

Eleventh Annual Volume

Publications of New Jersey's Business Faculty

October 2012

Sponsored by

The New Jersey Policy Research Organization Foundation
affiliated with **The New Jersey Business and Industry Association**

and

The Stillman School of Business
at Seton Hall University

Melody C. Puliti
Editor



October 2012

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 eleventh volume of the *Publications of New Jersey's Business Faculty*. This collaboration, which celebrates the business intellectual capital at colleges of business within the State of New Jersey, 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, 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 that have been published in 2011. 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 2011. These authors have earned the Bright Idea Awards for their research. We appreciate Professor Barbara Boyington (Brookdale Community College), Dean E. LaBrent Chrite (Montclair State University), Dean William Keep (The College of New Jersey), Dean Steven Lorenzet (Rider University) and Interim Dean Rajiv Kashyap (William Paterson University), who helped us in the evaluation of the many fine papers that were submitted. Congratulations to our award winners!

Here are the 2011 Bright Idea award winners:

<i>Accounting</i> : “Initial public offerings and the role of the management accountant,” by Dorothy A. McMullen and Maria H. Sanchez of Rider University. (McMullen, D.A., Sanchez, M.H., & Stout, D.E.)
<i>Decision Sciences</i> : “Using hierarchical forecasting to align inventory levels in a two-stage supply chain: An empirical approach,” by Penina Orenstein and Timothy J. Stalker of Seton Hall University. (Orenstein, P., & Stalker, T.J.)
<i>Economics</i> : “An experimental test of behavior under team production,” by Donald Vandegrift of The College of New Jersey. (Vandegrift, D., & Yavas, A.)
<i>Information Technology</i> : “The next Web apps architecture: Challenges for SaaS vendors,” by Katia Passerini of the New Jersey Institute of Technology. (Gagnon, S., Nabelsi, V., Passerini, K., & Cakici, K.)
<i>International Business</i> : “International integration and mandates of innovative subsidiaries in Spain,” by John A. Cantwell of Rutgers University-Newark and New Brunswick. (Alvarez, I., & Cantwell, J.A.)
<i>International Business</i> : “Transfer price setting in multinational corporations,” by Hannah Wong, Sia Nassiripour, Raza Mir, and William J. Healy of William Paterson University. (Wong, H., Nassiripour, S., Mir, R., & Healy, W.J.)
<i>Management</i> : “Mail Boxes Etc. or the UPS Store? A decision from a franchisee’s perspective,” by Elizabeth McCrea of Seton Hall University and Gladys M. Torres-Baumgarten of Ramapo College of New Jersey. (McCrea, E.A., & Torres-Baumgarten, G.M.)
<i>Marketing</i> : “An emotion-based model of salesperson ethical behaviors,” by Raj Agnihotri and Prabakar Kothandaraman of William Paterson University. (Agnihotri, R., Rapp, A., Kothandaraman, P., & Singh, R.K.)
<i>Taxation</i> : “Various court rulings on Internet commerce taxation,” by James G. S. Yang of Montclair State University. (Yang, J.G.S.)
<i>Teaching Note</i> : “Capstone Case Project – Audit Class – Simulated audit of fictionalized publically traded company,” by Kenneth J. Autore and James R. Ford of Centenary College.

We especially commend John Cantwell, who is being recognized for the fourth time (2005, 2007, 2011, 2012), Elizabeth McCrea and Gladys M. Torres-Baumgarten, both being recognized for the third time (2008, 2009, 2012), and James G. S. Yang, also a third-time awardee (2005, 2010, 2012).

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 and beyond the Garden State.



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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 Joyce A. Strawser, Ph.D., Dean of the Stillman School of Business at Seton Hall University, and Sara Bluhm, Executive Director and Treasurer, NJPRO Foundation.

A special thanks to Pamela Dungee and Juan Carvajal, 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 Idea 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 support and guidance of Dr. Allen Gibson. After holding the position for ten years, Dr. Gibson passed the role of editor to me. He has taught me so much throughout this process, and I truly appreciate his kindness and patience.

I would also like to thank the staff of the Stillman School, Daniela Cangialosi, Joanne DeStefano, Carol Flynn, Tanya Dixon, Dee Askew, Janet Fenton, and Evonne Pinckney for their continuing support and assistance. Their efforts, which enable all Stillman projects, are greatly appreciated.

Finally, I would like to thank my daughter Lindsey, a current MBA candidate at the Stillman School, for assisting me throughout this project.

Melody C. Puliti, Editor

SECTION 1: INTRODUCTION

We are happy to introduce this eleventh annual volume of *Publications of New Jersey's Business Faculty*. Fourteen 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, supply chain management, green marketing, sustainability, pirated intellectual property, and corporate social responsibility. 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 University
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, International Business, 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.

Abrevaya, J., & Tang, H. (2011). Body mass index in families: Spousal correlation, endogeneity, and intergenerational transmission. *Empirical Economics*, 41(3), 841-864.

Seton Hall University
Economics: Body Mass Index

Previous studies have documented spousal and intergenerational correlations in body mass index (BMI) but few have considered familial weight data augmented with socioeconomic and behavioral control variables. This article considers a U.S. dataset that contains such information on husbands, wives, and grown children. Although certain variables (like education, race, and smoking status) are helpful in explaining an individual's BMI, the BMI of one's spouse (or parents) remains the most significant predictor of BMI. To help distinguish between correlation and causality in the married-adult BMI regressions, we consider two alternative approaches for dealing with possible endogeneity (due to omitted variables): (1) including spousal variables to proxy for omitted variables and (2) modeling spousal BMI in a hierarchical framework to explicitly allow for a "couple" effect. The results suggest endogeneity of educational attainment, but not smoking status, and support prior research that finds different associations of BMI with income for husbands and wives. For grown children, parental BMI and smoking status are identified as significant predictors.

