel dataset, spanning 30 clusters over 14 years. The results suggest that small-world in general is a network structure facilitating innovation, but its effect is smaller than that once hypothesized by the small-world theorists. Also, not all clusters benefit symmetrically from the presence of inventor collaboration networks. The results suggest that the cluster typology moderates a cluster's ability to benefit from these networks and knowledge spillovers carried over them.

Jiang He is a member of the faculty at Stevens Institute of Technology.

He, J., & Fallah, M.H. (2009). Is inventor network structure a predictor of cluster evolution? *Technological Forecasting and Social Change*, 76(1), 91-106.

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

Geographical clusters are significant drivers of regional economic growth and competitiveness in today's economy. Recent studies have shown that geographically limited knowledge diffusion which results from inventor movements within clusters is a facilitating factor to regional innovation output and therefore to the development of clusters. However, it remains unclear whether the dynamics of inventor movements can be used as an indicator for different stages of cluster progression. In this study, using patent co-authorship data, we construct inventor networks for two telecom clusters, New Jersey and Texas. Based on the longitudinal analysis of inventor network properties and interviews with the key inventors maintaining the networks, we seek to gain a better understanding of 1) how the properties of inventor networks across the two clusters reflect their difference in fundamental "typology" of clusters; and 2) are the patterns of inventor network structures and properties over time indicative of the change in viability of the clusters. Our findings suggest that the cluster "typology" is a key factor determining the structure of the inventor networks in a geographical cluster. Over time, as the economic and social conditions of a cluster change, the regional inventor networks change their performance accordingly. Importantly, the cluster "typology" may be a significant moderating factor for the relationship between the inventor network performance and the cluster's development.

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

Hong, P., & Roh, J. (2009). Internationalization, product development and performance outcomes: A comparative study of 10 countries. *Research in International Business and Finance*, 23(2), 169-180.

Rowan University

Management: Product Development

Product development is recognized as innovative value creating effort that has become important in the high-risk, globally competitive environment. This paper presents a model that links product development practices with product development performance in the context of internationalization. The empirical results base the analyses on International Manufacturing Strategy Survey (IMSS IV) data from 10 countries (i.e., Argentina, China, Canada, Denmark, Hungary, Italy, Netherlands, Sweden, Turkey and USA). We develop several hypotheses with respect to the relationships between product development practices and their outcome measures. We test the hypotheses with data from 458 manufacturing units. This study suggests that many small and medium sized firms adopt internationalization as their new competitive weapon. Small firms seem to be more effective in utilizing product design and manufacturing involvement while large firms standardize and formalize the product development practices. Both small and large firms utilize cross-functional work for achieving organizational and technological integration. The improvement efforts toward enhancing product development outcomes vary depending on different regions of the world.

James J. Roh is a member of the faculty at Rowan University.

Hong, P., Kwon, H.B., & Roh, J. (2009). Implementation of strategic green orientation in supply chain: An empirical study of manufacturing firms. *European Journal of Innovation Management*, 12(4), 512-532.

Rowan University
Management: Environmental Practices

Purpose - The purpose of this paper is to present a research model that defines the inter-relationships between strategic green orientation, integrated product development, supply chain coordination, green performance outcomes and business unit performance. This paper addresses innovation issues by integrating strategic orientation, internal business practices, supply chain coordination, and performance outcomes measures.

Design/methodology/approach - The international data of 711 firms accessed through the International Manufacturing Strategy Survey (IMSS IV) are used to validate this model.

Findings - A firm's strategic green orientation involves past green practices, implementation of innovative environment improvement program and future commitment for environmental practices. This strategic green orientation is supported by a set of inter-organizational innovation practices such as integrated product development practices, effective coordination of supply chain network and relevant and measurable performance outcomes.

Originality/value - The model, variables, empirical tests and results in this paper suggest a new understanding about strategic green orientation and its relationships with product development practices and supply chain coordination. The framework is intended both to explicitly inform senior executives of the importance of inter-organizational innovation practices such as strategic green orientation in terms of past, present and future practices as well as to the factors that effectively implement such strategic direction and commitment. It is also intended to provide a lens with which further research can be directed to enhance environmental reputation and outcomes of firms through new product development practices and supply chain network coordination and the sustainable long-term competitive advantages of the firms.

James J. Roh is a member of the faculty at Rowan University.

Hume, S. (2009). Financial reporting and disclosure risk management. In J. Frazer, & B. Simkins (Eds.), *Enterprise risk management: Today's leading research and best practices for tomorrow's executives* (pp. 369-384). Wiley: Hoboken.

The College of New Jersey
Finance: Disclosure Risk

This chapter discusses the importance of reporting and disclosure for a corporation's business, financial, operating and third-party risk overall. The problems of disclosures made pre- and post-SOX are addressed, with a focus on the solutions for the financial industry in the wake of the global economic crisis.

Susan Hume is a member of the faculty at The College of New Jersey.

Hume, S., & Sharma, R. (2009). A study of Russian equity offerings: How important is the underwriter? *Journal of International Finance and Economics*, 9(2), 68-76.

The College of New Jersey
Finance: Equity Markets

We study Russian equity markets using Bloomberg data from 2005-2007 and suggest that this market does not follow the traditional competitive model with negative short-term returns for new initial stock shares.

Susan Hume is a member of the faculty at The College of New Jersey.

Hunter, R.J., & Lozada, H.R. (2009). Foreign direct investment for developing financing: Teaching market-related aspects through cases. *Journal of Business Case Studies*, 5(4), 51-66.

Seton Hall University
Pedagogy: Finance

This article presents two cases that have been used to supplement the teaching of how market-related aspects impact decisions, policies and tasks associated with attracting foreign direct investment into emerging markets and developing economies. The authors share their experiences in workshops and in the classroom and provide discussion strategies and teaching notes for each case.

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

Hunter, R.J., & Ryan, L.V. (2009). Poland in 1989: Enter Tadeusz Mazowiecki and the creation of the Balcerowicz Plan. *Research Journal of International Studies*, July(11), 31-39.

Seton Hall University
Finance: International

This article summarizes the main points of the economic and political transformation that occurred in Poland in 1989 which resulted in the rise to power of the first democratically elected government (Solidarity) in Central and Eastern Europe since the imposition of Communism after World War II. The article marks the 20th anniversary of the momentous events of 1989 which installed Tadeusz Mazowiecki as Prime minister and Leszek Balcerowicz as minister of Finance in the last gasp of Communism in Poland.

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

Hunter, R.J., Lozada, H.R., Giarratano, F., & Jenkins, D. (2009). Compulsory licensing: A major IP issue in international business today? *European Journal of Social Sciences*, 11(3), 370-377.

Seton Hall University
Finance: International

This article deals with the issue of compulsory licensing in the context of the TRIPS agreement, the Doha Declaration, and in connection with practices and activities in several developing nations. The article considers the genesis of compulsory licensing and its application to the pharmaceutical industry.

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

Hunter, R.J., Mayo, A.M., & Lozada, H.R. (2009). The Supreme Court as the "grand mediator" in social regulation of the media. *Hastings Communications and Entertainment Law Journal*, 32(1), 41-102.

Seton Hall University
Legal Studies: Media

The law is often seen as the grand mediator between what individuals want to see and hear and what society, writ large, determines an individual ought to see and hear. Because of this, issues of diversity, choice, and taste are especially at the forefront in the area of entertainment law. In this context, the United States Constitution operates as the medium for this mediation function. The Constitution provides the standard to evaluate the various regulatory and statutory schemes that are designed to strike a balance between individual rights and societal concerns in a broad area of the law called "social regulation" of the media.

Richard J. Hunter, Ann M. Mayo and Héctor R. Lozada are members of the faculty at Seton Hall University.

Ikpoh, A., & Hunter R. J. (2009). American immigration law: A comparative legal, economic, and constitutional analysis. *Capital University Law Review*, 37(3), 745-785.

Seton Hall University
Legal Studies: Immigration

This article deals with the economic, legal, and constitutional issues presented in the immigration debate, with a focus on congressional enactments and important Supreme Court pronouncements, precedents, and decisions in the broad area of "immigration law."

Andrew Ikpoh and Richard J. Hunter are members of the faculty at Seton Hall University.

Iyer, E.S., & Kashyap, R.K. (2009). Noneconomic goals of investors. *Journal of Consumer Behaviour*, 8(5), 225-237.

William Paterson University
Finance: Investors' Noneconomic Goals

This study adopts a consumer perspective and explores investors' noneconomic goals. This approach shifts the focus from the investment vehicle and its performance to the investor and her/his investing goals. We explore the influence of religiosity, environmental attitude, materialism, collectivism, risk tolerance, and social investing efficacy on investors' noneconomic goals. We find that social investing efficacy mediates the relationships between the aforementioned variables and noneconomic goals. Implications for managerial practice are discussed.

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

Jacoby, G., Liao, R.C., & Batten, J. (2009). Testing for the elasticity of corporate yield spreads. *Journal of Financial and Quantitative Analysis*, 44(3), 641-656.

Seton Hall University
Finance: Elasticity of Yield Spreads

What drives the compensation demanded by investors in risky bonds? Longstaff and Schwartz (1995) predict that one key factor is the time-varying negative correlation between interest rates and the yield spreads on corporate bonds. However, the effects of callability and taxes also need to be considered in empirical analyses. Canadian bonds have no tax effects, yet, after controlling for callability, the correlation between riskless interest rates and corporate bond spreads remains negligible. Our results provide support for reduced-form models that explicitly define a default hazard process and untie the relation between the firm's asset value and default probability.

Gady Jacoby is a member of the faculty at Seton Hall University.

James, W., Torres-Baumgarten, G., Petkovic, G., & Havrylenko, T. (2009). A psychographic profile of users of Internet-related technologies in Serbia and the Ukraine. *Journal of East-West Business*, 15(2), 119-140.

Ramapo College of New Jersey
Marketing: International Internet Penetration

Internet penetration rates vary considerably worldwide and international marketers need to devise effective online communications for multiple segments. While Internet markets with high penetration rates have been the focus of prior research, this study's main objective was to devise a way of discriminating between Internet users using individual psychographic (vis-à-vis demographic) variables in low penetration types of Internet usage. If firms seek to attain market leadership in the many market segments spawned by Internet-related technologies, psychographics offer the potential for distinguishing between various types of users.

Gladys Torres-Baumgarten is a member of the faculty at Ramapo College of New Jersey.

James, W.L., Sharland, A., Petkovic, G., Torres-Baumgarten, G., & Spivakovska, T. (2009). Identifying the heavy internet user segment in emerging markets: The evidence from Serbia and Ukraine. *Journal of Internet Business*, 7, http://jib.debiu.curtin.edu.au/iss07_james.pdf.

Ramapo College of New Jersey
Management: Internet Penetration

Emerging markets represent an opportunity for many companies to build profit and market share to great effect. However, to be successful, these companies need effective segmentation strategies. This paper examines the extant literature and identifies what the current best practice appears to be. The study then suggests a more comprehensive segmentation combination and tests it using data from Serbia and Ukraine. The results indicate that the new combination of variables appear to offer a better method of segmenting emerging markets.

Gladys Torres-Baumgarten is a member of the faculty at Ramapo College of New Jersey.

Jensen, B.K., Guynes, C.S., & Nyaboga, A.B. (2009). The graduate MIS security course: Objectives and challenges. *Contemporary Issues in Education Research*, 2(51).

William Paterson University
Pedagogy: Information Technology

Given the magnitude of real and potential losses, both private and public employers increasingly expect graduates of management information systems (MIS) programs to understand information security concepts. The infrastructure requirements for the course include setting up a secure laboratory environment to accommodate the development of viruses and worms. The labs and lectures are intended to instruct students in the inspection and protection of information assets, and detection of and reaction to threats to information assets.

Andrew B. Nyaboga is a member of the faculty at William Paterson University.

Kashyap, R., & Iyer, E.S. (2009). Not everybody wants to save the world. *Journal of Financial Services Marketing*, 14(2), 118-134.

William Paterson University
Finance: Social Investing Goals

A consumer lens is used to examine investing behavior in this study. The study focuses on the importance given by investors to their economic and social investing goals (SIG). This approach redirects managerial attention from the investment to the investor and investing goals. The study finds that differences in environmental attitude, social investing efficacy, materialism, religiosity and protected values can explain disparities in investing goals. The findings suggest a segmentation approach based on differences in antecedent effects and economic and SIG.

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

Kim, K.H. (2009). China's entry into the WTO: Is it a good deal or false promise for US and Chinese workers? *The Business Review*, 12(2), 57-62.

William Paterson University
Finance: International

China's entry into the World Trade Organization (WTO) in 2001 was a landmark event in the bilateral trade relationship between China and the United States. China's entry agreement mandated market openings and other reforms that have significantly opened its economy to US exports and investment. China is now the fourth- largest market for US exports, compared with its position as ninth-largest at the time of WTO entry, and is our third- largest market if combined with Hong Kong (The US-China Business Council, 2008). Mr. Clinton argues that US exports to China now support hundreds of thousands of American jobs and that these figures can grow substantially with the new access to the Chinese market the WTO agreement creates (Scott, 2000). These claims are misleading. The growth of US trade with China since China entered the World Trade Organization (WTO) in 2001 has had a devastating effect on US workers and the domestic economy (Tasina, 2008). The Economic Policy Institute (EPI) calculates the job losses based on a model that determines the number of jobs displaced for each billion dollar's worth of trade imbalance with China. While it is true that exports support jobs in the United States, it is equally true that imports displace jobs (The EPI Study, 2008). The growing US trade deficit with China has displaced huge numbers of jobs in the United States, and has been a prime contributor to the crisis in manufacturing employment over the past six years. The number of job opportunities lost each year grew rapidly during the 1990s and accelerated after China entered the WTO in 2001. Fears about job losses and chronic job shortages are on the loose again. The purpose of this research project is to investigate complex impacts on US and Chinese workers after China's entry into the WTO. This study will also review overall economic performance in US and China after China's entry to WTO.

Ki Hee Kim is a member of the faculty at William Paterson University.

Laud, R., & Schepers, D. (2009). Beyond transparency: Information overload and a model for intelligibility. *Business and Society Review*, 114(3), 365-391.

William Paterson University
Management: Corporate Information

The role and evaluation of the modern corporation is being challenged by multiple stakeholders, changing markets and public expectations. Unfortunately, corporate governance, regulation and accounting have played a prominent role in business failure for the past decade resulting in a growing lack of public confidence in our markets. We present a new model that contributes to improving the quality of corporate information by providing not more, but better information through increased intelligibility of overall information, benefiting both the firm and its broad array of stakeholders. It has become apparent that boards, management and regulators have been unable to cope with the rise of business failures by adding increasing layers of regulation that have often served only to exacerbate the complexity and further cloud the transparency of needed information. We have identified a growing number of forward-thinking firms who have found alternative means to provide better information and strengthen their companies. We offer a Stakeholder-Centric Model for improving information intelligibility based upon the extensive scope and variety of external input derived from the growing social movement organizations. With the added focus on intelligibility, these groups can help foster greater corporate responsibility, meaningful transparency, increased stakeholder benefits and improved overall performance of the firm.

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

Laud, R.L., Grein, A., & Nachum, L. (2009). Gaining advantage through global learning hubs. *Journal of Practical Global Business*, 13(1), 19-41.

***William Paterson University
Management: International***

Large organizations and small emerging firms alike gravitate towards mature and highly competitive global cities when expanding their borders. Understanding how these growing organizations actually exploit global cities as learning hubs will provide valuable strategic insights and add to the competitiveness of those entities seeking to expand their reach. We have uncovered interesting and counterintuitive findings regarding why both large and small companies gravitate towards global cities that come with strong market competition and high cost. Although the search for new markets makes intuitive sense, the vast number of companies we studied showed very low sales, few purchases and only a small number of local competitors in the selected global city. So then, why would firms gravitate towards and invest energy, time, and money in a global city? We suggest the motivations to establish a presence in global cities may be fundamentally different from those found in previous research. One answer lies in the unique and substantial benefit of gaining access to the volume of global intelligence not available elsewhere. By leveraging their involvement in what we call a Global Learning Hub (GLH), these firms look to achieve success and competitiveness beyond their immediate foreign market. We offer a new framework, GLHs, that will help executives understand why foreign firms choose global cities, the key benefits of GLHs, and how successful organizations can design their networking strategies and leverage opportunities within these hubs.

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

Lee, G., & Masulis, R.W. (2009). Seasoned equity offerings: Quality of accounting information and expected flotation costs. *Journal of Financial Economics*, 92(3), 443-469.