Hongfei Tang is a member of the faculty at Seton Hall University.

Agnihotri, R., Rapp, A., Kothandaraman, P., & Singh, R.K. (2011). An emotion-based model of salesperson ethical behaviors. *Journal of Business Ethics*, 96(1), 1-18.

William Paterson University

Marketing: Ethical Attitudes and Behaviors of Salespeople

Academic research studies examining the ethical attitudes and behaviors of salespeople have produced several frameworks that explore the ethical decision-making processes to which salespeople adhere when faced with ethical dilemmas. Past literature enriches our understanding; however, a critical review of the relevant literature suggests that an emotional route to salesperson ethical decision-making has yet to be explored. Given the fact that individuals' emotional capacities play an important role in decision-making when faced with an ethical dilemma, there is a need for empirical research in this area. We address this issue by outlining and testing an emotion-based model to study the ethical attitudes and behaviors of salespeople in a relational selling context. Building on a cognitive-affective model, we outline a framework that incorporates higher order pro-social emotions: capacity for concern and capacity for guilt. We include salesperson's role clarity within the organization as a moderator to examine person-situation interaction.

Raj Agnihotri and Prabakar Kothandaraman are members of the faculty at William Paterson University.

Agnihotri, R., Shanker, M., & Kothandaraman, P. (2011). Theorization of the open source software phenomenon: A complex adaptive system approach. *Journal of Management and Marketing Research*, 10, 1-10.

William Paterson University
Information Technology: Open Source Software

Academic research on open source software has outlined the functionalities of open source software to a great extent, but a comprehensive theoretical framework comprising different aspects of open source software is still missing. A theoretical understanding of the open source software phenomenon will not only be a significant contribution to the academia but also to the businesses looking for more effective and innovative approaches for software development. To address this issue, first, the current research reviews and analyzes various theoretical frameworks, their applicability in the open source software context, their contributions, and their limitations. Secondly, the structure of open source software projects through complex adaptive systems is explored. The current research contributes to the existing literature by providing a detailed discussion of various theoretical perspectives on open source software, and offers a theorization of open source software based on complex adaptive systems.

Raj Agnihotri and Prabakar Kothandaraman are members of the faculty at William Paterson University.

Alvarez, I., & Cantwell, J.A. (2011). International integration and mandates of innovative subsidiaries in Spain. *International Journal of Institutions and Economics*, 3(3), 415-444.

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

In this paper, we develop a general framework that integrates diverse driving mechanisms of subsidiaries evolving towards competence creating mandates. The relevant process is the mutual relationship between innovation scope and the internationalization of the market as the primary channel for learning in subsidiaries, and how the opportunity for units to gain competence creating mandates is notably influenced by their embeddedness in export networks. This has direct implications for increasing the international channels for learning and indirectly in terms of the effectiveness of host country development. The framework is applied to a sample of firms in the Spanish economy, a country that does not hold a leading position economically and technologically inside the EU bloc, which suggests that the evidence may be suitable for generalizing the organization and network embeddedness of other catching-up economies.

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

Amar, A.D. (2011). China's Ripoff of Zippo: Expanding the costs of pirated intellectual property. *Emerald Emerging Market Case Studies*, 1(3), 1-3.

Seton Hall University
Pedagogy: Piracy of Intellectual Property

This case covers the issues that surround piracy of intellectual property by highlighting illegal manufacture and distribution of millions of Zippo brand windproof lighters and considers the seriousness of the large scale theft of intellectual property by civilized nations. The focus of this case is on the additional victimization of the producers of genuine products, mostly European and American, who have the policy of life-time repair-or-replace warrantee, which by extension, although wrongly, becomes applicable to their counterfeits. Some micro and macro aspects are covered in detail, some are alluded to, while others are left out for the teachers of this case to justify considering the local logic and culture.

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

Anders, A., & Rotthoff, K.W. (2011). Yellow cards: Do they matter? *Journal of Quantitative Analysis in Sports*, 7(1), 1-10.

Seton Hall University
Economics: European Football (Soccer)

Using data from the Bundesliga, the top German football league (American "soccer"), we analyze the effects of yellow and red cards on the probability of victory for a team. For the team receiving the cards, we find that yellow and red cards decrease the probability of victory. However the number of fouls called increases the probability of victory for that team. We therefore find that aggressive play is valuable, but pushing too hard is detrimental. We also find that the probability change is different for the home and away teams.

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

Andreopoulos, G., Andreopoulos, G.C., & Panayides, A. (2011). U.S. foreign assistance and the changing aid architecture. *European Journal of Management*, 11(4), 110-116.

William Paterson University
International Business: Multilateral Aid

This paper examines U.S. aid and particularly multilateral aid. Its aim is to explain the relative stagnation of such aid as well as the changes in the structure of multilateral aid since the mid-1990s. The authors conduct an empirical investigation using OECD and other U.S. official source data.

Giuliana Campanelli Andreopoulos and Alexandros Panayides are members of the faculty at William Paterson University.

Andreopoulos, G., Andreopoulos, G.C., & Panayides, A. (2011). Multilateral vs. bilateral aid: Addressing some puzzles. *European Journal of Management*, 11(4), 73-78.

William Paterson University
International Business: Global Programs

This paper discusses the difference between multilateral and bilateral aid in theory and practice. The empirical investigation is mainly based on OECD data on international aid. The scope of the paper is to address some of the problems and puzzles that this comparison produces.