Seton Hall University
Finance: Flotation Costs

Flotation costs represent a significant loss of capital to firms and are positively related to information asymmetry between managers and outside investors. We measure a firm's information asymmetry by its accounting information quality based on two extensions of the Dechow and Dichev [2002. The quality of accruals and earnings: the role of accrual estimation errors. *Accounting Review* 77, 35-59] earnings accruals model, which is a more direct approach to assessing the information available to outside investors than the more commonly used proxies. Our main hypothesis is that poor accounting information quality raises uncertainty about a firm's financial condition for outside investors, though not necessarily for insiders. This accounting effect lowers demand for a firm's new equity, thereby raising underwriting costs and risk. Using a large sample of seasoned equity offerings (SEOs), we show that poor accounting information quality is associated with higher flotation costs in terms of larger underwriting fees, larger negative SEO announcement effects, and a higher probability of SEO withdrawals. These results are robust to joint determination of offer size and flotation cost components and to adjustments for sample selection bias.

Gemma Lee is a member of the faculty at Seton Hall University.

Loviscek, A., & Riley, E. (2009). Team of rivals: Can corporate America and academia reconcile their worldviews and work together? *The Investment Professional*, 2(4), http://www.theinvestmentprofessional.com/vol_2_no_4/team-of-rivals.html.

Seton Hall University
Finance: Connecting Corporate and Academic

The university model of education emphasizes theory over practice, the opposite of what the corporate model favors. This creates discordance between approaches that alternately emphasize the why and the how. The university model shares clear similarities with the corporate model, but the differences, especially in the compensation structures, deeply divide the two. Rather than attempting to make one domain more like the other, a bridge should be built that allows everyone to benefit from the conceptual approach of academia and practical know-how corporations earn in the trenches.

Tony Loviscek and Elven Riley are members of the faculty at Seton Hall University.

Marshall, K.P., Skiba, M., & Paul, D.P. (2009). The need for a social marketing perspective of consumer-driven health care. *International Journal of Pharmaceutical and Healthcare Marketing*, 3(3), 236-257.

Monmouth University
Marketing: Healthcare

Consumer-driven health care (CDHC) has been proposed to reduce the USA health care costs through greater free market economic exposure. The purpose of this paper is to review the USA health care system, insurance plans, and CDHC plan elements and assumptions regarding patients, service providers, and insurers, in order to identify research and social marketing needs of CDHC.

Michaeline Skiba and David Paul are members of the faculty at Monmouth University.

McGee, R.W., & Yoon, Y. (2009). Rethinking the antidumping laws and policies with reference to East Asian trading partners of the U.S. (China, Japan and Korea). In R. McGee (Ed.), *Essays in international trade* (pp. 143-151). Hyderabad, India: IcFai University Press.

Seton Hall University
Finance: Antidumping Laws

Antidumping laws have existed in some form since the early twentieth century. Ostensibly aimed at protecting domestic producers from unfair trade practices, they have frequently been used as weapons of protectionism even when dumping has not occurred. When this happens, some special interest group gains at the expense of the general public. Studies have found that antidumping laws result in a negative-sum game, since the losses exceed the gains, an outcome that violates utilitarian ethical principles. Antidumping laws also violate property and contract rights, since they prevent consenting adults from trading the property they have for the property they want. This paper examines recent trends in the application of antidumping laws, with special reference to the three East Asian trading partners of the US, China, Japan, and South Korea, both as target and as an initiator of antidumping investigations. The paper applies ethical principles to determine whether individuals who launch antidumping investigations are acting ethically and concludes that the US needs to be bold on trade by starting out with correcting the popular view that “dumping” is bad and those who dump should be penalized. Frederic Bastiat pointed out the fallacy of this view in 1845, yet the view is not only still with many American politicians but widely believed to be true among U.S. domestic manufacturers. In a free enterprise economic system, domestic producers have no inherent claim on the funds of consumers. The only ethical way of obtaining consumer funds is through voluntary trade. Using the force of government to obtain the funds (by prohibiting foreign suppliers from competing) puts domestic producers in the role of the aggressor, and in fact makes consumers the real victims. That is exactly what happens when a domestic producer appeals to the government to request an anti-dumping investigation against some foreign producer that is merely taking away business. Therefore, all anti-dumping laws and policies should be abrogated to promote freer trade.

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

McGee, R.W., & Yoon, Y. (2009). Labor standards and human rights: A look at some neglected rights issues. In R. McGee (Ed.), *Readings in business ethics* (pp. 100-112). Hyderabad, India: IcFai University Press.

Seton Hall University
Finance: Labor Standards & Human Rights

Various groups have been demanding that discussions of labor standards be included in all future trade negotiations. The press is full of stories of alleged exploitation of child labor and other employment abuses in developing countries and human rights groups have demanded that something be done about it. However, the press and the academic literature have neglected various property, contract and association rights issues relating to labor standards in lesser developed countries. This paper attempts to remedy that deficiency and to start a discussion of some issues that have been overlooked or inadequately discussed. The paper argues that restrictive or prohibitive work rules violate a number of human rights. The right to attempt to earn a living is one of the most basic human rights. Any law that restricts this ability or prevents people from making a living violates this basic human right. Laws that prohibit individuals from selling their labor violate property rights under the body as property doctrine and also violate the right to contract. The only policy that does not violate the rights of workers is a policy that allows them to freely enter into labor contracts and that allows the companies they work for to sell their products in the marketplace, free from tariffs, quotas, antidumping laws and other restrictive practices that stem the flow of products. The solution to increasing the standard of living for workers in poor countries is free trade, not protectionism.

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McGee, R.W., & Yoon, Y. (2009). Incorporating labor standards into trade agreements: An ethical analysis. In R. McGee (Ed.), *Essays in international trade* (pp. 222-234). Hyderabad, India: IcFai University Press.

Seton Hall University

Finance: Labor Standards & Trade Agreements

A number of people, mostly labor unions and politicians from the USA and a few other developed countries, have been advocating the incorporation of labor standards into trade agreements. Ostensibly aimed at improving the conditions of workers in less developed countries (LDCs), there is strong evidence to suggest that the result would be just the opposite. Workers and leaders in the LDCs are vehemently opposed to the idea. Furthermore, the imposition of labor standards would be enforced by sanctions which would punish the very individuals the labor standards are supposedly trying to help. The imposition of sanctions would result in a negative sum game, since there would be more losers than winners. Since the result is always a negative-sum game, sanctions violate utilitarian ethics. They also violate rights based ethics, since sanctions prevent buyers and sellers from trading the property they have for the property they want. Sanctions also violate contract rights, since they prohibit buyers and sellers from entering into contracts. Advocating the inclusion of labor standards into trade agreements stands on shaky utilitarian grounds. There can be many losers, especially if labor standards are used as a tool of protectionism. Does the imposition of labor standards violate anyone's rights? If so, the policy is automatically a bad one, regardless of whether the standard in question can seemingly pass the utilitarian test. The solution, then, is not to include labor standards in trade agreements. Markets have been effective at raising labor standards and working conditions. Although the market has not always raised labor standards as fast as some people would like, the alternative - intervention in the labor market - is likely to make matters worse rather than better. Just ask the Pakistani children who can no longer make soccer balls, if you can find them. Many of them have likely perished.

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

Meric, I., Goldberg, I., Dunne, K., & Meric, G. (2009). Co-Movements of NAFTA Stock Markets. *Troy University Business and Economic Review, Spring*, 1-5.

Rider University and Rowan University
Finance: Equity Markets

This paper studies the co-movements of the U.S., Canadian, and Mexican weekly stock market index returns with the rolling correlation analysis and Granger causality techniques during the June 1995-May 2005 period. The rolling correlation analysis results show that the correlation of the U.S. stock market returns with the Canadian and Mexican stock market returns has been increasing and the portfolio diversification benefit to U.S. global investors of investing in the other two NAFTA countries has been diminishing. The Granger causality test results indicate that the past returns of the Canadian stock market can be used to predict the future returns of the Mexican stock market. The weak-form market efficiency test results show that the returns of all three NAFTA stock markets follow a random walk, i.e., the past returns of none of the three stock markets can predict its own future returns.

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

Meric, I., Prober, L.M., Eichhorn, B.H., & Meric, G. (2009). A principal components analysis of the portfolio diversification benefits of investing in emerging stock markets. *Middle Eastern Finance and Economics, September(4)*, 110-116.

Rider University and Rowan University
Finance: Emerging Markets

Emerging stock markets are shown as attractive portfolio diversification opportunities for global investors because of their low correlation with each other and with developed stock markets. However, there are very few studies that investigate which emerging markets are the best portfolio diversification prospects for U.S. investors. In this paper, we study this issue with a sample of 25 national emerging stock market indexes and the U.S. Standard and Poor's 500 Index. By using the Principal Components Analysis (PCA) technique, we identify the emerging stock markets that are the most attractive portfolio diversification opportunities for U.S. investors.

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

Meric, I., Taga, L., Gishlick, H., & Meric, G. (2009). A comparison of the financial characteristics of U.S., E.U., and Japanese chemical firms. *Clarion Business and Economic Review*, 8(1), 41-50.

***Rider University and Rowan University
Finance: Chemical Firms***

In this study, we use the Multivariate Analysis of Variance (MANOVA) technique to compare the financial characteristics of U.S., EU, and Japanese chemical firms with data for the December 31, 2001-December 31, 2005 period. The multivariate test statistics indicate that the overall financial characteristics of U.S., EU, and Japanese chemical firms are significantly different. The univariate test statistics indicate that U.S. firms have significantly higher liquidity, inventory turnover, and equity ratios compared with EU and Japanese firms. We conclude that, because of their higher liquidity and lower debt ratios, U.S. firms are generally less risky than EU and Japanese firms. EU firms have significantly higher total-assets turnover and net-profit-margin ratios. Therefore, they have significantly higher asset returns compared with U.S. and Japanese firms. Because they have significantly higher asset returns and they use significantly more debt financing (i.e., financial leverage), EU firms also have significantly higher equity returns compared with their U.S. and Japanese counterparts.

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

Michels, K.H. (2009). *New Jersey Attorney Ethics; The Law of New Jersey Lawyering*. NJ: Gann Law Books.

***The College of New Jersey
Legal Studies: Attorney Ethics***

The 2009 edition updates the prior year's work based on the court decisions and rule changes in the previous year.

Kevin H. Michels is a member of the faculty at The College of New Jersey.

Michels, K.H. (2009). Third-party negligence claims against counsel: A proposed unified liability standard. *The Georgetown Journal of Legal Ethics*, 22(1), 143.

***The College of New Jersey
Legal Studies: Negligence Liability***

When should attorneys be liable to nonclients for negligence? If attorney third-party liability law is, as one commentator laments, "hopelessly confused," then the standards addressing third-party negligence claims against counsel deserve much of the blame. Courts typically approach the problem under one of four theories: privity, third-party beneficiary law, California balancing, and the composite approach of the Restatement of the Law Governing Lawyers. These approaches yield different outcomes on basic questions, and fail to offer principled accounts for their recognition or rejection of duties. This article takes up the search for a principled standard. It reconceptualizes the problem as two distinct questions: why should we impose on attorneys duties of care to third parties; and, why should we limit such attorney duties? This article contends that we impose duties of care on attorneys for the same reason that we impose such duties on tortfeasors generally: because their unreasonable behavior can harm the third parties identified by the duty, or "nexus," standards of negligence law. We limit attorney duties when the attorney's unique role implicates interests that warrant differentiation of attorneys from tortfeasors generally. In conflating these two questions, the current approaches manipulate the nexus standards to limit attorney duties of care. Because the real source of such limits lies elsewhere, the current approaches are consigned to vague, impressionistic accounts or categorical denials of duties without reason. Limits on attorney negligence duties derive not from revision of these nexus standards but from the attorney's unique and conflicting obligations to others. This article contends that attorneys differ from others for third-party, negligence-liability purposes not because of their tort or contract obligations to clients, but rather because their professional-ethical standards impose duties that are not imposed on tortfeasors generally. Thus, this article proposes an "ethical differentiation" standard: an attorney should owe a duty of care to a nonclient if: (1) such duty is recognized under the nexus standards of negligence law that are applicable to all tortfeasors; and (2) no attorney-ethics obligation contradicts the nexus-based duty. *(continued on next page)*

(continued from preceding page) In application, the proposed standard offers an array of heretofore undeveloped distinctions between classes of cases in which duties of care should be countenanced or denied. The standard also offers insight on perhaps the most vexing question posed by such claims: whether an attorney owes a duty of care to a third party to investigate before furthering a transaction when the attorney has reason to suspect client wrongdoing.

Kevin H. Michels is a member of the faculty at The College of New Jersey.

Niu, X., & Yin, J.Z. (2009). The trend of off-shoring and the policy options for China. *Reform, 8* (online journal in Chinese: www.reform.net.cn).

Seton Hall University
Management: Off-shoring

This paper discusses the three dimensions of off-shoring: manufacturing, service, and research and development (R&D) and the driving forces of off-shoring: (1) the IT revolution which has improved the efficiency of global operations and reduced the transaction cost, and (2) the rapid integration international business operation and the functional change of multinational corporations. It then discusses the opportunities for Chinese corporations to upgrade their business scope from low-end product manufacturing to high-end service and R&D business projects.

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

Nyaboga, A.V., & Mwaura, M.F. (2009). Strategies for gaining competitive advantage in a dynamic environment through data quality. *International Journal of Management and Information Systems, 13*(1), 13-21.

William Paterson University
Management: Using Data Quality for Competitive Advantage

Raw data should be treated as materials for manufacturing products so that organizations can identify errors which otherwise could not be detected. Information systems can be studied from the same perspective of product manufacturing.

Andrew V. Nyaboga and Muroki F. Mwaura are members of the faculty at William Paterson University.

Orenstein, P., & Marantz, Z. (2009). Modeling a wireless ad-hoc network using a cellular-automaton approach. *International Journal of Science, Simulation and Technology*, 10(1), 32-40.

Seton Hall University
Information Technology: Wireless Networks

We use a cellular automaton analogy to simulate a wireless ad-hoc network. This approach combines mobility in its simplest form with some fundamental attributes of radio propagation and enables us to examine the communicative properties of the network which would not otherwise be accessible. The analysis shows that there is an optimal network density for which the throughput of the network is maximized. We examine this finding under a range of processing gain values and confirm (a) that both the maximum total network throughput and the network's sustainability increases proportionately with the processing gain and (b) that single-hop communication is always preferable to extended-hop communication. Furthermore we consider the performance of the system when communication is not limited to a single-hop. We show how processing gain can be used adaptively in order to control the transmission range and hence guarantee end-to-end connectivity in the network.

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

Ouyang, L.Y., Teng, J.T., Goyal, S.K., & Yang, C.T. (2009). An economic order quantity model for deteriorating items with partially permissible delay in payments linked to order quantity. *European Journal of Operational Research*, 194(2), 418-431.

William Paterson University

Decision Sciences: Inventory Model with Delays

To attract more sales, suppliers frequently offer a permissible delay in payments if the retailer orders more than a predetermined quantity W . In this paper, we generalize [Goyal, S.K., 1985. EOQ under conditions of permissible delay in payments. *Journal of the Operational Research Society* 36, 335-338] economic order quantity (EOQ) model with permissible delay in payment to reflect the following real-world situations: (1) the retailer's selling price per unit is significantly higher than unit purchase price, (2) the interest rate charged by a bank is not necessarily higher than the retailer's investment return rate, (3) many items such as fruits and vegetables deteriorate continuously, and (4) the supplier may offer a partial permissible delay in payments even if the order quantity is less than W . We then establish the proper mathematical model, and derive several theoretical results to determine the optimal solution under various situations and use two approaches to solve this complex inventory problem. Finally, a numerical example is given to illustrate the theoretical results.

James Teng is a member of the faculty at William Paterson University.

Ouyang, Y., & Fallah, M.H. (2009). Evolving core networks from GSM to UMTS R4 version. *International Journal of Mobile Network Design and Innovation*, 3(2), 93-102.

***Stevens Institute of Technology
Information Technology: Wireless Networks***

More than 217 UMTS licenses have been issued by June 2007. Mobile operators, especially those with GSM legacy networks, prefer UMTS R4 technique to evolve their existing 2G GSM networks. UMTS R4 technique provides a smooth path to bridge legacy TDM-based network to an IP-based soft-switched network. This paper describes the basic architecture and topology of UMTS R4 core network and introduces two options in network planning: flat structure or layered structure. To propose an evolution path, the paper then suggests a 'three layer structure' solution to seamlessly converge UMTS R4 core network with legacy GSM core network. The proposed solution approach achieves the all-IP vision and is capable of convergence with IMS and EPC.

Ye Ouyang and M. Hosein Fallah are members of the faculty at Stevens Institute of Technology.

Patanakul, P., & Milosevic, D. (2009). The effectiveness in managing a group of multiple projects: Factors of influence and measurement criteria. *International Journal of Project Management*, 27(3), 216-233.

Stevens Institute of Technology
Management: Project Management

To improve management and efficiency, many organizations nowadays employ multiple project management (MPM) practices. A common way to do so is having one project manager lead multiple concurrent projects, which we term— the management of a group of multiple projects (MGMP). Despite the high rate of utilization in the industries, MGMP research is still limited. In responding to the demand in this relevant research area, the authors examined the issues leading to effectiveness in MGMP from six leading high-tech organizations and found the organizational-level and operational-level factors influencing the effectiveness in MGMP. They are project manager assignment, resource allocation, organizational culture, project management processes, and competencies of project managers. The authors also found the criteria for measuring the MGMP effectiveness which include resource productivity, organizational learning, project success, and personal growth and satisfaction. This finding was organized as a framework underlying the effectiveness in MGMP, providing important managerial implications and suggesting potential future research.

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

Pelham, A. (2009). An exploratory study of firm market orientation on salesperson adaptive selling, customer orientation, interpersonal listening in personal selling and salesperson consulting behaviors. *Journal of Strategic Marketing*, 17(1), 21-39.

The College of New Jersey
Marketing: Salesperson Effectiveness

The purpose of this study was to study one important firm level antecedent of salesperson's behaviors, namely the firm's market orientation. There have been many studies of personal antecedents of salesperson behaviors and performance, with little predictive success. But there are few studies of firm level influences on salesperson behaviors such as adaptive selling, customer orientation, listening and consulting. The purpose of this study was to examine the direct and indirect relationships between market orientation and those behaviors.

Alfred Pelham is a member of the faculty at The College of New Jersey.

Pelham, A. (2009). The impact of industry and training influences on salesforce consulting time and consulting effectiveness. *Journal of Business and Industrial Marketing*, 24(8), 575-584.

The College of New Jersey
Marketing: Salesperson Effectiveness

The purpose of this article is to study the relative impact of industry competitive conditions on salesforce consulting time and consulting effectiveness, relative to the impact of type of sales training.

Alfred Pelham is a member of the faculty at The College of New Jersey.

Perez-Alvarez, C. (2009). How uncertainty avoidance impacts groupware appropriation. *Proceedings of the Academy of Information and Management Sciences*, 13(1), 43-50.

William Paterson University
Information Technology: Impact of Cultural Differences

Culture has been considered a factor affecting the reason behind the adoption of IT. Some issues and problems in the adoption of IT are mostly due to the lack of a fit between the technology and elements of the culture in the country of adoption. National culture has been shown to influence the adoption and use of IT and moderate the adoption effectiveness. This study explores the relationship between the Uncertainty Avoidance dimension in Hofstede's framework and the appropriation of technology by working groups. According to the results of the study, albeit the relationship is opposite to that hypothesized, there are significant statistical differences in both the Perceived Level of Comfort and Type of Appropriation in groups from both countries. Cultural differences do impact technology appropriation.

Cesar Perez-Alvarez is a member of the faculty at William Paterson University.

Pritchard, R.E., Potter, G.C., Saccucci, M.S. (2009). Using sequential two-part focus groups as a supplemental instrument for student course evaluations. *Journal of College Teaching & Learning*, 6(1), 21-28.

Rowan University
Pedagogy: Use of Focus Groups

This paper describes the use of a sequential two-part focus group program designed to be a supplemental instrument for eliciting student suggestions to improve the teaching/learning process. The sequential two-part focus group program provides students with two opportunities to provide feedback and have that feedback both noted and mirrored back to them. Many of the student comments and suggestions elicited during the focus group sessions were positive and constructive. Moreover, use of the sequential two-part focus group program resulted in statistically significant improvement in student evaluations in all but one of the seven major sections of the Educational Testing Service's SIR II, the primary instrument utilized to obtain the student course evaluations. The "Overall Evaluation" of the course, wherein students are asked to, "Rate the quality of instruction in this course as it contributed to your learning," improved most significantly.

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

Rapp, W.V. (2009). The Kindleberger-Aliber-Minsky paradigm and the global subprime mortgage meltdown. *Critical Perspectives on International Business*, 5(1/2), 85-93.

New Jersey Institute of Technology
Finance: Subprime Mortgage Meltdown

This paper sets out to analyze 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 Kindleberger and Aliber's *Manias, Panics and Crashes*, to first examine the bubble's origins in the displacement caused by the internet collapse, the subsequent US recession, and the aggressive lowering of US interest rates. It shows how these events, combined with other technological and 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 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. The analysis also shows how market reactions have been in line with what might be expected under the KAM paradigm. It also conforms with what Shiller and Gramlich anticipated and with normal bank behavior in a credit crisis. The paper also assesses the policy responses to the crisis and their likely success. 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 that similar things do not occur in the future. But 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.

Ratner, M., Meric, I., & Meric, G. (2009). An examination of the decoupling of emerging markets from the U.S. equity market. *Journal of Emerging Markets*, 14(1), 7-23.

***Rider University and Rowan University
Finance: International Markets***

This research investigates the linkage between the historic returns of 13 emerging equity markets and the United States stock market using tests of Granger-causality and vector autoregression. This study documents a statistically significant increase in the overall lead/lag relationship between the emerging market returns and U.S. stock market returns. While it is demonstrated that all emerging markets are much less reliant on the U.S. as an export market, the emerging equity markets have not decoupled from the U.S. equity market.

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

Reilly, R., Nyaboga, A., & Guynes, C. (2009). The importance of gender and facial information science on information systems design. *Journal of Applied Business Research*, 7(8), 89.

William Paterson University
Information Technology: Facial Expressions

Facial Information Science is becoming a discipline in its own right, attracting not only computer scientists, but graphic animators and psychologists, all of whom require knowledge to understand how people make and interpret facial expressions (Zeng, 2009). Computer advancements enhance the ability of researchers to study facial expression. Digitized computer-displayed faces can now be used in studies. Current advancements are facilitating not only the researcher's ability to accurately display information, but recording the subject's reaction automatically. With increasing interest in Artificial Intelligence and man-machine communications, what importance does the gender of the user play in the design of today's multi-million dollar applications? Does research suggest that men and women respond to the "gender" of computer displayed images differently? Can this knowledge be used effectively to design applications specifically for use by men or women? This research is an attempt to understand these questions while studying whether automatic, or pre-attentive, processing plays a part in the identification of the facial expressions.

Andrew B. Nyaboga is a member of the faculty at William Paterson University.

Riley, E. (2009). The place from whence we came: Microorigins of the financial crisis. *The Investment Professional*, 2(3),
http://www.theinvestmentprofessional.com/vol_2_no_3/microorigins-crisis.html.

Seton Hall University
Finance: Origins of Financial Crisis

Partly out of exhaustion and partly out of fear, little is broadly understood about the security industry dynamics that created the financial credit crisis beginning in late 2006 and continuing through today, 2009. This paper provides a review of the road recently traveled and erects a few hazard signs for future travelers. We review the regulatory keystones erected by depression-era regulations; identify the basic credit products and the markets that supported their growth; and explore the scenario that led to individual corporate failures that imploded into the current financial crisis and the “Great Recession.”

Elven Riley is a member of the faculty at Seton Hall University.

Roh, J., Kunnathur, A., & Monideepa, T. (2009). Classification of RFID adoption: An expected benefits approach. *Information & Management*, 46(6), 357-363.

Rowan University
Management: RFID Benefits

While expected benefits have been seen as one of the main drivers of RFID adoption, there is little understanding of what benefits should be considered when exploring RFID adoption. Further, the relationships between expected benefits and the type of adoption has not been systematically delineated. We identified cost savings, supply chain visibility, and new process creation as the three key benefits of RFID adoption and then identified the “scale” and “scope” of RFID implementation as the key dimensions of RFID adoption. Based on these, we proposed a four-category classification for the type of RFID adoption. Finally we showed how the three expected benefits are associated with the scale and scope of adoption. In particular, the findings highlighted the significant potential of RFID when it is integrated with other technologies such as global positioning or product life cycle management systems. Under various situations, a firm may perceive different benefits and value some benefits more than the others; this combination leads the firm to choose a certain type of RFID application. The model was validated using secondary case data from seven organizations that had adopted RFID.

James J. Roh is a member of the faculty at Rowan University.

Rudin, J. (2009). Teaching the truth about affirmative action. *Business Research Yearbook*, 16(2), 497-502.

Rowan University
Management: Affirmative Action

Affirmative action is the most controversial and misunderstood subject in the business curricula. Most professors provide misinformation about affirmative action to their students, because most published academic research on affirmative action contains factual errors. The published research also ignores the new reality of affirmative action, which is that the process has become automated and outsourced. The challenge of teaching the truth about affirmative action is magnified because students bring preconceived opinions of affirmative action to the classroom, and they resist information that contradicts their beliefs. By demonstrating the scant economic progress made by women and minorities over the past forty years, it is possible to teach students that affirmative action does not involve hiring quotas or any other meaningful changes to the hiring and promotion practices of the typical employer.

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

Rudin, J., Byrd, K., & Fleming, R. (2009). Assessing human resource management-specific knowledge. *Journal of Human Resources*, 3(2), 1-10.

Rowan University
Management: Human Resources

Due to a renewed emphasis on outcomes, business professors are expected to be more actively engaged in assessment of knowledge and skills. The purpose of this paper is to assist in this endeavor by providing an e-mail in-basket exercise for the assessment of human resource management-specific knowledge. The study indicates that students in an upper-level human resource management course significantly outperformed students in the introductory human resource management course. Other human resource management professors are free to adapt this exercise in order to assess the acquired knowledge of the students in their undergraduate human resource management programs.

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

Ryan, L.V., & Hunter, R.J. (2009). Poland and the euro. *The Sarmatian Review*, XXIX(3), 1491-1492.

Seton Hall University
Finance: International

In November 2008 the Tusk government announced a plan to adopt the euro by 2012, although the prime minister stated that, should adverse circumstances arise, the plan was open to "discussion" and possible delay. This decision was somewhat controversial since it not only required an amendment to Poland's Constitution but also the unusual cooperation of Poland's two major political parties, now bitter rivals on the Polish political landscape, and perhaps even a national referendum.

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

Schachter, H. L. (2009). The role of efficiency in bureaucratic study. In A. Farazmand (Ed.), *Handbook of bureaucracy and administration* (pp. 239-252). New York: Marcel Dekker.

New Jersey Institute of Technology
Management: Efficiency Benefits Stakeholders

This article analyzes aspects of the efficiency concept for bureaucracies; particularly how to define what constitutes "benefits" and "costs." A narrow approach to efficiency sometimes seems to pit the concept against responsiveness to stakeholders. The analysis shows that a broader definition of benefits and costs links efficiency to the concept of responsiveness and to stakeholder theories of accountability.

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

Schoen, E.J., Falchek, J.S. (2009). *Ysursa* and *Davenport*: Putting a dent in union access to member contributions for political activities. *Southern Law Journal*, 19(1), 77-98.

Rowan University
Legal Studies: Use of Union Funds

In *Ysursa v. Pocatello Education Association*, 129 S. Ct. 1093 (2009), the United States Supreme Court decided that an Idaho statute prohibiting counties, municipalities, school districts and other local public employers from providing payroll deductions for contributions by public employees to the union's political action committee did not violate the First Amendment. In *Davenport v. Washington Education Association*, 127 S. Ct. 2372 (2007). The U.S. Supreme Court decided that a State of Washington statute requiring public sector labor unions to receive affirmative authorization before spending agency fees for ideological or political purposes unrelated to the union's collective bargaining responsibilities did not violate the First Amendment. Both of these decisions make it more difficult for unions to raise funds for political purposes. *Ysursa* increases the burden on unions to solicit and collect contributions directly from its members. *Davenport* upholds an "opt-in" restriction on the use of agency fees for political purposes, thereby reducing the funds available to unions for political purposes and forcing unions to convince the worker to provide affirmative consent for political expenditures. A series of U.S. Supreme Court precedents, discussed in the article, provide a coherent body of principles governing the First Amendment implications of unions' use of employee fees and service charges for political purposes. While *Ysursa* does not appear to have departed from these principles, *Davenport* sidestepped them and potentially has eroded First Amendment protections accorded nonmembers of an agency shop not to be charged service fees in excess of collective bargaining costs.

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

Schoen, E.J., Falchek, J.S., Lewis, P.A., Weidman, S., Hughes, D., & Marmon, R. (2009). *Philip Morris U.S.A. v. Williams*: Punitive Damages, Due Process and the U.S. Supreme Court. *Journal of the International Academy for Case Studies*, 15(2), 35-59. Note: Instructors' notes, discussion questions, and suggested answers to discussion questions published in *Journal of the International Academy for Case Studies*, 15(1), 33-53.

Rowan University

Legal Studies: Punitive Damages

In *Philip Morris USA v. Williams* (2007), the United States Supreme Court decided that the Due Process Clause prohibits a state from using punitive damages awards to punish a defendant for injuries it inflicts upon non-parties, i.e. strangers to the litigation, because such awards amount to a taking of property without due process, there being no fair notice of the severity of the penalty the state may impose. This decision creates a wonderful opportunity to engage the students in a multi-disciplinary discussion of the implications of punitive damages awards in product liability lawsuits. Issues discussed include: (1) the elements required to establish product liability actions in causes of action based on negligence, strict liability and breach of warranty; (2) the use of fraud as a cause of action against tobacco industry for engaging in public relations and marketing campaigns designed to create doubt about the health hazards of smoking; (3) taxation of personal injury and punitive damage awards under Section 104 of the Internal Revenue Code and the taxation of punitive damages awards not “received on account of personal injury”; (4) the likelihood of successfully challenging the constitutionality of the taxation of punitive damages awards; (5) the manner in which Philip Morris USA must account for the compensatory and punitive damages awarded Williams under generally accepted accounting principles; (6) whether the punitive damages awarded Williams must be reflected as an “extraordinary item” in its financial statements; (7) the impact of the punitive damages award on Philip Morris’ key financial ratios; (8) whether the punitive damages awarded Williams would have been material to Altria Group, Inc., the then parent company of Philip Morris USA; (9) the ethical implications of engaging in sales puffery and misrepresentations in promotional strategies; and (10) the likelihood punitive damages awards will change the behavior of business organizations and encourage socially responsible behavior.

Edward Schoen, Phillip Lewis, Stephanie Weidman, Diane Hughes, and Richard Marmon are members of the faculty at Rowan University.

Skiba, M., Smith, D.R., & Marshall, K.P. (2009). Applying Merton's theory of anomia to career disruptions. *Management Research News*, 32(4), 392-404.

Monmouth University
Management: Career Disruptions

Taking an innovative theoretical approach, the purpose of this paper is to apply Merton's theory of anomia as personal reactions to social disruptions to white-collar worker reactions to being unemployed or under-employed.

Michaeline Skiba and Donald Smith are members of the faculty at Monmouth University.

Skiba, M., & Gupta, S.F. (2009). Global perspectives in the origins, development and consequences of women's self concepts cultivated through television programming and advertising. In F. Ciampi (Ed.), *Emerging Issues and Challenges in Business and Economics* (pp. 485-496). Florence: Firenze University Press.

Monmouth University
Management: Perceptions of Women

The purpose of this paper is to review some of the major concepts and frameworks that comprise the self as well as research areas that attempt to examine the self in greater detail. Specifically, this work will review the ways in which the female self may differ from the traditional (i.e., male-oriented) self and, in general, how women perceive themselves and are subsequently perceived by others through the medium of television.

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

Skiba, M., & Mosca, J. (2009). Looking through the "glass ceiling": Compensation equity and promotional challenges. *Journal of the North American Management Society*, 4(2), 46-54.

***Monmouth University
Management: Perceptions of Women***

The purpose of this study is to examine how a select group of current businesspeople view women's pay equity and promotional opportunities. Research participants were selected from the memberships of two national professional associations and a graduate student class within a university's MBA program. Although the collected information was limited in its scope, it shows great potential regarding but not limited to such dimensions as the importance of mentors, acquisition of knowledge of one's chosen professional discipline as well as the law, and the need for work-life balance.

Michaeline Skiba and Joseph Mosca are members of the faculty at Monmouth University.

Somers, M.J., & Casal, J.C. (2009). Using artificial neural networks to model nonlinearity: The case of the job satisfaction-job performance relationship. *Organizational Research Methods*, 12(3), 403-417.