Giuliana Campanelli Andreopoulos and Alexandros Panayides are members of the faculty at William Paterson University.

Aquilino, F., & Jeffers, A.E. (2011). Are tax incentive programs really beneficial to the economy? *Review of Business Research (RBR)*, 11(3), 33-43.

Montclair State University

Taxation: American Recovery Act and Reinvestment Act of 2009 (ARRA)

The American Recovery Act and Reinvestment Act of 2009 is a massive piece of legislation that was enacted on the heels of the most significant financial crisis of modern time. It was aimed at avoiding a depression. The provisions of the Act were aimed at calming the panic that had gripped investors and the American public and restoring trust in the financial industry. It was also aimed at stimulating the economy and creating jobs. There are many who question whether the Act really worked and whether tax incentive programs can effectively be utilized to stimulate the economy. In this paper, we examine the components of the Act as it relates to small businesses and individuals and analyze whether these incentives actually worked or did not work. We make recommendations and suggest strategies that can be utilized to ensure future successes of future initiatives.

Frank Aquilino and Agatha E. Jeffers are members of the faculty at Montclair State University.

Arevalo, J.A., & Aravind, D. (2011). Corporate social responsibility practices in India: Approach, drivers, and barriers. *Corporate Governance*, 11(4), 399-414.

William Paterson University
International Business: Corporate Responsibility in India

This paper examines how corporations in India interpret corporate social responsibility (CSR). Focusing on four commonly known approaches: the ethical, the statist, the liberal, and the stakeholder approach, the paper seeks to investigate the reported drivers and barriers to implementing CSR practices. The paper surveyed top-level managers of a sample of companies currently engaging in a CSR initiative, representing a variety of industry sectors. The study finds that the CSR approach that is most favored by Indian firms is the stakeholder approach and that the caring or the moral motive, followed by the strategic or profit motive, are important drivers for Indian firms to pursue CSR. Further, the results indicate that the most significant obstacles to CSR implementation are those related to lack of resources, followed by those related to the complexity and difficulty of implementing CSR. The study focuses on the activities of leading Indian firms participating in the UN Global Compact (GC), thereby restricting one's knowledge of CSR practices of non-participants. Future research should expand on this effort either by conducting comparative studies of non-participants to the GC, or by investigating CSR practices of firms engaging in other voluntary initiatives.

Jorge A. Arevalo is a member of the faculty at William Paterson University.

Arevalo, J.A., Castelló, I., de Colle, S., Lenssen, G., Neumann, K., & Zollo, M. (2011). Introduction to the special issue: Integrating sustainability in business models. *Journal of Management Development*, 30(10), 941-954.

***William Paterson University
Management: Sustainability***

This paper aims to ask: “How do firms learn to integrate and manage sustainability in their business models, including their organizational purpose, strategy, processes, systems and culture?” It presents the key ideas underpinning the previous research question and illustrates the research approach and agenda for sustainability. The cases offer good illustrations of the ongoing transition by both medium-sized and multinational corporations dealing with learning and change challenges posed by the identification and management of sustainability issues. The selected cases represent firms operating in diverse contexts and industries, and are developed by scholars specializing in various fields connected to corporate responsibility and sustainability. The paper presents cases of organizations that have made sense of the sustainability challenge and also the different approaches taken to tackle the challenge, and the results stemming from their efforts.

Jorge A. Arevalo is a member of the faculty at William Paterson University.

Arya, A. (2011). A note on teaching the effective interest method related problems in accounting. In A. Catanach and D. Feldmann (Eds.), *Advances in accounting education: Teaching and curriculum innovations (Advances in Accounting Education, Volume 12)* (pp. 97-116). United Kingdom: Emerald Group Publishing Limited.

William Paterson University
Pedagogy: Accounting

This note presents a method of teaching accounting problems involving the use of the effective interest method such as bonds, notes, capital leases, and installment sales. The method is conceptually sound and simpler than the traditional method found in current textbooks and stimulates student interest by focusing on the economics of the transaction and relating it to real-life examples. To assess its pedagogical efficacy, the method was tested in the introductory and intermediate accounting classes. In both courses, the results indicate that students' test scores are significantly higher under the new method than the traditional method. It is hoped that this evidence of the superiority of the new method in a classroom environment will spur its adoption by instructors and textbook writers.

Avinash Arya is a member of the faculty at William Paterson University.

Arya, A., Sun, H.-L., Chang, J.-C., & Finney, S.G. (2011). Stock option backdating at Comverse Technology: Ethical, regulatory, and governance issues. *Journal of the International Academy for Case Studies*, 17 (Special Issue 1), 55-64.

William Paterson University
Pedagogy: Accounting

Stock option backdating involves granting stock options at a later date than shown on record to avoid taxes and recording expense. In recent years, stock option backdating schemes have been widely reported by the media. However, the regulatory, governance, and ethical ramifications of backdating have been largely overlooked in textbooks and classroom discussions in business schools. The primary subject matter of the case is to illustrate how internal control and corporate governance related weaknesses allowed the executives of a public company to perpetrate a fraudulent backdating scheme for several years. Secondary issues relate to accounting, regulatory, and financial reporting violations caused by backdating. These violations had serious repercussions. The top company executives lost their jobs, had to pay hefty fines, and even served jail time. The company had to restate their financial statements and pay back taxes with interest and penalty. It was delisted from NASDAQ and barred from paying stock-based compensation. The lesson students learn from this case is that a seemingly minor white collar crime has serious repercussions. The case has a difficulty level of four and is appropriate for senior level undergraduate students and first year MBA students. At the intermediate level, the case can be used in financial accounting, auditing, or fraud related courses. It can also be used in business ethics or corporate governance related courses at the undergraduate or graduate level. The case requires instructors to devote one class of 75 minutes or one-half of a three hour class. The preparation time outside class for students is estimated at three hours.