***New Jersey Institute of Technology
Decision Sciences: Neural Networks Applied to Job Satisfaction &
Performance***

Neural networks are advanced pattern recognition algorithms that can find complex patterns in data. This paper used neural networks to model the relationship between job satisfaction and job performance. Predictive accuracy was far superior to that of conventional statistics because neural networks were able to capture patterns of nonlinearity indicating that job satisfaction was related to job performance only at extreme levels of job satisfaction. That is, satisfaction affected performance only for very satisfied and very dissatisfied employees. More generally, organizations are likely to uncover meaningful and undiscovered relationships among key variables in business if they supplement conventional analyses with neural networks and related techniques.

Mark Somers and Jose Casal are members of the faculty at New Jersey Institute of Technology.

Somers, M.J. (2009). The combined influence of affective, continuance and normative commitment on employee withdrawal. *Journal of Vocational Behavior*, 74(1), 75-81.

New Jersey Institute of Technology
Management: Organizational Commitment

Organizational commitment has been viewed in terms of three components: emotional attachment, cost-based attachment, and value-based attachment. It has been suggested that these components be studied as profiles representing levels of commitment for each employee to uncover beneficial and detrimental patterns of attachment. This study found that employees with high levels of emotional and value-based attachment had the lowest levels of job stress and the lowest turnover intention thereby representing the most beneficial pattern of commitment. The poorest work outcomes were exhibited by employees who had the lowest levels of commitment on all of the commitment components.

Mark Somers is a member of the faculty at New Jersey Institute of Technology.

Teng, J.T. (2009). A simple method to compute economic order quantities. *European Journal of Operational Research*, 198(1), 351-353.

William Paterson University
Decision Sciences: Computing Order Quantities

In this note, a simple method by using the arithmetic-geometric-mean-inequality theorem is proposed to compute the global minimum economic order quantities without taking complex differential calculus or using tedious algebraic manipulations. In contrast to (Minner, S., 2007. A note on how to compute economic order quantity without derivatives by cost comparisons. *International Journal of Production Economics* 105, 293-296; Wee, H.M., Wang, W.T., Chung, C.J., 2009. A modified method to computer economic order quantities without derivatives by cost-difference comparisons. *European Journal of Operational Research*) based on a local cost minimum initially to derive the solution and then proven it's the global minimum, the proposed method yields the global minimum cost immediately and explicitly without using the cost comparisons and letting the time horizon to infinity.

James Teng is a member of the faculty at William Paterson University.

Teng, J.T. (2009). Optimal ordering policies for a retailer who offers distinct trade credits to its good and bad credit customers. *International Journal of Production Economics*, 119(2), 415-423.

William Paterson University
Decision Sciences: Impact of Trade Credits on Order Quantities

In practice, to reduce default risks, a retailer frequently offers its bad credit customers a partial trade credit, in which the retailer requests its customers to pay a portion of the purchase amount at the time of placing an order as a collateral deposit, and then grants a permissible delay on the rest of the purchase amount. By contrast, the retailer usually provides a full trade credit to its good credit customers without the collateral deposits. For generality, in this paper, I establish an economic order quantity (EOQ) model for a retailer who receives a full trade credit by its supplier, and offers either a partial or a full trade credit to its customers. The proposed model is in a general framework that includes numerous previous models as special cases. I then analyze the characteristics of the optimal solution, and provide an easy-to-use closed-form optimal solution. Finally, I use a real-world inventory problem to illustrate the proposed model and its optimal solution.

James Teng is a member of the faculty at William Paterson University.

Teng, J.T., & Chang, C.T. (2009). Optimal manufacturer's replenishment policies in the EPQ model under two levels of trade credit policy. *European Journal of Operational Research*, 195(2), 358-363.

William Paterson University
Decision Sciences: Impact of Trade Credits on Order Quantities

In 2007, Huang proposed the optimal retailer's replenishment decisions in the EPQ model under two levels of trade credit policy, in which the supplier offers the retailer a permissible delay period M , and the retailer in turn provides its customer a permissible delay period N (with $N < M$). In this paper, we extend his EPQ model to complement the shortcoming of his model. In addition, we relax the dispensable assumptions of $N < M$ and others. We then establish an appropriate EPQ model to the problem, and develop the proper theoretical results to obtain the optimal solution. Finally, a numerical example is used to illustrate the proposed model and its optimal solution.

James Teng is a member of the faculty at William Paterson University.

Teng, J.T., & Goyal, S.K. (2009). Comment on 'Optimal inventory replenishment policy for the EPQ model under trade credit derived without derivatives'. *International Journal of Systems Science*, 40(10), 1095-1098.

William Paterson University
Decision Sciences: Economic Production Quantity Model

In this article, we complement the shortcoming of the inventory economic production quantity (EPQ) model developed by Huang and Huang (2008), ('Optimal Inventory Replenishment Policy for the EPQ Model Under Trade Credit Derived Without Derivatives', *International Journal of Systems Science*, 39, 539-546), and propose an arithmetic-geometric inequality method to obtain the global optimal solution without taking complex differential calculus or using tedious algebraic manipulations. Finally, we provide an economical interpretation of the theoretical result so that the reader can understand the insight of the result.

James Teng is a member of the faculty at William Paterson University.

Teng, J.T., Chen, J., & Goyal, S.K. (2009). A comprehensive note on: An inventory model under two levels of trade credit and limited storage space derived without derivatives. *Applied Mathematical Modelling*, 33(12), 4388-4396.

William Paterson University
Decision Sciences: Inventory Model with Delays

In 2006, Huang proposed an inventory model with two warehouses when the supplier offers the retailer a permissible delay of M periods, and the retailer also provides its customers a permissible delay of N periods. He then solved it without derivatives. In this note, we extend his model to complement the shortcomings of his model. In contrast to the complicated and tedious quadratic-algebraic method suggested by Huang, we propose a simple arithmetic-geometric method to solve the inventory problem. Finally, we run computer programs for several numerical examples to illustrate the proposed model and obtain some managerial implications.

James Teng is a member of the faculty at William Paterson University.

Tomino, T., Park, Y., Hong, P., & Roh, J. (2009). Market flexible customizing system (MFCS) of Japanese vehicle manufacturers: An analysis of Toyota, Nissan and Mitsubishi. *International Journal of Production Economics*, 118(2), 375-386.

Rowan University

Management: Automotive Supply Chain

Many studies on Japanese manufacturing practices have rarely compared how different Japanese vehicle manufacturers implement market flexible customizing system (MFCS). The aim of this study is to compare collaborative practices of Toyota, Nissan and Mitsubishi in terms of how they integrate changing market demand information into their production plans. From 2001 to 2008 our search team has engaged in-depth interviews of eleven executives from Toyota, Nissan and Mitsubishi and five executives from their suppliers. Such a longitudinal approach was to examine the evolving sets of management philosophies and manufacturing practices. The results of this study suggest a few interesting findings. First, as an improvement of flexible manufacturing systems (FMS) in 1980s, Japanese vehicle manufacturers have been adopting MFCS which integrates long-term market-driven production planning with short-term customer-specified order demands. Second, Toyota, Nissan and Mitsubishi combine make-to-plan (MTP) with make-to-order (MTO) and implement incentive practices for their suppliers and manage inventory risks. Third, Toyota implements a few days shorter market responsive production practices than Nissan and Mitsubishi. This difference in “a few days” characterizes Toyota’s organizational capabilities in the form of highly flexible customizing system. This study suggests that three Japanese vehicle manufacturers (Toyota, Nissan, and Mitsubishi) continue to implement MFCS as a way of securing their competitive advantages around the world.

James J. Roh is a member of the faculty at Rowan University.

Topuz, J., & Isik, I. (2009). Structural changes, market growth and productivity gains of the US real estate investment trusts in the 1990s. *Journal of Economics and Finance*, 33(3), 288-315.

Rowan University
Finance: Real Estate

The 1990s were tumultuous times for the U.S. REITs industry. Many critical regulatory reforms and structural changes have taken place during the decade to promote real estate development, and increase the efficiency and productivity of the REITs. As a reflection of these changes, the REITs industry experienced remarkable asset growth in the 1990s, with large number of IPOs and substantial increases in market capitalization. Employing the Malmquist index approach, this paper explores the impact of such environmental changes on the productivity growth, efficiency change, and technological progress of the REITs between 1989-1999. Our results indicate that while efficiency of the REITs significantly increased, their average productivity declined and technology regressed during the decade. It appears that the typical REIT has failed to improve technically, but exerted substantial efforts 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., & Yucetepe, V. (2009). Multinational firms' leadership role in corporate social responsibility in emerging markets: The case of Latin America. *Journal of Business Ethics*, 85(Supplement 1), 217-224.

***Kean University & Ramapo College of New Jersey
Management: Corporate Responsibility***

This paper explores the commitment to corporate citizenship on the part of the largest U.S.-based multinationals in the emerging market region of Latin America. The websites of the largest US-based firms are reviewed and their commitment to corporate social responsibility (CSR) efforts in Latin America are mapped onto a three-by-three matrix in which firms' commitment to corporate citizenship ranges from profit-making motivations to a more holistic approach where support for non-profit causes is embraced by the entire firm and implemented at all levels. The largest U.S. - based multinationals were selected for this study because of their leadership role and the fact that other firms within their respective industries may seek to emulate the larger firms' level of commitment to corporate citizenship. Latin America is the region of interest for two reasons: due to the paucity of research on this particular emerging market region as it relates to CSR, and because there is some evidence to suggest that philanthropic initiatives by the region's wealthy individuals lag behind individual philanthropic efforts in other world regions. If this is the case, then this study suggests that firms' may want to assume a more active role in CSR in the region.

Veysel Yucetepe is a member of the faculty at Kean University. Gladys Torres-Baumgarten is a member of the faculty at Ramapo College of New Jersey.

Vaccaro, V., Yucetepe, V., Torres-Baumgarten, G., & Myung-Soo, L. (2009). The impact of atmospheric scent and music-retail consistency on consumers in a retail or service environment. *Journal of International Business and Economics*, 9(4), 185-196.

***Kean University & Ramapo College of New Jersey
Marketing: Scent and Music Impact***

This is the first known field study to investigate the relationship of consumer perceptions of the under-researched element of atmospheric scent and music-retail consistency on consumer responses of product involvement, store image, behavioral intentions, and intended time spent in retail and service environments. Participants visited a wide variety of stores and service providers to assess the atmospherics and recorded their responses in a questionnaire. Results of multiple regression analyses showed statistically significant main effects for both pleasant atmospheric scent and music-retail consistency with intended time spent. Also, the consistency (e.g. “fit”) of the atmospheric music with the retail or service environment was significantly related to the other consumer responses to atmospherics. Managerial implications are suggested to help retail and service managers create a competitive advantage.

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

Vance, D. E. (2009). *Corporate restructuring: From cause analysis to execution*. New York: Springer.

***Rutgers University - Camden
Management: Corporate Restructuring***

Corporate Restructuring is a practical approach to rescuing troubled companies and driving underperforming companies to top performance. It combines proven restructuring strategies with rigorous theoretical analysis. This book explains how to set and achieve asset, staffing, sales and profit goals. Topics include diagnostic tools to identify the root cause of problems. *Corporate Restructuring* emphasizes execution. All the restructuring theories in the world weigh less than a simple plan, well executed.

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

Vance, D. E. (2009). *Ratios: For analysis, control and profit planning*. London: Global Professional Publishing.

***Rutgers University - Camden
Management: Interpreting Financial Ratios***

How does an investor, creditor or manager know whether a company is doing well, or is about to crash and burn? Optimism and good wishes aside, nothing tells the tale of how a company is doing more clearly than ratios. They allow a company to compare itself to its best competitors and to its own year over year performance. After showing how to (read) financial statements, this book covers profitability, creditworthiness, staffing and executive compensation, cash flow, asset management, break even analysis, profit planning, time value of money, computing mortgage and bond payments, capital budgeting, project ranking and optimal capital budgets. Finally it shows how investment banks and others might use ratios to value a company.

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

Vandegrift, D., & Yavas, A. (2009). Men, women, and competition: An experimental test of behavior. *Journal of Economic Behavior & Organization*, 72(1), 554-570.

***The College of New Jersey
Economics: Gender Differences in Response to Rewards***

This study reports a series of experiments that examine outcomes when agents are able to choose between a payment scheme that rewards based on absolute performance (i.e., piece rate) and a scheme that rewards based on relative performance (i.e., a tournament). We test for the presence and persistence of gender differences in performance and the rate of entry into the tournament option and whether these differences are sensitive to the structure of the tournament rewards. In the winner-take-all (WTA) condition, only the best performer in the tournament for each round received a payment (\$4.50). In the graduated tournament condition, the same payment (\$4.50) was divided among the first, second, and third finishers in the tournament. In the WTA condition, men showed significantly lower forecast errors than women. In addition, a clear sorting effect occurs in the WTA condition. In early rounds of the WTA condition, male entrants into the tournament show significantly lower forecast errors than female tournament entrants. However, the difference disappears over time. After controlling for forecasting skill, gender did not predict entry into the tournament for the WTA condition. However, lower forecasting skill reduced the probability of entry. In the graduated tournament, the situation was reversed. Men entered the tournament at significantly higher rates, even after controlling for skill. Forecasting skill had no impact on the decision to enter the tournament. While the average male entrant to the tournament had lower forecast errors than the average female entrant, the men entered at much higher rates. As a consequence, men were much more likely than women to enter the tournament too frequently.

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

Wang, J., Meric, G., Liu, Z., & Meric, I. (2009). Stock market crashes, firm characteristics, and stock returns. *Journal of Banking & Finance*, 33(9), 1563-1574.

***Rider University and Rowan University
Finance: Market Crash Impact on Returns***

A number of studies have investigated the causes and impact of stock market crashes. These studies mainly focus on the factors leading to a crash and on the volatility and co-movements of stock market indexes during and after the crash. However, how a stock market crash affects individual stocks and if stocks with different financial characteristics are affected differently in a stock market crash is an issue that has not received sufficient attention. In this paper, we study this issue by using data for eight major stock market crashes that have taken place during the December 31, 1962-December 31, 2007 period with a large sample of U.S. firms. We use the event-study methodology and multivariate regression analysis to study the determinants of stock returns in stock market crashes.

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

Xing, R., Zhang, Y., Wang, Z., & Xia, J. (2009). Broadband challenge facing global competitiveness. *International Journal of Society Systems Science*, 1(3), 293-305.

***Montclair State University
Information Technology: Broadband Impact on Global Competitiveness***

Broadband has become a vital tool for producers and distributors of goods as it is for people plugging into all the social and cultural opportunities offered by the web. As a military superpower and the world's top economy, the USA is losing the race to Europe and East Asia in developing high-speed broadband. While the USA has a substantial number of broadband subscribers, it is mostly in 'basic' broadband which is too slow to run the many innovative applications necessary to maintain economic competitiveness. This paper discusses how the USA is falling behind in offering high-speed broadband and compares its lagging performance to the successes of countries such as Japan and South Korea. It concludes by stating that future economic and country competitiveness could well be determined by the successful adoption of these new technologies.

Ruben Xing, Yanli Zhang, Zhongxian Wang, and John Xia are members of the faculty at Montclair State University.

Yang, J.G.S. (2009). Tax problems arising from Bernard Madoff's Ponzi scheme. *Tax Notes*, 125(5), 553-557.

Montclair State University
Taxation: Investment Losses due to Fraud

This article investigates the tax problems with Madoff's Ponzi scheme. It points out that the loss is qualified for theft loss which is deductible without the floors of \$100 (\$500 in 2009) for each case and 10% of adjusted gross income a year. It shows that the income received from Madoff's Ponzi scheme is actually a phantom income, but it has been included in gross income and income tax has been paid. The taxpayers have the rights to file amended tax return for the past three years and claim tax refunds. This paper further demonstrates that the amount of deduction includes invested capital plus phantom income that was included in gross income in the past minus any withdrawals. It should be reduced by any actual and potential third-party recoveries. In addition, this paper also describes a safe harbor treatment offered by the IRS. If a taxpayer agrees not to file amended tax returns, he/she can include all phantom income in the amount of theft loss deduction. If the taxpayer can further agree not to pursue potential third-party recovery, the deductible theft loss is 95% of the qualified investment, reduced by actual recover. If a taxpayer intends to pursue potential third-party recovery, the deductible theft loss is 75% of the qualified investment, reduced by both actual and potential third-party recoveries. If a taxpayer intends to file amended tax returns, he/she cannot include the last three years' phantom income in qualified investment. The taxpayer is given a choice. In making an optimal decision, the taxpayer should take into account the benefits of deduction and the sacrifice of tax refunds and the potential third-party recovery.