Avinash Arya is a member of the faculty at William Paterson University.

Betts, S.C., & Taran, Z. (2011). Conflicting issues and corporate social responsibility: Aligning organizational efforts with stakeholders interests. *Journal of International Management Studies (JIMS)*, 11(3), 39-46.

William Paterson University

Management: Corporate Social Responsibility and Sustainability

Corporate social responsibility (CSR) can be instrumental in moving society toward sustainability while increasing organizational reputation and brand equity. Ideally CSR activities align with the interests and concerns of the organization's stakeholder groups. However customers and other stakeholder groups may contain subgroups with interests at odds with one another. Choosing particular CSR activities and directions can be rather challenging in the presence of these conflicting stakeholder concerns. In this paper we explore these conflicts and provide prescriptions to practitioners based on reactive matching and proactive advocacy strategies.

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

Betts, S.C. (2011). Extending the Forer Test beyond face validity: An experiential approach to teaching social science methodology. *Academy of Educational Leadership Journal*, 15 (Special Issue), 143-149.

William Paterson University
Pedagogy: Personality Testing

Students studying social science methodology have difficulty understanding the concept of validity beyond the face validity. Several generations of psychology students have taken the “Forer Test” and learned not to rely on face validity. In the “Forer Test” every participant gets the same personality profile after taking a personality test. Under the impression that it is a personalized profile, most participants consider the “results” to be fairly accurate. In this exercise, the “Forer Test” is used as a catalyst for examining additional validity concepts. We use social science analytical methods on the data collected from the “personality test” to see if indeed they reveal patterns that indicate latent constructs. In this paper we describe the basic exercise, and illustrate how it was successfully used in undergraduate and graduate management and marketing courses.

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

Betts, S.C. (2011). Lucky rolls, leaps of faith and hunches: Luck, faith and intuition in decision making. *Business Studies Journal*, 3(2), 77-87.

William Paterson University
Management: Organizational Decision Making

Organizational decisions often involving leaps of faith are based on the “hunches” or intuition of decision makers. Frequently the most successful individuals and organizations are those that take a risk that pays off. Other successful individuals and organizations are more prone to using intuition, and are disproportionately lucky in having things work out well. However organizations use a variety of decision processes, some of which avoid leaps of faith and reliance on luck, and take a measured approach to minimizing risk. In this paper we maintain that intuitive decision processes allow decision makers to avoid being overly risk averse and actually reduces risk by allowing tacit knowledge and implicit processes to positively influence both decisions and their implementation. We examine how luck and faith fit into models of decision making. Included are intuitive decision making and four other models-rational, behavioral, political and “garbage can.” We conclude with suggestions of how luck, faith and intuition can be used for better decision making.

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

Betts, S.C., & Santoro, M.D. (2011). Somewhere between markets and hierarchies: Controlling industry university relationships for success. *Academy of Strategic Management Journal*, 10(1), 19-44.

***William Paterson University
Management: Industry-University Alliances***

Since industry-university (I/U) alliances are dynamic with uncertain outcomes, governance mechanisms other than internal hierarchies and external market contracts are needed to assure that the risks and rewards of these relationships are equitably shared. To provide insight into this under-researched area, this study examines the key control factors that facilitate learning and technological outcomes in both the initial and continuing stages of I/U relationships. Findings using structural equation modeling of survey questionnaire data from 189 industrial firm senior managers reveal that a combination of flexible university IP policies, industrial firm champions, trust, and effective communications provide the control framework that is often unavailable through either hierarchical or market governance structures.

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

Betts, S.C., Watad, M., & McCrea, E.A. (2011). Aligning program offerings and academic research with business needs for closely held business. *Journal of Management and Marketing Research*, 6, 36-39.

***William Paterson University and Seton Hall University
Management: Closely Held Businesses***

Family owned or closely held businesses provide most of the employment and make up the majority of business enterprises in the United States. Universities undertake initiatives to serve these important organizations because they recognize the impact of such enterprises on society. One popular approach is to establish a “Family Business Institute” or “Center for Closely Held Business.” However the concerns and seminar delivery preferences of business owners and managers are not always anticipated and met by the efforts of the university community. In order to close this gap, the authors surveyed the family and closely held business community to determine the topics and delivery methods they preferred. As anticipated, the study showed closely held business owners and executives were interested in succession planning and advisory boards, however they were even more interested in attending events dealing with employee issues (i.e. recruitment, retention, motivation, evaluation) and marketing concerns (i.e. advertising, media strategies, selling techniques, customer relationship management). Participants preferred events with invited experts and real life case studies over small group exercises and one-on-one exercises. In this paper the authors present and examine the survey results and develop complementary agendas for practitioner development and academic research.

Stephen C. Betts and Mahmoud Watad are members of the faculty at William Paterson University. Elizabeth A. McCrea is a member of the faculty at Seton Hall University.

Boroff, K.E., Donigian, A.M., & Mundell, Z.J. (2011). A better way to develop officers. *Armed Forces Journal*, <http://www.armedforcesjournal.com/2011/05/6219649/>.

***Seton Hall University
Management: Human Resource Strategy***

Unless an organization's human resource strategy is aligned with an organization's mission, those human resource policies will be "aimless with little impact." The former Secretary of Defense, Robert Gates, as he retired from his position, put forth new strategic directions that the U.S. armed forces will face. Among his many points, he has noted that future wars will be "messy," requiring the nation's armed forces to respond to a diverse range of missions, including ones that require swift-moving expeditionary forces. In turn, if the U.S. Army is going to respond to these challenges, it must have the officer talent in place to bring about these changes. The authors suggest an array of human resource strategies that the United States Army should consider, to ensure its officer talent can meet the Army's changing defense strategies. While the setting is a military one, any organization that faces new strategic directions will find practical insights on how it may also adapt its human resource policies to those new realities, to ensure itself it has the proper staff in place to lead those changes.

Karen E. Boroff is a member of the faculty at Seton Hall University.

Cantwell, J.A., & Mudambi, R. (2011). Physical attraction and the geography of knowledge sourcing in multinational enterprises. *Global Strategy Journal*, 1(3-4), 206-232.

***Rutgers University - Newark and New Brunswick
International Business: MNE Knowledge Sourcing***

In this article, we develop the concept of the degree of physical attraction exerted by the dominant firms in a local industry on other actors that increases the ease of local knowledge search for “insiders” with stronger connections to others. Conversely, the physical attraction of dominant firms on other actors raises the difficulty of local knowledge search for “outsiders” with weaker connections to others. Our theory has important implications for knowledge spillovers. As local industry concentration rises, the likelihood of local knowledge spillovers to outsiders falls, even with a high local knowledge stock. Further, in contrast to the strategic deterrence thesis which posits that technology leaders are deterred from entering clusters for fear of knowledge outflows, our theory implies that with high industrial concentration, it is technology laggards that are deterred, since they do not have the wherewithal to establish the local connections needed to access knowledge inflows. Using a large patent database associated with the U.K.-based subsidiaries of non-U.K. MNEs, we find strong support for our theory.

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

Cantwell, J.A., & Zhang, Y. (2011). Innovation and location in the multinational firm. *International Journal of Technology Management*, 54(1), 116-132.

***Rutgers University - Newark and New Brunswick and
Montclair State University
International Business: Multinational Corporations***

This paper provides an overview of the relationship between multinational corporations (MNCs) and local economic systems. It examines the implications of a decentralisation of innovative activity within MNCs for their interaction with local networks. It is shown that this interaction depends upon the type of cluster, whether a general centre of excellence or a specialized centre. These two principal kinds of cluster are associated with different structures of local knowledge spillovers between firms. Localised science-technology linkages offer a further category of interaction. It is shown how locational hierarchies may affect the locational strategies of MNCs when they disperse innovative activity.

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

Cantwell, J.A., & Zhang, F. (2011). Technological complexity and the evolving structure of MNC subsidiary knowledge accumulation. *Economia e Politica Industriale*, 38(4), 5-33.

***Rutgers University - Newark and New Brunswick
International Business: Knowledge Accumulation***

The paper analyses the implications of increasing technological complexity and organizational restructuring for the knowledge accumulation activities of the subsidiaries of multinational corporations (MNCs). An analysis of foreign-owned subsidiaries in the German pharmaceutical industry in 1975-1995 indicates that the restructuring and intensification of knowledge exchange mechanisms in MNCs are an essential factor to enable subsidiaries to play a more creative role in knowledge generation. Although subsidiaries might use internal and external knowledge networks in their knowledge accumulation process in a complementary way, the purposes differ. In particular, the international internal knowledge networks of subsidiaries have been used increasingly for incremental knowledge building within the same field, whereas local external knowledge networks have been used far more for transferring more technologically complex knowledge.

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Cárdenas-Barrón, L.E., Teng, J.-T., Treviño-Garza, G., Wee, H.-M., & Lou, K.-R. (2011). An improved algorithm and solution on an integrated production-inventory model in a three-layer supply chain. *International Journal of Production Economics*, 136(2), 384-388.

William Paterson University
Decision Sciences: Production Planning

Ben-Daya et al. (2010) established a joint economic lot-sizing problem (JELP) for a three-layer supply chain with one supplier, one manufacturer, and multiple retailers, and then proposed a heuristic algorithm to obtain the integral values of four discrete variables in the JELP. In this paper, we first complement some shortcomings in Ben-Daya et al. (2010), and then propose a simpler improved alternative algorithm to obtain the four integral decision variables. The proposed algorithm provides not only less CPU time but also less total cost to operate than the algorithm by Ben-Daya et al. (2010). Furthermore, our proposed algorithm can solve certain problems, which cannot be solved by theirs. Finally, the solution obtained by the proposed algorithm is indeed a global optimal solution in each of all instances tested.

Jinn-Tsair Teng is a member of the faculty at William Paterson University.

Cárdenas-Barrón, L.E., Wee, H.-M., & Teng, J.-T. (2011). A supplement to “Using the EPQ for coordinated planning of a product with partial backordering and its components.” *Mathematical and Computer Modelling*, 54(1-2), 852-857.

William Paterson University
Decision Sciences: Inventory Management

The main contribution of this paper is to present an alternative approach to determine the integer variables in the lot-sizing plan of a two-stage inventory system, as well as correcting some minor technical errors in Drake et al. The proposed procedure is simple and requires no tedious computational effort. Furthermore, the proposed procedure discriminates between the situation in which there is a unique solution and when there are two solutions for each integer variable (N_i). Finally, we apply the proposed procedure to obtain the optimal solution.

Jinn-Tsair Teng is a member of the faculty at William Paterson University.

Carrillat, F.A., Ladik, D.M., & Legoux, R. (2011). When the decision ball keeps rolling: An investigation of the Sisyphus effect among maximizing consumers. *Marketing Letters*, 22(3), 283-296.