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

Yang, J.G.S. (2009). Tax planning strategies for Madoff's Ponzi scheme. *Journal of 21st Century Accounting*, 9(2), 1-12.

Montclair State University

Taxation: Investment Losses due to Fraud

This paper points out that the investment in Madoff's Ponzi scheme is a transaction entered into for profit, but was stolen, not sold. Therefore, the loss is not a capital loss, but a theft loss. Further, the theft loss deduction is fully deductible without the exclusions of \$100 (\$500 in 2009) and 10% of adjusted gross income. The year of deduction is 2008, but the taxpayer is allowed to file amended tax returns for 2005 - 2007. The amount of deduction depends on the qualified investment which is the sum of the initial investment, the subsequent investment, and any phantom income reported as gross income in prior years, reduced by any withdrawals. The IRS offers a safe harbor treatment by which the taxpayer must agree not to file amended tax returns for prior years. If a taxpayer further agrees not to pursue any potential third-party recovery, the deductible theft loss is equal to 95% of the qualified investment, but reduced by any actual recovery. If a taxpayer intends to pursue any potential third-party recovery, the deductible theft loss is equal to 75% of the qualified investment, but reduced by both actual recovery and potential third-party recovery. If a taxpayer does not elect to use the safe harbor treatment and also intends to file amended tax returns for prior years and pursue potential third-party recovery, a taxpayer cannot deduct the phantom income. The above 95%/75% reduction does not apply. As a consequence, the deductible loss is equal to the sum of the initial investment and the subsequent investment, but reduced by both actual recovery and potential third-party recovery. The victims of Madoff's Ponzi scheme can elect whether to file amended tax returns or not, and whether to pursue potential third-party recovery or not. As a result, there are four different possible strategies: (A) not to file amended tax return and not to pursue potential third-party recovery, (B) not to file amended tax returns but pursue potential third-party recovery, (C) file amended tax returns but not to pursue potential third-party recovery, and (D) file amended tax returns and also pursue potential third-party recovery. If a taxpayer gives up the right to file an amended tax return, the strategy has the benefit of deducting the phantom income, but it sacrifices the benefit of tax refunds. If a tax payer gives up the benefit of pursuing potential third-party recovery, it has the advantage of higher percentage of loss deduction and also not reducing the loss deduction by the amount of potential third-party recovery, but it sacrifices the benefit of potential third-party recovery. This paper offers optimal strategies for each of these four alternatives.

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

Yang, J.G.S. (2009). Amazon tax under challenge. *Journal of State Taxation*, 27(6), 37-42.

Montclair State University
Taxation: Online Sellers

This article points out that New York State has imposed Amazon tax, but it is under challenge in the court. The problem was stemmed from the fact that sales tax is a state tax which borne by the buyer, but collected by the seller. If the seller is outside of the state, the state has no jurisdiction to require the seller to collect sales tax from an in-state buyer. This paper cites two U. S. Supreme Court cases to affirm this principle. In other words, it requires “nexus” between the seller and the state. At that time “nexus” was meant to be “physical presence.” Nowadays, there are many online stores. They exist only on Internet. The meaning of nexus and physical presence may become fuzzy and controversial. The New York Amazon tax law stipulates that, if an online seller enters into an agreement with a New York affiliate to put a link on its Web site to the seller’s Web site for a fee to enable the New York residents to purchase merchandise from the seller with an annual gross sales receipts of more than \$10,000, the online seller is considered to have nexus with New York State and thus required to collect sales tax from the New York buyers. This is known as “Amazon tax.” However, this law is currently under challenge in the court on the argument that the online seller has no physical presence in New York State. It exists only on Internet. Therefore, there is no nexus. Before the case is finally settled, New York’s Amazon tax has already caused many online sellers to cancel their agreements with affiliates in New York State. As a consequence, it has created unintended consequences on e-business. However, if all fifty states follow suit, Amazon tax becomes neutral and thus irrelevant.

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

Yang, J.G.S., & Poon, W.W. (2009). A comparison between the new and the old accounting standards for business combinations. *Clarion Business and Economic Review*, 8(1), 21-33.

Montclair State University
Accounting: Business Combinations

Financial Accounting Standards Board issued Statement No. 141R to revise the accounting standards for business combinations. As compared with the old standards under Statement No. 141, there are major differences in the accounting for the following areas: acquisition-related costs, restructuring charges, acquired in-process research and development, acquired contingencies, goodwill/gain from a bargain purchase and noncontrolling interest, step acquisitions, and contingent considerations. They result in far-reaching consequences on acquisition activities and consolidated financial statements. This paper investigates and presents examples to demonstrate these differences. Financial Accounting Standards Board issued Statement No. 141R to revise the accounting standards for business combinations. As compared with the old standards under Statement No. 141, there are major differences in the accounting for the following areas: acquisition-related costs, restructuring charges, acquired in-process research and development, acquired contingencies, goodwill/gain from a bargain purchase and noncontrolling interest, step acquisitions, and contingent considerations. They result in far-reaching consequences on acquisition activities and consolidated financial statements. This paper investigates and presents examples to demonstrate these differences.

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

Yang, J.G.S., & Jeffers, A.E (2009). Overview of the new accounting standards of FASB Nos. 141R and 160. *European Journal of Management*, October 18, 169-174.

Montclair State University
Accounting: Business Combinations

This paper points out that FASB Nos. 141R and 160 have completely changed the subjects of business combination and consolidated financial statements. It offers an overall review for both topics. The acquisition fees of a business combination must be classified into two categories: direct and indirect. The former is treated as a reduction of “additional paid in capital,” while the latter is an acquisition expense. At the time of business combination, the acquiree’s net assets must be remeasured at its fair value. If the acquirer’s cost of acquisition is more than the acquiree’s identifiable net assets, the difference is treated as “goodwill”; otherwise, it is a “gain on bargain purchase.” If the business combination involves step acquisition, the previous investment must be remeasured at the acquiree’s fair value that includes goodwill. It may result in the recognition of a gain or loss. When the parent company has obtained controlling interest of the subsidiary company consolidation of financial statements becomes required. At that time the subsidiary’s identifiable net assets must be remeasured at its fair value. It must also estimate the subsidiary’s total fair value including goodwill. Goodwill is the difference between them. Thus, goodwill is so determined that it represents both the parent’s share and the noncontrolling interest’s portion. If the parent does not wholly own the subsidiary, the noncontrolling interest must be provided. Thus, the noncontrolling interest also includes goodwill. If there are any additional equity transactions after consolidation, the difference must be treated as an “additional paid-in capital” in the Balance Sheet, rather than a gain or loss in the Income Statement. If an equity transaction causes the parent to lose controlling interest, the gain or loss must be recognized in the Income Statement.

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

Yang, J.G.S. (2009). Step acquisition in consolidated financial statements under FASB No. 141R and 160. *Journal of 21st Century Accounting*, 9(1), 1-13.

Montclair State University
Accounting: Step Acquisition

This paper points out that, if the consolidation of financial statements involves step acquisition, it must first determine the fair value of the subsidiary's net assets. In the next step it must determine the amount of goodwill. The goodwill must be determined so that it includes not only the parent's share but also the noncontrolling interest's portion. If there were previous investments, they must be updated and revaluated according to the fair value of the subsidiary's net assets. It may result in the recognition of a gain or loss. Further, if the parent does not wholly own the subsidiary, the noncontrolling interest must be provided. The noncontrolling interest also includes goodwill and is now treated as equity, rather than as a liability. Once the parent has obtained controlling interest the goodwill is established. Thereafter, if there is any additional equity transaction, any difference between the consideration transferred and the subsidiary's fair value received shall be treated as "additional paid-in capital" in equity rather than as a gain or loss in the Income Statement. Several comprehensive examples were also given for illustrative purposes.

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

Yin, J.Z. (2009). On administrative and market measures for green GDP (in Chinese). In L.H. Lok (Ed.), *Economics* (Vol. II, pp. 24-39). Macao: Macao Polytechnic Institute.

Seton Hall University
Management: Environmental Practices

By most measures, the environmental challenges confronting China, including Hong Kong and Macao, are at least as serious as those confronting many other nations in the world. A measure of Green GDP certainly gives the policy-makers 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 challenges.

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

Yin, J.Z. (2009). Can Russia learn from China in its quest for WTO entry? *The Chinese Economy*, 42(3), 60-77.

Seton Hall University
Management: Foreign Trade

This paper reviews Russia's foreign trade policy and trade-related issues in its WTO entry negotiations. It then analyzes the disputes between Russia and its major trade partners. The discussion focuses on Russia's economic structure, corporate governance, and market access to agriculture and service sectors. The analysis is compared with China's experience of WTO entry. It then discusses the remaining disputes hindering the final agreement. Suggestions are made for Russian policy-makers to learn from China to structurally reform Russia's economic and trade regimes to meet WTO requirements and to promote its economic growth and global economic integration.

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

Zhang, S., Tremaine, M., Egan, R., Milewski, A., O'Sullivan, P., and Fjermestad, J. (2009). Occurrence and effects of leader delegation in virtual software teams. *International Journal of e-Collaboration*, 5(1), 47-68.

Kean University, Monmouth University, and New Jersey Institute of Technology

Management: Virtual Team Leadership

Virtual teams are an important work structure in software development projects. However, little is known about what constitutes effective virtual software team leadership, in particular, the amount of leader delegation that is appropriate in a virtual software-development environment. This study investigates virtual software team leader delegation and explores the impact of delegation strategies on virtual team performance mediated by team motivation, team flexibility and team satisfaction with the team leader. This research is a report of a pilot study run on student teams carried out to refine and test the research constructs and research model for a larger study run in corporations. The study found that virtual team leaders delegate more to competent virtual teams and that such delegation is positively correlated with team member satisfaction with their leader and with team member motivation. Overall, the work provides important information for software-based organizations interested in developing virtual team leadership skills.

Suling Zhang is a member of the faculty at Kean University. Allen Milewski is a member of the faculty at Monmouth University. Marilyn Tremaine, Rich Egan, & Jerry Fjermestad are members of the faculty at New Jersey Institute of Technology.

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.

An Introduction to Marketing Research and Product Concepts: An Experiment in Taste

Cheryl J. Veronda

Centenary College

What can be learned from a few packages of chocolate chip cookies? I find they are just the right tool to introduce basic marketing research, consumer behavior and product concepts to undergraduate students taking Principles of Marketing.

I ask the class when they buy a snack like a cookie, why do they buy a particular brand. A typical answer is the taste of the cookie. I have used the following exercise to explore this issue with the class. I set up four different products for a blind taste test, labeling them only cookies A, B, C and D. I ask students to take one of each and record their opinions about each product, noting likes and dislikes, and to try to identify the brand of each cookie. Students then animatedly discuss their preferences and opinions about each product. I then record how many prefer each product. This simple exercise sets up discussion of:

- Reliability, Population, Random versus Convenience Sampling, Exploratory Research: I ask the students if I could use the percentages of students preferring each product as a sample to represent what the entire population preferred. After discussing it, they realize that there are not enough of them to be statistically significant and they don't represent all age groups and other possible relevant demographics. However their comments provide a starting point for future study.
- Validity and Consumer Behavior: Discussion of the blind taste test methodology reveals what questions this method answers and does not answer. I pull out the packaging, but do not yet match it to the cookies, and ask them to comment on each one. In discussion, students identify images based on the packaging, e.g.,

“expensive” or “for children.” Then students are asked which brand they believe each sample to be. In many cases, they misidentify one or more brands. This leads to discussion of the fact that consumers do not base purchases on taste alone. Therefore, this test does not simulate the consumer decision-making process. In fact, this exercise introduces the topic and some of the issues that do influence the decision process. They are realizing they may buy their cookie-of-choice for more reasons than just taste.

- Branding: Through discussion students realize each brand includes not just the product, but the packaging, brand name, image, logo, trademarks, promotion, positioning, brand associations and more.
- Packaging: Elements of function versus communication of information and image can be woven into the discussion, as well as some important elements such as legal requirements, nutrition information, ingredients and registered trademarks.

A wonderful follow-up to this exercise is a guest speaker with experience in marketing research and/or brand management. The speaker can provide insight as to how and why marketing research and branding decisions are made. The exercise is simple, but memorable, so I also refer back to it in future classes, as I go into detail on each topic.

*Business Practitioner Oriented Educational Outcomes***Steven E. McHugh, Sr.***Centenary College*

In meeting the student preparedness goal, many practitioners believe business schools are obliged to introduce students to real world situations while providing theoretical models that help them to navigate in a business environment. Additionally, practitioners seek college graduates with the level of preparation needed to enter an organization and quickly become productive employees. Experiential learning methodology offers business schools an effective educational approach that facilitates the mission of successful learner preparation. An experiential learning foundation will provide an active component to business college programs by blending theoretical and authentic educational assignments that enable the advantageous positioning of business school programs. Accordingly, the utilization of experiential learning methodology offers both educational and job placement benefits. The successful placement of qualified business school graduates is not only a value to business school learners, but also an indicator used to measure a school's success. Therefore, the use of real world assignments can provide the development and placement of qualified job candidates, which will facilitate long-term recruitment relationships benefiting both business schools and hiring organizations. These relationships also offer the practitioner community a tangible opportunity to develop scholar-practitioner connections likely to facilitate educational synergy.

Experiential learning methodology provides a dynamic learning alternative. A generic experiential learning program uses expandable training boundaries in association with active hands-on or real world learning environments. This methodology is defined as “a multidimensional pedagogy (a form of experiential learning), which is integrated within a credit-bearing course in the form of an organized, thoughtful, and meaningful project.” Experiential learning curricula include the blending of directed learning and real world factors found in actual occupational situations. Experience alone does not provide for a robust learning environment meeting the goal of career preparedness. Research suggests that a balance of both directed and experiential methods provides for maximum value. Therefore, experiential learning programs are designed to provide learners and educators the chance to interact in a more individualized manner, thus enabling a focus on specific developmental items. Since many of the experiential learning activities are unique, such as internships, faculty involvement is increased, thus permitting the use of mentoring activities. Additional examples of experiential learning environments include on-site service projects, apprenticeships, work-study, and job shadowing.

The benefits of experiential learning include the flexibility to move students out of a traditional classroom environment and away from exclusively directed instructional methods. Instead, students are placed into real world work situations. This environment naturally provides expandable lesson boundaries while it facilitates learning by immersing students into typical practitioner surroundings. This permits students to observe cases first hand rather than through predefined academic lenses. Experiential learning environments

permit students to have their performance assessed by both academic and practitioner standards. Most environments facilitate two-way communication, which aids in a higher-level educational customization. Additionally, the familiarity provided by experiential learning environments helps to reduce a student's anxiety about career choices and performance expectations. While participating in an experientially delivered academic program, learners have a clearer understanding of their own abilities in vocations of their interest. This is based on academic feedback and their personal assessment of their performance. Combined, this empowers learners to modify their career choices or to obtain the finishing skills required to meet real world expectations.

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

Felician College:

Betts, S.C., & Huzey, D. (2009). Building a foundation without bricks and mortar: Business planning for home based and cyber businesses. *International Journal of Business and Public Administration*, 6(3), 50-60.

Management: Business Plans

Kean University:

Torres-Baumgarten, G., & Yucetepe, V. (2009). Multinational firms' leadership role in corporate social responsibility in emerging markets: The case of Latin America. *Journal of Business Ethics*, 85(Supplement 1), 217-224.

Management: Corporate Responsibility

Zhang, S., Tremaine, M., Egan, R., Milewski, A., O'Sullivan, P., and Fjermestad, J. (2009). Occurrence and effects of leader delegation in virtual software teams. *International Journal of e-Collaboration*, 5(1), 47-68.

Management: Virtual Team Leadership

Vaccaro, V., Yucetepe, V., Torres-Baumgarten, G., & Myung-Soo, L. (2009). The impact of atmospheric scent and music-retail consistency on consumers in a retail or service environment. *Journal of International Business and Economics*, 9(4), 185-196.

Marketing: Scent and Music Impact

Monmouth University:

Skiba, M., Smith, D.R., & Marshall, K.P. (2009). Applying Merton's theory of anomia to career disruptions. *Management Research News*, 32(4), 392-404.

Management: Career Disruptions

Skiba, M., & Gupta, S.F. (2009). Global perspectives in the origins, development and consequences of women's self concepts cultivated through television programming and advertising. In F. Ciampi (Ed.), *Emerging Issues and Challenges in Business and Economics* (pp. 485-496). Florence: Firenze University Press.

Management: Perceptions of Women

Skiba, M., & Mosca, J. (2009). Looking through the "glass ceiling": Compensation equity and promotional challenges. *Journal of the North American Management Society*, 4(2), 46-54.