Seton Hall University
Marketing: Consumer Behavior

Maximizing and satisficing consumers are distinguished by the quest for perfection (the former) versus the acceptance of good-enough options (the latter). The emerging literature in this field leans toward a view of maximizers as consumers who take into account as much information as possible in order to achieve the best purchase outcome. Our article explores the paradoxical phenomenon that maximizers minimize the value of information resulting from their past experiences; i.e., their previous purchase decisions. As a modern Sisyphus rolling his boulder back up the hill after every decision, a maximizer starts anew for each decision that is undertaken even if a similar process has been undertaken in the past; the very quest for perfection makes a maximizer minimize the value of past decisions. Furthermore, the generalizability of this finding is examined for different levels of purchase involvement. Results from two studies, including a probabilistic sample drawn from the general U.S. population, show that past retail store performance becomes a weaker predictor of repurchase intention as maximization tendencies increase among consumers. In the same vein, regret has less negative impact on maximizers' behavioral intention than on satisficers'. In addition, when involvement increases through price, satisficers start to behave like maximizers as past service experiences becomes less strongly related to their intention. The support found for the Sisyphus effect is discussed in light of the current theorization of Schwartz and colleagues regarding maximizing consumers. Finally, suggestions for further research are developed.

Daniel M. Ladik is a member of the faculty at Seton Hall University.

Creamer, G. (2011). Linking entity resolution and risk: A boosting approach. *Eastern Economic Journal*, 37(1), 150-164.

Stevens Institute of Technology
Decision Sciences: Credit Risk

A major emerging problem among consumer finance institutions is that customers that are not well recognized might be riskier than customers that are fully recognized. Fortunately, financial institutions count with external vendors databases that indicate the level of recognition of their customers. However, this information is normally presented as features with partial scores that must be aggregated into an overall matching accuracy score. This score indicates how similar a record is to a master database that contains the best available public information about a specific customer. In addition, information management and risk management departments of financial institutions may have very different models. Hence, it is necessary to connect the customer recognition information with risk models. This paper studies this problem in two parts: (1) generation of a matching accuracy score to quantify the status of entity resolution between consumer records of a major financial company and an external database, and (2) evaluation of the relationship between the matching accuracy score and several risk segments. As a final result, an overall matching accuracy score is obtained for every customer using the most current account information and a learning algorithm. The matching accuracy score is an indicator of the level of customer recognition. This matching accuracy score is correlated with the FICO score (FICO is a risk score generated by the company Fair Isaac & Co. The maximum value of FICO is 850. In this paper, values above 720 are considered Superprime, between 661–719 are Prime, 600–660 are Near Prime, and less than 600 or not available are Subprime).

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

DiGabriele, J.A. (2011). An observation of differences in the transparent objectivity of forensic accounting expert witnesses. *Journal of Forensic & Investigative Accounting*, 3(2) (*Special Issue*), 390-416.

Montclair State University
Accounting: Expert Witness

This paper reports the views of forensic accountants, attorneys, and accounting academics concerning the perception of forensic accounting expert witness' transparency. The core insights from the study are the differences in participant's views within the role of a forensic accountant acting as a testifying expert and consultant. Forensic accountants disagreed with attorneys on all nine survey items. The results of this study could influence the future behavior of forensic accountants engaging in expert testimony by offering evidence in areas where there is a disconnect between perceptions of the forensic accountant's role in expert testimony.

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

DiGabriele, J.A. (2011). Revisiting the integration of forensic accounting and the auditing paradigm. *The Forensic Examiner*, 20(2), 70-74.

Montclair State University
Accounting: Forensic Accounting

Results of a recent survey are presented to illustrate a level of agreement among accounting educators, auditors, and forensic accountants that the current professional audit framework driven by an evolving regulatory and standard setting environment requires the synthesis of forensic accounting skills into the auditing process. The addition of forensic accounting techniques should be part of an auditor's skill set to increase the probability of detecting fraud. The successful integration of skill sets will enhance the likelihood of fraud detection during an audit engagement. There are some fundamental differences between forensic accountants and auditors. However, enough common ground exists to allow auditors to successfully acquire and implement the requisite forensic accounting knowledge, skills, and abilities necessary to detect fraud during an audit engagement. Presentation of these results draws attention to the fact that further integration of forensic accounting skills into the audit process represent a paradigm shift within the profession.

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

Dills, A.K., Morgan, H.N., & Rotthoff, K.W. (2011). Recess, physical education, and elementary school student outcomes. *Economics of Education Review*, 30(5), 889-900.

***Drew University and Seton Hall University
Economics: Economics of Education***

Today's children experience a decreased amount of time at recess and fewer physical education (PE) classes throughout the school day. Breaks for physical activity limit class time for academics, potentially reducing learning. However, breaks may improve alertness and achievement. Using the Early Childhood Longitudinal Survey Kindergarten Class of 1998-1999, we evaluate how recess and PE in elementary school influence children's learning. We find no statistically significant or economically significant impacts of weekly recess or PE time on student learning for kindergarteners through fifth graders. For example, in kindergarten, adding an hour a week of recess reduces the average test score gain in reading by a statistically insignificant 0.01 standard deviations. An additional 49 minutes per week of PE in kindergarten improves reading test score gains by a statistically insignificant 0.05 standard deviations. We find no statistical difference in the male and female students' response to recess and PE. Evidence suggests that recess and PE do not harm student outcomes.

Hillary N. Morgan is a Senior Data Analyst at Drew University. Kurt W. Rotthoff is a member of the faculty at Seton Hall University.

Florenthal, B., & Arling, P. (2011). Do green lifestyle consumers appreciate low involvement green products? *The Marketing Management Journal*, 21(2), 35-45.