Management: Perceptions of Women

Zhang, S., Tremaine, M., Egan, R., Milewski, A., O'Sullivan, P., & Fjermestad, J. (2009). Occurrence and effects of leader delegation in virtual software teams. *International Journal of e-Collaboration*, 5(1), 47-68.

Management: Virtual Team Leadership

Marshall, K.P., Skiba, M., & Paul, D.P. (2009). The need for a social marketing perspective of consumer-driven health care. *International Journal of Pharmaceutical and Healthcare Marketing*, 3(3), 236-257.

Marketing: Health Care

Montclair State University:

Yang, J.G.S., & Jeffers, A.E (2009). Overview of the new accounting standards of FASB Nos. 141R and 160. *European Journal of Management, October*, 169-174.

Accounting: Business Combinations

Yang, J.G.S., & Poon, W.W. (2009). A comparison between the new and the old accounting standards for business combinations. *Clarion Business and Economic Review, 8(1)*, 21-33.

Accounting: Business Combinations

DiGabriele, J.A. (2009). Core components in estimating economic damages for individuals. *The CPA Journal, Feb*, 61-64.

Accounting: Economic Damages

DiGabriele, J.A. (2009). Implications of regulatory prescriptions and audit standards on the evolution of forensic accounting in the audit process. *Journal of Applied Accounting Research, 10(2)*, 109-121.

Accounting: Forensic

DiGabriele, J.A. (2009). Gender, valuation of private companies, and state specific variables in the division of marital assets. *Journal of Legal Economics, 15(2)*, 1-16.

Accounting: Marital Assets

Montclair State University (continued):

Yang, J. G. S. (2009). Step acquisition in consolidated financial statements under FASB No. 141R and 160. *Journal of 21st Century Accounting*, 9(1), 1-13.

Accounting: Step Acquisition

Choi, Y., & Yoon, Y. (2008) [Actually published in 2009]. A Revisit to N-currency arbitrage. *International Journal of Finance*, 20(4), 4980-4986.

Finance: N-currency Arbitrage

Xing, R., Zhang, Y., Wang, Z., & Xia, J. (2009). Broadband challenge facing global competitiveness. *International Journal of Society Systems Science*, 1(3), 293-305.

Information Technology: Broadband Impact on Global Competitiveness

Yang, J.G.S. (2009). Tax problems arising from Bernard Madoff's Ponzi scheme. *Tax Notes*, 125(5), 553-557.

Taxation: Investment Losses due to Fraud

Yang, J.G.S. (2009). Tax planning strategies for Madoff's Ponzi scheme. *Journal of 21st Century Accounting*, 9(2), 1-12.

Taxation: Investment Losses due to Fraud

Montclair State University (continued):

Yang, J.G.S. (2009). Amazon tax under challenge. *Journal of State Taxation*, 27(6), 37-42.

Taxation: Online Sellers

New Jersey Institute of Technology:

Somers, M.J., & Casal, J.C. (2009). Using artificial neural networks to model nonlinearity: The case of the job satisfaction-job performance relationship. *Organizational Research Methods*, 12(3), 403-417.

Decision Sciences: Neural Networks Applied to Job Satisfaction & Performance

Rapp, W.V. (2009). The Kindleberger-Aliber-Minsky paradigm and the global subprime mortgage meltdown. *Critical Perspectives on International Business*, 5(1/2), 85-93.

Finance: Subprime Mortgage Meltdown

Schachter, H. L. (2009). The role of efficiency in bureaucratic study. In A. Farazmand (Ed.), *Handbook of bureaucracy and administration* (pp. 239-252). New York: Marcel Dekker.

Management: Efficiency Benefits Stakeholders

Damanpour, F., & Schneider, M. (2009). Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers. *Journal of Public Administration Research and Theory*, 19(3), 495-522.

Management: Innovation

Somers, M.J. (2009). The combined influence of affective, continuance and normative commitment on employee withdrawal. *Journal of Vocational Behavior*, 74(1), 75-81.

Management: Organizational Commitment

New Jersey Institute of Technology (continued):

Zhang, S., Tremaine, M., Egan, R., Milewski, A., O'Sullivan, P., & Fjermestad, J. (2009). Occurrence and effects of leader delegation in virtual software teams. *International Journal of e-Collaboration*, 5(1), 47-68.

Management: Virtual Team Leadership

Ramapo College of New Jersey:

Torres-Baumgarten, G., & Yucetepe, V. (2009). Multinational firms' leadership role in corporate social responsibility in emerging markets: The case of Latin America. *Journal of Business Ethics*, 85(Supplement 1), 217-224.

Management: Corporate Responsibility

James, W.L., Sharland, A., Petkovic, G., Torres-Baumgarten, G., & Spivakovska, T. (2009). Identifying the heavy internet user segment in emerging markets: The evidence from Serbia and Ukraine. *Journal of Internet Business*, 7, http://jib.debi.curtin.edu.au/iss07_james.pdf.

Marketing: International Internet Penetration

James, W., Torres-Baumgarten, G., Petkovic, G., & Havrylenko, T. (2009). A psychographic profile of users of Internet-related technology in Serbia and the Ukraine. *Journal of East-West Business*, 15(2), 119-140.

Marketing: International Internet Penetration

Vaccaro, V., Yucetepe, V., Torres-Baumgarten, G., & Myung-Soo, L. (2009). The impact of atmospheric scent and music-retail consistency on consumers in a retail or service environment. *Journal of International Business and Economics*, 9(4), 185-196.

Marketing: Scent and Music Impact

Rider University:

Meric, I., Taga, L., Gishlick, H., & Meric, G. (2009). A comparison of the financial characteristics of U.S., E.U., and Japanese chemical firms. *Clarion Business and Economic Review*, 8(1), 41-50.

Finance: Chemical Firms

Meric, I., Prober, L.M., Eichhorn, B.H., & Meric, G. (2009). A principal components analysis of the portfolio diversification benefits of investing in emerging stock markets. *Middle Eastern Finance and Economics*, September(4), 110-116.

Finance: Emerging Markets

Meric, I., Goldberg, I., Dunne, K., & Meric, G. (2009). Co-Movements of NAFTA Stock Markets. *Troy University Business and Economic Review*, Spring, 1-5.

Finance: Equity Markets

Ratner, M., Meric, I., & Meric, G. (2009). An examination of the decoupling of emerging markets from the U.S. equity market. *Journal of Emerging Markets*, 14(1), 7-23.

Finance: International Markets

Wang, J., Meric, G., Liu, Z., & Meric, I. (2009). Stock market crashes, firm characteristics, and stock returns. *Journal of Banking & Finance*, 33(9), 1563-1574.

Finance: Market Crash Impact on Returns

Rowan University:

Meric, I., Taga, L., Gishlick, H., & Meric, G. (2009). A comparison of the financial characteristics of U.S., E.U., and Japanese chemical firms. *Clarion Business and Economic Review*, 8(1), 41-50.

Finance: Chemical Firms

Meric, I., Prober, L.M., Eichhorn, B.H., & Meric, G. (2009). A principal components analysis of the portfolio diversification benefits of investing in emerging stock markets. *Middle Eastern Finance and Economics*, September(4), 110-116.

Finance: Emerging Markets

Meric, I., Goldberg, I., Dunne, K., & Meric, G. (2009). Co-Movements of NAFTA Stock Markets. *Troy University Business and Economic Review*, Spring, 1-5.

Finance: Equity Markets

Ratner, M., Meric, I., & Meric, G. (2009). An examination of the decoupling of emerging markets from the U.S. equity market. *Journal of Emerging Markets*, 14(1), 7-23.

Finance: International Markets

Wang, J., Meric, G., Liu, Z., & Meric, I. (2009). Stock market crashes, firm characteristics, and stock returns. *Journal of Banking & Finance*, 33(9), 1563-1574.

Finance: Market Crash Impact on Returns

Rowan University (continued):

Topuz, J., & Isik, I. (2009). Structural changes, market growth and productivity gains of the US real estate investment trusts in the 1990s. *Journal of Economics and Finance*, 33(3), 288-315.

Finance: Real Estate

Schoen, E.J., Falchek, J.S., Lewis, P.A., Weidman, S., Hughes, D., & Marmon, R. (2009). *Philip Morris U.S.A. v. Williams*: Punitive Damages, Due Process and the U.S. Supreme Court. *Journal of the International Academy for Case Studies*, 15(2), 35-59. Note: Instructors' notes, discussion questions, and suggested answers to discussion questions published in *Journal of the International Academy for Case Studies*, 15(1), 33-53.

Legal Studies: Punitive Damages

Schoen, E.J., Falchek, J.S. (2009). *Ysursa and Davenport*: Putting a dent in union access to member contributions for political activities. *Southern Law Journal*, 19(1), 77-98.

Legal Studies: Use of Union Funds

Rudin, J. (2009). Teaching the truth about affirmative action. *Business Research Yearbook*, 16(2), 497-502.

Management: Affirmative Action

Tomino, T., Park, Y., Hong, P., & Roh, J. (2009). Market flexible customizing system (MFCS) of Japanese vehicle manufacturers: An analysis of Toyota, Nissan and Mitsubishi. *International Journal of Production Economics*, 118(2), 375-386.

Management: Automotive Supply Chain

Rowan University (continued):

Hong, P., Kwon, H.B., & Roh, J. (2009). Implementation of strategic green orientation in supply chain: An empirical study of manufacturing firms. *European Journal of Innovation Management*, 12(4), 512-532.

Management: Environmental Practices

Rudin, J., Byrd, K., & Fleming, R. (2009). Assessing human resource management-specific knowledge. *Journal of Human Resources*, 3(2), 1-10.

Management: Human Resources

Hong, P., & Roh, J. (2009). Internationalization, product development and performance outcomes: A comparative study of 10 countries. *Research in International Business and Finance*, 23(2), 169-180.

Management: Product Development

Roh, J., Kunnathur, A., & Monideepa, T. (2009). Classification of RFID adoption: An expected benefits approach. *Information & Management*, 46(6), 357-363.

Management: RFID Benefits

Damminger, J.K., Potter, G., & Pritchard, R.E. (2009). Adding value to the first-year experience: Embedding self and major exploration in the college of business curriculum. *American Journal of Business Education*, 2(3), 49-56.

Pedagogy: Self-assessment

Rowan University (continued):

Pritchard, R.E., Potter, G.C., Saccucci, M.S. (2009). Using sequential two-part focus groups as a supplemental instrument for student course evaluations. *Journal of College Teaching & Learning*, 6(1), 21-28.

Pedagogy: Use of Focus Groups

Rutgers University - Camden:

Vance, D. E. (2009). *Corporate restructuring: From cause analysis to execution*. New York: Springer.

Management: Corporate Restructuring

Vance, D. E. (2009). *Ratios: For analysis, control and profit planning*. London: Global Professional Publishing.

Management: Interpreting Financial Ratios

Rutgers University - Newark and New Brunswick:

Fan, Y., Melamed, B., Zhao, Y., & Wardi, Y. (2009). IPA derivatives for make-to-stock production-inventory systems with backorders under the (R,r) policy. *Methodology and Computing in Applied Probability*, 11(2), 159-179.

Decision Sciences: Operations Management

Cantwell, J.A., & Zhang, Y. (2009). The innovative MNC: The dispersion of creativity, and its implications. In S. Collinson, & G. Morgan (Eds.), *Images of the multinational firm* (pp. 45-67). Chichester and Hoboken: John Wiley.

Management: Innovation

Cantwell, J.A., Barnard, H., & Bromfield, T. (2009). The role of indigenous firms in innovation systems in developing countries: The developmental implications of national champion firms' response to underdeveloped national innovation systems. In B.A. Lundvall, K.J. Joseph, C. Chaminade, & J. Vang (Eds.), *Handbook of innovation systems and developing countries: Building domestic capabilities in a global setting* (pp. 241-279). Cheltenham and Northampton, MA: Edward Elgar.

Management: Innovation

Damanpour, F., & Schneider, M. (2009). Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers. *Journal of Public Administration Research and Theory*, 19(3), 495-522.

Management: Innovation

Rutgers University - Newark and New Brunswick (continued):

Cantwell, J.A. (2009). Location and the multinational enterprise. *Journal of International Business Studies*, 40(1), 35-41.

Management: International

Cantwell, J.A., & Peeraly, J. (2009). The development trajectory of a small island economy: The successful case of Mauritius. In D. Van Den Bulcke, A. Verbeke, & W. Yuan (Eds.), *Handbook on small nations in the global economy: The contribution of multinational enterprises to national economic success* (pp. 194-218). Cheltenham and Northampton, MA: Edward Elgar.

Management: International

Cantwell, J.A., & Zhang, Y. (2009). The co-evolution of international business connections and domestic technological capabilities: Lessons from the Japanese catch-up experience. *Transnational Corporations*, 18(2), 37-68.

Management: Technology

Seton Hall University:

Gibson, A.E. (2009). Segmenting business students using cluster analysis applied to student satisfaction survey results. *American Journal of Business Education*, 2(4), 65-69.

Decision Sciences: Student Satisfaction

McGee, R.W., & Yoon, Y. (2009). Rethinking the antidumping laws and policies with reference to East Asian trading partners of the U.S. (China, Japan and Korea). In R. McGee (Ed.), *Essays in international trade* (pp. 143-151). Hyderabad, India: IcFai University Press.

Finance: Antidumping Laws

Loviscek, A., & Riley, E. (2009). Team of rivals: Can corporate America and academia reconcile their worldviews and work together? *The Investment Professional*, 2(4), http://www.theinvestmentprofessional.com/vol_2_no_4/team-of-rivals.html.

Finance: Connecting Corporate and Academic

Jacoby, G., Liao, R.C., & Batten, J. (2009). Testing for the elasticity of corporate yield spreads. *Journal of Financial and Quantitative Analysis*, 44(3), 641-656.

Finance: Elasticity of Yield Spreads

Lee, G., & Masulis, R.W. (2009). Seasoned equity offerings: Quality of accounting information and expected flotation costs. *Journal of Financial Economics*, 92(3), 443-469.

Finance: Flotation Costs

Seton Hall University (continued):

Ryan, L.V., & Hunter, R.J. (2009). Poland and the euro. *The Sarmatian Review*, XXIX(3), 1491-1492.

Finance: International

Blodgett, M., Hunter, R. J., & Hayden, R. M. (2009). Foreign direct investment, trade, and China's competition laws *Denver Journal of International Law and Policy*, 37(2), 201-231.

Finance: International

Hunter, R.J., Lozada, H.R., Giarratano, F., & Jenkins, D. (2009). Compulsory licensing: A major IP issue in international business today? *European Journal of Social Sciences*, 11(3), 370-377.

Finance: International

Hunter, R.J., & Ryan, L.V. (2009). Poland in 1989: Enter Tadeusz Mazowiecki and the creation of the Balcerowicz Plan. *Research Journal of International Studies*, July(11), 31-39.

Finance: International

McGee, R.W., & Yoon, Y. (2009). Labor standards and human rights: A look at some neglected rights issues. In R. McGee (Ed.), *Readings in business ethics* (pp. 100-112) Hyderabad, India: IcFai University Press.

Finance: Labor Standards & Human Rights

Seton Hall University (continued):

McGee, R.W., & Yoon, Y. (2009). Incorporating labor standards into trade agreements: An ethical analysis. In R. McGee (Ed.), *Essays in international trade* (pp. 222-234). Hyderabad, India: IcFai University Press.

Finance: Labor Standards & Trade Agreements

Choi, Y., & Yoon, Y. (2008) [Actually published in 2009]. A Revisit to N-currency arbitrage. *International Journal of Finance*, 20(4), 4980-4986.

Finance: N-currency Arbitrage

Riley, E. (2009). The place from whence we came: Microorigins of the financial crisis. *The Investment Professional*, 2(3),
http://www.theinvestmentprofessional.com/vol_2_no_3/microorigins-crisis.html.

Finance: Origins of Financial Crisis

Orenstein, P., & Marantz, Z. (2009). Modeling a wireless ad-hoc network using a cellular-automaton approach. *International Journal of Science, Simulation and Technology*, 10(1), 32-40.

Information Technology: Wireless Networks

Blodgett, M., Lozada, H.R., & Hunter, R.J. (2009). To paraphrase W.S.: "Sugar by any other name might surely not be as sweet": *Merisant v. McNeil*. *Business Law Review*, 42, 31-45.

Legal Studies: Advertising

Seton Hall University (continued):

Ikpoh, A., & Hunter R. J. (2009). American immigration law: A comparative legal, economic, and constitutional analysis. *Capital University Law Review*, 37(3), 745-785.

Legal Studies: Immigration

Hunter, R.J., Mayo, A.M., & Lozada, H.R. (2009). The Supreme Court as the "grand mediator" in social regulation of the media. *Hastings Communications and Entertainment Law Journal*, 32(1), 41-102.

Legal Studies: Media

Yin, J.Z. (2009). On administrative and market measures for green GDP (in Chinese). In L.H. Iok (Ed.), *Economics* (Vol. II, pp. 24-39). Macao: Macao Polytechnic Institute.

Management: Environmental Practices

Yin, J.Z. (2009). Can Russia learn from China in its quest for WTO entry? *The Chinese Economy*, 42(3), 60-77.

Management: Foreign Trade

Amar, A.D., Hentrich, C., & Hlupic, V. (2009). To be a better leader, give up authority. *Harvard Business Review*, 87(12), 22-24.

Management: Innovation

Seton Hall University (continued):

Niu, X., & Yin, J.Z. (2009). The trend of off-shoring and the policy options for China. *Reform*, 8 (online journal in Chinese: www.reform.net.cn).

Management: Off-shoring

Gordon, A., Lozada, H.R., & Hunter, R.J. (2009). Understanding and negotiating the product liability pitfalls of outsourcing to China: Systemic failures or isolated production defects? *International Bulletin of Business Administration*, 6, 28-39.

Management: Product Liability

Hunter, R.J., & Lozada, H.R. (2009). Foreign direct investment for developing financing: Teaching market-related aspects through cases. *Journal of Business Case Studies*, 5(4), 51-66.

Pedagogy: Finance

Easton, R.W. (2009). Offshore asset protection trusts as a safety valve. *Journal of International Taxation*, 20(12), 30-39.

Taxation: Asset Protection

Stevens Institute of Technology:

Ben-Zvi, T. (2009). *Data analysis: A roadmap to better decision-making: Methods, techniques and applications*. Saarbrücken, Germany: VDM Verlag.

Decision Sciences: Data Analysis

Creamer, G., & Stolfo, S. (2009). A link mining algorithm for earnings forecast and trading. *Data Mining and Knowledge Discovery*, 3(18), 419-445.

Information Technology: Estimating Corporate Earnings

Ouyang, Y., & Fallah, M.H. (2009). Evolving core networks from GSM to UMTS R4 version. *International Journal of Mobile Network Design and Innovation*, 3(2), 93-102.

Information Technology: Wireless Networks

Patanakul, P., & Milosevic, D. (2009). The effectiveness in managing a group of multiple projects: Factors of influence and measurement criteria. *International Journal of Project Management*, 27(3), 216-233.

Management: Project Management

Aronson, Z.H., & Lechler, T.G. (2009). Contributing beyond the call of duty: The role of culture in fostering citizenship and success in project-based work. *R & D Management*, 39(5), 461-480.

Management: Role of Culture in Project Management

Stevens Institute of Technology (continued):

He, J. (2009). Dynamics of inventor networks and evolution of technology clusters. Ph. D. dissertation submitted to the faculty at Stevens Institute of Technology.

Management: Technology

He, J., & Fallah, M.H. (2009). Is inventor network structure a predictor of cluster evolution? *Technological Forecasting and Social Change*, 76(1), 91-106.

Management: Technology

The College of New Jersey:

Chiang, B. (2009). System integration and the balanced scorecard: An empirical study of system integration to facilitate the balanced scorecard in the health care organizations. *Advances in Management Accounting*, 17, 181-201.

Accounting: Health Care Performance Measurement

Chiang, B. (2009). Estimating nursing costs - A methodological review. *International Journal of Nursing Studies*, 46(5), 716-722.

Accounting: Nursing Costs

Vandegrift, D., & Yavas, A. (2009). Men, women, and competition: An experimental test of behavior. *Journal of Economic Behavior & Organization*, 72(1), 554-570.

Economics: Gender Differences in Response to Rewards

Frumkin, D., & Vandegrift, D. (2009). The effect of size, age, beta and disclosure requirements on hedge fund performance. *Journal of Derivatives & Hedge Funds*, 15(3), 241-251.

Economics: Hedge Fund Returns

Hume, S. (2009). Financial reporting and disclosure risk management. In J. Frazer, & B. Simkins (Eds.), *Enterprise risk management: Today's leading research and best practices for tomorrow's executives* (pp. 369-384). Wiley: Hoboken.

Finance: Disclosure Risk

The College of New Jersey (continued):

Hume, S., & Sharma, R. (2009). A study of Russian equity offerings: How important is the underwriter? *Journal of International Finance and Economics*, 9(2), 68-76.

Finance: Equity Markets

Michels, K.H. (2009). *New Jersey Attorney Ethics; The Law of New Jersey Lawyering*. NJ: Gann Law Books.

Legal Studies: Attorney Ethics

Michels, K.H. (2009). Third-party negligence claims against counsel: A proposed unified liability standard. *The Georgetown Journal of Legal Ethics*, 22(1), 143.

Legal Studies: Negligence Liability

Pelham, A. (2009). An exploratory study of firm market orientation on salesperson adaptive selling, customer orientation, interpersonal listening in personal selling and salesperson consulting behaviors. *Journal of Strategic Marketing*, 17(1), 21-39.

Marketing: Salesperson Effectiveness

Pelham, A. (2009). The impact of industry and training influences on salesforce consulting time and consulting effectiveness. *Journal of Business and Industrial Marketing*, 24(8), 575-584.

Marketing: Salesperson Effectiveness

William Paterson University:

Teng, J.T. (2009). A simple method to compute economic order quantities. *European Journal of Operational Research*, 198(1), 351-353.

Decision Sciences: Computing Order Quantities

Teng, J.T., & Goyal, S.K. (2009). Comment on 'Optimal inventory replenishment policy for the EPQ model under trade credit derived without derivatives'. *International Journal of Systems Science*, 40(10), 1095-1098.

Decision Sciences: Economic Production Quantity Model

Teng, J.T. (2009). Optimal ordering policies for a retailer who offers distinct trade credits to its good and bad credit customers. *International Journal of Production Economics*, 119(2), 415-423.

Decision Sciences: Impact of Trade Credits on Order Quantities

Teng, J.T., & Chang, C.T. (2009). Optimal manufacturer's replenishment policies in the EPQ model under two levels of trade credit policy. *European Journal of Operational Research*, 195(2), 358-363.

Decision Sciences: Impact of Trade Credits on Order Quantities

Ouyang, L.Y., Teng, J.T., Goyal, S.K., & Yang, C.T. (2009). An economic order quantity model for deteriorating items with partially permissible delay in payments linked to order quantity. *European Journal of Operational Research*, 194(2), 418-431.

Decision Sciences: Inventory Model with Delays

William Paterson University (continued):

Teng, J.T., Chen, J., & Goyal, S.K. (2009). A comprehensive note on: An inventory model under two levels of trade credit and limited storage space derived without derivatives. *Applied Mathematical Modelling*, 33(12), 4388-4396.

Decision Sciences: Inventory Model with Delays

Andreopoulos, G.C. (2009). Growth and changes in economic structure: A straightforward statistical approach with an application to the Italian economy. *Cambridge Journal of Economics*, 33(3), 421-432.

Economics: Analysis of Growth

Kim, K.H. (2009). China's entry into the WTO: Is it a good deal or false promise for US and Chinese workers? *The Business Review*, 12(2), 57-62.

Finance: International

Iyer, E.S., & Kashyap, R.K. (2009). Noneconomic goals of investors. *Journal of Consumer Behaviour*, 8(5), 225-237.

Finance: Investors' Noneconomic Goals

Kashyap, R., & Iyer, E.S. (2009). Not everybody wants to save the world. *Journal of Financial Services Marketing*, 14(2), 118-134.

Finance: Social Investing Goals

William Paterson University (continued):

Reilly, R., Nyaboga, A., & Guynes, C. (2009). The importance of gender and facial information science on information systems design. *Journal of Applied Business Research*, 7(8), 89.

Information Technology: Facial Expressions

Perez-Alvarez, C. (2009). How uncertainty avoidance impacts groupware appropriation. *Proceedings of the Academy of Information and Management Sciences*, 13(1), 43-50.

Information Technology: Impact of Cultural Differences

Cline, M., Guynes, C.S., & Nyaboga, A. (2009). The impact of organizational change on information systems security. *Review of Business Information Systems*, 8(1), 59.

Information Technology: Organizational Change Impact on Security

Betts, S.C., & Huzey, D. (2009). Building a foundation without bricks and mortar: Business planning for home based and cyber businesses. *International Journal of Business and Public Administration*, 6(3), 50-60.

Management: Business Plans

Laud, R., & Schepers, D. (2009). Beyond transparency: Information overload and a model for intelligibility. *Business and Society Review*, 114(3), 365-391.

Management: Corporate Information

William Paterson University (continued):

Laud, R.L., Grein, A., & Nachum, L. (2009). Gaining advantage through global learning hubs. *Journal of Practical Global Business*, 13(1), 19-41.

Management: International

Nyaboga, A.V., & Mwaura, M.F. (2009). Strategies for gaining competitive advantage in a dynamic environment through data quality. *International Journal of Management and Information Systems*, 13(1), 13-21.

Management: Using Data Quality for Competitive Advantage

Grippio, F., & Nassiripour, S. (2009). Admiral Furman Academy: A case study in selected not-for-profit auditing issues. *Journal of College Teaching and Learning*, 6(3), 5-16.

Pedagogy: Accounting

Grippio, F., & Nassiripour, S. (2009). Hollybush Academy: A case study in selected not-for-profit accounting issues. *Journal of Business Case Studies*, 5(2), 17-26.

Pedagogy: Accounting

Jensen, B.K., Guynes, C.S., & Nyaboga, A.B. (2009). The graduate MIS security course: Objectives and challenges. *Contemporary Issues in Education Research*, 2(51).

Pedagogy: Information Technology

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: Business Combinations

Yang, J.G.S., & Poon, W.W. (2009). A comparison between the new and the old accounting standards for business combinations. *Clarion Business and Economic Review*, 8(1), 21-33.

Yang, J.G.S., & Jeffers, A.E (2009). Overview of the new accounting standards of FASB Nos. 141R and 160. *European Journal of Management*, October 18, 169-174.

Accounting: Economic Damages

DiGabriele, J.A. (2009). Core components in estimating economic damages for individuals. *The CPA Journal*, Feb, 61-64.

Accounting: Forensic

DiGabriele, J.A. (2009). Implications of regulatory prescriptions and audit standards on the evolution of forensic accounting in the audit process. *Journal of Applied Accounting Research*, 10(2), 109-121.

Accounting: Health Care Performance Measurement

Chiang, B. (2009). System integration and the balanced scorecard: An empirical study of system integration to facilitate the balanced scorecard in the health care organizations. *Advances in Management Accounting*, 17, 181-201.

Accounting: Marital Assets

DiGabriele, J.A. (2009). Gender, valuation of private companies, and state specific variables in the division of marital assets. *Journal of Legal Economics*, 15(2), 1-16.

Accounting: Nursing Costs

Chiang, B. (2009). Estimating nursing costs - A methodological review. *International Journal of Nursing Studies*, 46(5), 716-722.

Accounting: Step Acquisition

Yang, J. G. S. (2009). Step acquisition in consolidated financial statements under FASB No. 141R and 160. *Journal of 21st Century Accounting*, 9(1), 1-13.

Decision Sciences: Computing Order Quantities

Teng, J.T. (2009). A simple method to compute economic order quantities. *European Journal of Operational Research*, 198(1), 351-353.

Decision Sciences: Data Analysis

Ben-Zvi, T. (2009). *Data analysis: A roadmap to better decision-making: Methods, techniques and applications*. Saarbrücken, Germany: VDM Verlag.

Decision Sciences: Economic Production Quantity Model

Teng, J.T., & Goyal, S.K. (2009). Comment on 'Optimal inventory replenishment policy for the EPQ model under trade credit derived without derivatives'. *International Journal of Systems Science*, 40(10), 1095-1098.

Decision Sciences: Impact of Trade Credits on Order Quantities

Teng, J.T. (2009). Optimal ordering policies for a retailer who offers distinct trade credits to its good and bad credit customers. *International Journal of Production Economics*, 119(2), 415-423.

Teng, J.T., & Chang, C.T. (2009). Optimal manufacturer's replenishment policies in the EPQ model under two levels of trade credit policy. *European Journal of Operational Research*, 195(2), 358-363.

Decision Sciences: Inventory Model with Delays

Ouyang, L.Y., Teng, J.T., Goyal, S.K., & Yang, C.T. (2009). An economic order quantity model for deteriorating items with partially permissible delay in payments linked to order quantity. *European Journal of Operational Research*, 194(2), 418-431.

Teng, J.T., Chen, J., & Goyal, S.K. (2009). A comprehensive note on: An inventory model under two levels of trade credit and limited storage space derived without derivatives. *Applied Mathematical Modelling*, 33(12), 4388-4396.

Decision Sciences: Neural Networks Applied to Job Satisfaction & Performance

Somers, M.J., & Casal, J.C. (2009). Using artificial neural networks to model nonlinearity: The case of the job satisfaction-job performance relationship. *Organizational Research Methods*, 12(3), 403-417.

Decision Sciences: Operations Management

Fan, Y., Melamed, B., Zhao, Y., & Wardi, Y. (2009). IPA derivatives for make-to-stock production-inventory systems with backorders under the (R,r) policy. *Methodology and Computing in Applied Probability*, 11(2), 159-179.

Decision Sciences: Student Satisfaction

Gibson, A.E. (2009). Segmenting business students using cluster analysis applied to student satisfaction survey results. *American Journal of Business Education*, 2(4), 65-69.

Economics: Analysis of Growth

Andreopoulos, G.C. (2009). Growth and changes in economic structure: A straightforward statistical approach with an application to the Italian economy. *Cambridge Journal of Economics*, 33(3), 421-432.

Economics: Gender Differences in Response to Rewards

Vandegrift, D., & Yavas, A. (2009). Men, women, and competition: An experimental test of behavior. *Journal of Economic Behavior & Organization*, 72(1), 554-570.

Economics: Hedge Fund Returns

Frumkin, D., & Vandegrift, D. (2009). The effect of size, age, beta and disclosure requirements on hedge fund performance. *Journal of Derivatives & Hedge Funds*, 15(3), 241-251.

Finance: Antidumping Laws

McGee, R.W., & Yoon, Y. (2009). Rethinking the antidumping laws and policies with reference to East Asian trading partners of the U.S. (China, Japan and Korea). In R. McGee (Ed.), *Essays in international trade* (pp. 143-151). Hyderabad, India: IcFai University Press.

Finance: Chemical Firms

Meric, I., Taga, L., Gishlick, H., & Meric, G. (2009). A comparison of the financial characteristics of U.S., E.U., and Japanese chemical firms. *Clarion Business and Economic Review*, 8(1), 41-50.

Finance: Connecting Corporate and Academic

Loviscek, A., & Riley, E. (2009). Team of rivals: Can corporate America and academia reconcile their worldviews and work together? *The Investment Professional*, 2(4), http://www.theinvestmentprofessional.com/vol_2_no_4/team-of-rivals.html.

Finance: Disclosure Risk

Hume, S. (2009). Financial reporting and disclosure risk management. In J. Frazer, & B. Simkins (Eds.), *Enterprise risk management: Today's leading research and best practices for tomorrow's executives* (pp. 369-384). Wiley: Hoboken.

Finance: Elasticity of Yield Spreads

Jacoby, G., Liao, R.C., & Batten, J. (2009). Testing for the elasticity of corporate yield spreads. *Journal of Financial and Quantitative Analysis*, 44(3), 641-656.

Finance: Emerging Markets

Meric, I., Prober, L.M., Eichhorn, B.H., & Meric, G. (2009). A principal components analysis of the portfolio diversification benefits of investing in emerging stock markets. *Middle Eastern Finance and Economics*, September(4), 110-116.

Finance: Equity Markets

Hume, S., & Sharma, R. (2009). A study of Russian equity offerings: How important is the underwriter? *Journal of International Finance and Economics*, 9(2), 68-76.

Meric, I., Goldberg, I., Dunne, K., & Meric, G. (2009). Co-Movements of NAFTA Stock Markets. *Troy University Business and Economic Review*, Spring, 1-5.

Finance: Flotation Costs

Lee, G., & Masulis, R.W. (2009). Seasoned equity offerings: Quality of accounting information and expected flotation costs. *Journal of Financial Economics*, 92(3), 443-469.

Finance: International

Blodgett, M., Hunter, R. J., & Hayden, R. M. (2009). Foreign direct investment, trade, and China's competition laws *Denver Journal of International Law and Policy*, 37(2), 201-231.