William Paterson University
Marketing: Green Products

Green products have become popular and have been targeted toward consumers who lead green lifestyles. Still, some green products are assumed to be more appealing to this group than others, sometimes based on level of involvement. This study tests a low involvement green product in terms of being appealing to consumers with green lifestyles. A theoretical model was developed and tested using a structural equation model. Results indicate that consumers with green lifestyles do value green attributes of low involvement products, in terms of consumer's attitudes and behavioral intentions. These results imply that companies with green low involvement products should target high-income females and stress the green attribute to motivate purchase intention.

Bela Florenthal is a member of the faculty at William Paterson University.

Frank, E., Paul, D.P., & Nersesian, R. (2011). Hospitalists at an academic medical center, Part 1: Impact of a voluntary pilot hospitalist program. *Hospital Topics*, 89(4), 75-81.

Monmouth University
Management: Hospitalists

The use of hospitalists – physicians who limit their practice largely or exclusively to hospital inpatient care - has been a growing trend in the U.S. This paper examines some pressures affecting an academic medical center and presents the results of a hospitalist pilot project there. Based upon the criteria of reduced patient length of hospital stay, hospital financial savings, physician satisfaction and payer interest, the pilot hospitalist program was successful within 6 months.

David P. Paul III and Roy Nersesian are members of the faculty at Monmouth University.

Frank, E., Paul, D.P., & Nersesian, R. (2011). Hospitalists, Part 2: Guidelines and suggestions for the expansion of a pilot hospitalist program at an academic medical center. *Hospital Topics*, 89(4), 82-91.

***Monmouth University
Management: Hospitalists***

Previously, we discussed the successful introduction of a pilot hospitalist program at an academic medical center. Now, we examine “best practices” for the expansion of such a program. Many studies have shown hospitalists to be associated with improvements in hospital quality indicators such as decreased length of stay, but the conditions necessary for the expansion of a hospitalist program have received considerably less attention. In this paper, we review guidelines and empirical evidence from the literature for the successful implementation of hospitalist programs generally and present specific recommendations for a previously described pilot hospitalist program at an academic medical center.

David P. Paul III and Roy Nersesian are members of the faculty at Monmouth University.

Gagnon, S., Nabelsi, V., Passerini, K., & Cakici, K. (2011). The next Web apps architecture: Challenges for SaaS vendors. *IT Professional*, 13(5), 44-50.

***New Jersey Institute of Technology
Information Technology: Software and Web Apps Vendors***

Many vendors dream about making it big in the cloud, but licensing Web apps is a fiercely competitive market with rampant risks. Software as a service must overcome several challenges to prove itself as a successful business model. Cloud computing was the key buzzword of 2010 in IT media, confirming Gartner analysts' prediction that it would be the year's top trend and leading them to predict similar excitement in 2011. Software and Web apps vendors are indeed buying into the promise of cloud expansion, with both large and small businesses increasingly considering this form of application delivery. Unfortunately, too many developers are envisioning unlimited demand, overlooking obstacles to business adoption, and designing complex products with short life spans—in effect putting their businesses on a straight road to bankruptcy. IT leaders looking at Web apps solely from a technical feasibility viewpoint fail to understand the industry dynamics and the market-related and legal risks involved. We offer a reality check of the Web apps landscape, where cloud technology could replace traditional Web architectures in key market segments.

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

Groothuis, P.A., Groothuis, J.D., & Rotthoff, K.W. (2011). Time on camera: An additional explanation of NASCAR tournaments. *Journal of Sports Economics*, 12(5), 561-570.

Seton Hall University
Economics: Tournament Structure

National Association for Stock Car Auto Racing's (NASCAR) monetary reward structure uses a linear payout for races, with a nonlinear payout for the season long tournament. The authors suggest that the season long nonlinear payout is magnified by taking into consideration the value of sponsorship time on camera and sponsor mentions during a race on TV. Given the importance of corporate sponsorship in NASCAR, the authors suggest that performance in a race provides additional benefits that are not captured in the monetary payout.

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

Hall, E.H., Jr., & Lee, J. (2011). A CEO's most important strategic asset: Assessing corporate reputation. *International Journal of Economics and Management*, 1(3), 1-23.

Rowan University
Management: Corporate Reputation

Past research has used the Fortune Most Admired Companies index as a proxy for such difficult-to-measure variables as corporate reputation, corporate social responsibility, and stakeholder orientation. Utilizing the Fortune reputation index, the present study investigates the relationship between corporate reputation and the remuneration tendered to the leaders of these most admired companies. Given that the CEO wields the greatest power and potential to influence a firm's reputation it is suggested that the most widely respected firms would compensate their CEOs with higher levels of remuneration. The present study provides an empirical test of the reputation-remuneration linkage. Using the Fortune index as a measure of corporate reputation, the results of the present study reveal a significant and positive relationship between CEO compensation and corporate reputation.

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

Hall, E.H., Jr., Lee, J., & Whang, K.S. (2011). An international study of corporate reputation, diversification, and performance. *International Journal of Business and Management Research*, 1(3), 1-21.

***Rowan University
Management: Fortune Reputation Index (FRI)***

Studies focusing on difficult-to-measure variables, such as corporate reputation (Fombrun, 1996; Fombrun & Shanley, 1990), corporate social responsibility (Conine & Madden, 1986; McGuire, Sundgren & Schneeweis, 1988), and stakeholder orientation (Chakravarthy, 1986; Preston & Sapienza, 1990) have looked predominantly to the Fortune Reputation Index (FRI) as a solution for operationalizing their variables. Although the Fortune Reputation Index has been widely regarded as a haven for here-to-for illusive variables, a study conducted by Fryxell & Wang (1994) provides evidence that questions the use of the Fortune index, citing the index's close dependence on financial performance measures. However, a study by Lee & Hall (2008) has reestablished the confidence in the Fortune Reputation Index as a measure of corporate reputation and social responsibility. The present study seeks to assess the effects of corporate reputation on firm performance utilizing an international data set that includes firms from the United States and Japan. Results reveal a significant and positive relationship between firm performance and corporate reputation.