Hunter, R.J., & Ryan, L.V. (2009). Poland in 1989: Enter Tadeusz Mazowiecki and the creation of the Balcerowicz Plan. *Research Journal of International Studies*, July(11), 31-39.

Hunter, R.J., Lozada, H.R., Giarratano, F., & Jenkins, D. (2009). Compulsory licensing: A major IP issue in international business today? *European Journal of Social Sciences*, 11(3), 370-377.

Kim, K.H. (2009). China's entry into the WTO: Is it a good deal or false promise for US and Chinese workers? *The Business Review*, 12(2), 57-62.

Ryan, L.V., & Hunter, R.J. (2009). Poland and the euro. *The Sarmatian Review*, XXIX(3), 1491-1492.

Finance: International Markets

Ratner, M., Meric, I., & Meric, G. (2009). An examination of the decoupling of emerging markets from the U.S. equity market. *Journal of Emerging Markets*, 14(1), 7-23.

Finance: Investors' Noneconomic Goals

Iyer, E.S., & Kashyap, R.K. (2009). Noneconomic goals of investors. *Journal of Consumer Behaviour*, 8(5), 225-237.

Finance: Labor Standards & Human Rights

McGee, R.W., & Yoon, Y. (2009). Labor standards and human rights: A look at some neglected rights issues. In R. McGee (Ed.), *Readings in business ethics* (pp. 100-112). Hyderabad, India: IcFai University Press.

Finance: Labor Standards & Trade Agreements

McGee, R.W., & Yoon, Y. (2009). Incorporating labor standards into trade agreements: An ethical analysis. In R. McGee (Ed.), *Essays in international trade* (pp. 222-234). Hyderabad, India: IcFai University Press.

Finance: Market Crash Impact on Returns

Wang, J., Meric, G., Liu, Z., & Meric, I. (2009). Stock market crashes, firm characteristics, and stock returns. *Journal of Banking & Finance*, 33(9), 1563-1574.

Finance: N-currency Arbitrage

Choi, Y., & Yoon, Y. (2008) [Actually published in 2009]. A Revisit to N-currency arbitrage. *International Journal of Finance*, 20(4), 4980-4986.

Finance: Origins of Financial Crisis

Riley, E. (2009). The place from whence we came: Microorigins of the financial crisis. *The Investment Professional*, 2(3),
http://www.theinvestmentprofessional.com/vol_2_no_3/microorigins-crisis.html.

Finance: Real Estate

Topuz, J., & Isik, I. (2009). Structural changes, market growth and productivity gains of the US real estate investment trusts in the 1990s. *Journal of Economics and Finance*, 33(3), 288-315.

Finance: Social Investing Goals

Kashyap, R., & Iyer, E.S. (2009). Not everybody wants to save the world. *Journal of Financial Services Marketing*, 14(2), 118-134.

Finance: Subprime Mortgage Meltdown

Rapp, W.V. (2009). The Kindleberger-Aliber-Minsky paradigm and the global subprime mortgage meltdown. *Critical Perspectives on International Business*, 5(1/2), 85-93.

Information Technology: Broadband Impact on Global Competitiveness

Xing, R., Zhang, Y., Wang, Z., & Xia, J. (2009). Broadband challenge facing global competitiveness. *International Journal of Society Systems Science*, 1(3), 293-305.

Information Technology: Estimating Corporate Earnings

Creamer, G., & Stolfo, S. (2009). A link mining algorithm for earnings forecast and trading. *Data Mining and Knowledge Discovery*, 3(18), 419-445.

Information Technology: Facial Expressions

Reilly, R., Nyaboga, A., & Guynes, C. (2009). The importance of gender and facial information science on information systems design. *Journal of Applied Business Research*, 7(8), 89.

Information Technology: Impact of Cultural Differences

Perez-Alvarez, C. (2009). How uncertainty avoidance impacts groupware appropriation. *Proceedings of the Academy of Information and Management Sciences*, 13(1), 43-50.

Information Technology: Organizational Change Impact on Security

Cline, M., Guynes, C.S., & Nyaboga, A. (2009). The impact of organizational change on information systems security. *Review of Business Information Systems*, 8(1), 59.

Information Technology: Wireless Networks

Orenstein, P., & Marantz, Z. (2009). Modeling a wireless ad-hoc network using a cellular-automaton approach. *International Journal of Science, Simulation and Technology*, 10(1), 32-40.

Ouyang, Y., & Fallah, M.H. (2009). Evolving core networks from GSM to UMTS R4 version. *International Journal of Mobile Network Design and Innovation*, 3(2), 93-102.

Legal Studies: Advertising

Blodgett, M., Lozada, H.R., & Hunter, R.J. (2009). To paraphrase W.S.: "Sugar by any other name might surely not be as sweet": *Merisant v. McNeil*. *Business Law Review*, 42, 31-45.

Legal Studies: Attorney Ethics

Michels, K.H. (2009). *New Jersey Attorney Ethics; The Law of New Jersey Lawyering*. NJ: Gann Law Books.

Legal Studies: Immigration

Ikpoh, A., & Hunter R. J. (2009). American immigration law: A comparative legal, economic, and constitutional analysis. *Capital University Law Review*, 37(3), 745-785.

Legal Studies: Media

Hunter, R.J., Mayo, A.M., & Lozada, H.R. (2009). The Supreme Court as the "grand mediator" in social regulation of the media. *Hastings Communications and Entertainment Law Journal*, 32(1), 41-102.

Legal Studies: Negligence Liability

Michels, K.H. (2009). Third-party negligence claims against counsel: A proposed unified liability standard. *The Georgetown Journal of Legal Ethics*, 22(1), 143.

Legal Studies: Punitive Damages

Schoen, E.J., Falchek, J.S., Lewis, P.A., Weidman, S., Hughes, D., & Marmon, R. (2009). *Philip Morris U.S.A. v. Williams*: Punitive Damages, Due Process and the U.S. Supreme Court. *Journal of the International Academy for Case Studies*, 15(2), 35-59. Note: Instructors' notes, discussion questions, and suggested answers to discussion questions published in *Journal of the International Academy for Case Studies*, 15(1), 33-53.

Legal Studies: Use of Union Funds

Schoen, E.J., Falchek, J.S. (2009). *Ysursa and Davenport*: Putting a dent in union access to member contributions for political activities. *Southern Law Journal*, 19(1), 77-98.

Management: Affirmative Action

Rudin, J. (2009). Teaching the truth about affirmative action. *Business Research Yearbook*, 16(2), 497-502.

Management: Automotive Supply Chain

Tomino, T., Park, Y., Hong, P., & Roh, J. (2009). Market flexible customizing system (MFCS) of Japanese vehicle manufacturers: An analysis of Toyota, Nissan and Mitsubishi. *International Journal of Production Economics*, 118(2), 375-386.

Management: Business Plans

Betts, S.C., & Huzey, D. (2009). Building a foundation without bricks and mortar: Business planning for home based and cyber businesses. *International Journal of Business and Public Administration*, 6(3), 50-60.

Management: Career Disruptions

Skiba, M., Smith, D.R., & Marshall, K.P. (2009). Applying Merton's theory of anomia to career disruptions. *Management Research News*, 32(4), 392-404.

Management: Corporate Information

Laud, R., & Schepers, D. (2009). Beyond transparency: Information overload and a model for intelligibility. *Business and Society Review*, 114(3), 365-391.

Management: Corporate Responsibility

Torres-Baumgarten, G., & Yucetepe, V. (2009). Multinational firms' leadership role in corporate social responsibility in emerging markets: The case of Latin America. *Journal of Business Ethics*, 85(Supplement 1), 217-224.

Management: Corporate Restructuring

Vance, D. E. (2009). *Corporate restructuring: From cause analysis to execution*. New York: Springer.

Management: Efficiency Benefits Stakeholders

Schachter, H. L. (2009). The role of efficiency in bureaucratic study. In A. Farazmand (Ed.), *Handbook of bureaucracy and administration* (pp. 239-252). New York: Marcel Dekker.

Management: Environmental Practices

Hong, P., Kwon, H.B., & Roh, J. (2009). Implementation of strategic green orientation in supply chain: An empirical study of manufacturing firms. *European Journal of Innovation Management*, 12(4), 512-532.

Yin, J.Z. (2009). On administrative and market measures for green GDP (in Chinese). In L.H. Iok (Ed.), *Economics* (Vol. II, pp. 24-39). Macao: Macao Polytechnic Institute.

Management: Foreign Trade

Yin, J.Z. (2009). Can Russia learn from China in its quest for WTO entry? *The Chinese Economy*, 42(3), 60-77.

Management: Human Resources

Rudin, J., Byrd, K., & Fleming, R. (2009). Assessing human resource management-specific knowledge. *Journal of Human Resources*, 3(2), 1-10.

Management: Innovation

Amar, A.D., Hentrich, C., & Hlupic, V. (2009). To be a better leader, give up authority. *Harvard Business Review*, 87(12), 22-24.

Cantwell, J.A., & Zhang, Y. (2009). The innovative MNC: The dispersion of creativity, and its implications. In S. Collinson, & G. Morgan (Eds.), *Images of the multinational firm* (pp. 45-67). Chichester and Hoboken: John Wiley.

Cantwell, J.A., Barnard, H., & Bromfield, T. (2009). The role of indigenous firms in innovation systems in developing countries: The developmental implications of national champion firms' response to underdeveloped national innovation systems. In B.A. Lundvall, K.J. Joseph, C. Chaminade, & J. Vang (Eds.), *Handbook of innovation systems and developing countries: Building domestic capabilities in a global setting* (pp. 241-279). Cheltenham and Northampton, MA: Edward Elgar.

Management: Innovation (continued):

Damanpour, F., & Schneider, M. (2009). Characteristics of innovation and innovation adoption in public organizations: Assessing the role of managers. *Journal of Public Administration Research and Theory*, 19(3), 495-522.

Management: International

Cantwell, J.A. (2009). Location and the multinational enterprise. *Journal of International Business Studies*, 40(1), 35-41.

Cantwell, J.A., & Peeraly, J. (2009). The development trajectory of a small island economy: The successful case of Mauritius. In D. Van Den Bulcke, A. Verbeke, & W. Yuan (Eds.), *Handbook on small nations in the global economy: The contribution of multinational enterprises to national economic success* (pp. 194-218). Cheltenham and Northampton, MA: Edward Elgar.

Laud, R.L., Grein, A., & Nachum, L. (2009). Gaining advantage through global learning hubs. *Journal of Practical Global Business*, 13(1), 19-41.

Management: Internet Penetration

James, W.L., Sharland, A., Petkovic, G., Torres-Baumgarten, G., & Spivakovska, T. (2009). Identifying the heavy internet user segment in emerging markets: The evidence from Serbia and Ukraine. *Journal of Internet Business*, http://jib.debi.curtin.edu.au/iss07_james.pdf.

Management: Interpreting Financial Ratios

Vance, D. E. (2009). *Ratios: For analysis, control and profit planning*. London: Global Professional Publishing.

Management: Off-shoring

Niu, X., & Yin, J.Z. (2009). The trend of off-shoring and the policy options for China. *Reform, 8* (online journal in Chinese: www.reform.net.cn).

Management: Organizational Commitment

Somers, M.J. (2009). The combined influence of affective, continuance and normative commitment on employee withdrawal. *Journal of Vocational Behavior, 74*(1), 75-81.

Management: Perceptions of Women

Skiba, M., & Gupta, S.F. (2009). Global perspectives in the origins, development and consequences of women's self concepts cultivated through television programming and advertising. In F. Ciampi (Ed.), *Emerging Issues and Challenges in Business and Economics* (pp. 485-496). Florence: Firenze University Press.

Skiba, M., & Mosca, J. (2009). Looking through the "glass ceiling": Compensation equity and promotional challenges. *Journal of the North American Management Society, 4*(2), 46-54.

Management: Product Development

Hong, P., & Roh, J. (2009). Internationalization, product development and performance outcomes: A comparative study of 10 countries. *Research in International Business and Finance*, 23(2), 169-180.

Management: Product Liability

Gordon, A., Lozada, H.R., & Hunter, R.J. (2009). Understanding and negotiating the product liability pitfalls of outsourcing to China: Systemic failures or isolated production defects? *International Bulletin of Business Administration*, 6, 28-39.

Management: Project Management

Patanakul, P., & Milosevic, D. (2009). The effectiveness in managing a group of multiple projects: Factors of influence and measurement criteria. *International Journal of Project Management*, 27(3), 216-233.

Management: RFID Benefits

Roh, J., Kunnathur, A., & Monideepa, T. (2009). Classification of RFID adoption: An expected benefits approach. *Information & Management*, 46(6), 357-363.

Management: Role of Culture in Project Management

Aronson, Z.H., & Lechler, T.G. (2009). Contributing beyond the call of duty: The role of culture in fostering citizenship and success in project-based work. *R & D Management*, 39(5), 461-480.

Management: Technology

Cantwell, J.A., & Zhang, Y. (2009). The co-evolution of international business connections and domestic technological capabilities: Lessons from the Japanese catch-up experience. *Transnational Corporations*, 18(2), 37-68.

He, J. (2009). Dynamics of inventor networks and evolution of technology clusters. Ph. D. dissertation submitted to the faculty at Stevens Institute of Technology.

He, J., & Fallah, M.H. (2009). Is inventor network structure a predictor of cluster evolution? *Technological Forecasting and Social Change*, 76(1), 91-106.

Management: Using Data Quality for Competitive Advantage

Nyaboga, A.V., & Mwaura, M.F. (2009). Strategies for gaining competitive advantage in a dynamic environment through data quality. *International Journal of Management and Information Systems*, 13(1), 13-21.

Management: Virtual Team Leadership

Zhang, S., Tremaine, M., Egan, R., Milewski, A., O'Sullivan, P., and Fjermestad, J. (2009). Occurrence and effects of leader delegation in virtual software teams. *International Journal of e-Collaboration*, 5(1), 47-68.

Marketing: Health Care

Marshall, K.P., Skiba, M., & Paul, D.P. (2009). The need for a social marketing perspective of consumer-driven health care. *International Journal of Pharmaceutical and Healthcare Marketing*, 3(3), 236-257.

Marketing: International Internet Penetration

James, W., Torres-Baumgarten, G., Petkovic, G., & Havrylenko, T. (2009). A psychographic profile of users of Internet-related technologies in Serbia and the Ukraine. *Journal of East-West Business*, 15(2), 119-140.

Marketing: Salesperson Effectiveness

Pelham, A. (2009). The impact of industry and training influences on salesforce consulting time and consulting effectiveness. *Journal of Business and Industrial Marketing*, 24(8), 575-584.

Pelham, A. (2009). An exploratory study of firm market orientation on salesperson adaptive selling, customer orientation, interpersonal listening in personal selling and salesperson consulting behaviors. *Journal of Strategic Marketing*, 17(1), 21-39.

Marketing: Scent and Music Impact

Vaccaro, V., Yucetepe, V., Torres-Baumgarten, G., & Myung-Soo, L. (2009). The impact of atmospheric scent and music-retail consistency on consumers in a retail or service environment. *Journal of International Business and Economics*, 9(4), 185-196.

Pedagogy: Accounting

Grippio, F., & Nassiripour, S. (2009). Admiral Furman Academy: A case study in selected not-for-profit auditing issues. *Journal of College Teaching and Learning*, 6(3), 5-16.

Grippio, F., & Nassiripour, S. (2009). Hollybush Academy: A case study in selected not-for-profit accounting issues. *Journal of Business Case Studies*, 5(2), 17-26.

Pedagogy: Finance

Hunter, R.J. & Lozada, H.R. (2009). Foreign direct investment for developing financing: Teaching market-related aspects through cases. *Journal of Business Case Studies*, 5(4), 51-66.

Pedagogy: Information Technology

Jensen, B.K., Guynes, C.S., & Nyaboga, A.B. (2009). The graduate MIS security course: Objectives and challenges. *Contemporary Issues in Education Research*, 2(51).

Pedagogy: Self-assessment

Damminger, J.K., Potter, G., & Pritchard, R.E. (2009). Adding value to the first-year experience: Embedding self and major exploration in the college of business curriculum. *American Journal of Business Education*, 2(3), 49-56.

Pedagogy: Use of Focus Groups

Pritchard, R.E., Potter, G.C., Saccucci, M.S. (2009). Using sequential two-part focus groups as a supplemental instrument for student course evaluations. *Journal of College Teaching & Learning*, 6(1), 21-28.

Taxation: Asset Protection

Easton, R.W. (2009). Offshore asset protection trusts as a safety valve. *Journal of International Taxation*, 20(12), 30-39.

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