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

Han, H.-J., Hiltz, S.R., Fjermestad, J., & Wang, Y. (2011). Does medium matter? A comparison of initial meeting modes for virtual teams. *IEEE Transactions on Professional Communication*, 54(4), 377-391.

***New Jersey Institute of Technology
Information Technology: Impact of Initial Medium Mode***

Research Problem: There are no prior studies comparing modes of communication for virtual teams working over a substantial period of time that combined an initial synchronous desktop audio or video meeting with subsequent text-based computer-mediated communication (CMC). Research Questions: Does the initial medium condition impact decision-making quality, creativity, group development, and process satisfaction? Literature Review: Previous literature on media richness (the ability of a medium to carry and reproduce information based on feedback, multiple cues, language variety, and personal focus) and group outcomes (the level of creativity and quality of the work delivered by the group) suggests that ad-hoc groups using asynchronous CMC alone (without any initial meeting) or asynchronous CMC combined with an initial face-to-face (FTF) meeting have significantly higher levels of creativity and decision quality, compared to single-mode synchronous CMC groups or FTF groups. Methodology: In this study, a laboratory experiment was conducted with 136 participants from 14 countries. All teams used asynchronous CMC for two weeks for a software requirements task, following an initial synchronous meeting in one of four conditions: FTF, desktop audioconferencing, desktop videoconferencing, or text only. Results and Discussion: Results suggest that there are no significant differences among the four conditions. This research indicates that it does not matter what medium is used for an initial short meeting of a group that is to subsequently work together via asynchronous text communication.

Starr R. Hiltz and Jerry Fjermestad are members of the faculty at New Jersey Institute of Technology.

Healy, W.J., Taran, Z., & Betts, S.C. (2011). Sales course design using experiential learning principles and Bloom's taxonomy. *Journal of Instructional Pedagogies*, 6, 1-10.

William Paterson University
Pedagogy: Experiential Learning

Practitioner concerns and the changing educational marketplace are pressuring colleges to provide more skills based learning. Among the newer skill based areas of study that is greatly in demand is professional sales. In this paper, two courses in a successful professional sales program are examined through the lenses of experiential learning theory and Bloom's taxonomy of educational objectives. Experiential learning theory posits that cycles of experience and reflection can create greater levels of understanding and skills. Bloom's taxonomy provides a sequence of increasingly comprehensive and complex levels of learning. These two frameworks are conceptually combined to show how experiential learning cycles can incrementally move students to higher levels of learning. The exercises and activities in the professional sales courses support and illustrate this important concept and show how tangible, marketable skills can be developed in a classroom setting

William J. Healy and Stephen C. Betts are members of the faculty at William Paterson University.

Hunter, R.J., Jr., Shannon, J.H., & Blodgett, M. (2011). The Bureau of Consumer Financial Protection: Regulation, deregulation, and reregulation. *Business Law Review*, 44(May), 113-139.

Seton Hall University
Legal Studies: Consumer Financial Protection

At the end of the first decade of the twenty-first century, a debate continues to rage between those who favor increased government regulation and those who continue to champion a lessened role for government in both business and society. This clash of ideas and philosophies will no doubt play an important part in the challenges to our political, economic, and legal systems in the future. Three contemporary issues have come to the forefront in recent months: the near financial collapse of 2008-2009; the tragedy surrounding the mine disaster in West Virginia in April 2010; and the environmental disaster caused by the off-shore drilling spill in the Gulf of Mexico. The confluence of these three events has caused a renewed interest in questions concerning regulation of business on the federal level and the proper role of the federal government in the U.S. economy. How these issues and others which will no doubt arise in the future are resolved may offer a glimpse at whether the “regulation conundrum” is resolved in favor of more or less governmental regulation of significant aspects of our American economy. This conundrum can be seen in the debate that swirled around the passage of the Consumer Financial Protection Act of 2010 and the creation of the Bureau of Consumer Financial Protection in the spring and summer of 2010.

Richard J. Hunter, Jr. and John H. Shannon are members of the faculty at Seton Hall University.

Hunter, R.J., Jr., Shannon, J.H., O'Sullivan-Gavin, S., & Blodgett, M. (2011). Regulation: A historical perspective and discussion of the impact of the Commerce Clause and the Fourteenth Amendment and the move to deregulate the American economy. *University of La Verne Law Review*, 32(May), 137-164.

***Seton Hall University and Rider University
Legal Studies: The Commerce Clause and the Fourteenth Amendment***

The government created under the Articles of Confederation that existed from 1781 to 1789, lacked the authority to regulate commerce between the states or to enforce contractual obligations across state borders. This fundamental deficiency was among the most important factors that led to the enactment of the United States Constitution and to the creation of a strong federal or central government. In fact, there was one other reason for the rejection of the Articles—a widely held belief that the “Articles of Confederation had failed in large part because the states had waged destructive trade wars against one another.” In order to remedy this deficiency, the new Constitution gave Congress the power to regulate interstate commerce through what has been termed as the “Commerce Clause,” found in Article I of the Constitution.

Richard J. Hunter, Jr. and John H. Shannon are members of the faculty at Seton Hall University. Susan O'Sullivan-Gavin is a member of the faculty at Rider University.

Hunter, R.J., Jr., & Ryan, L.V. (2011). The Polish economy in 2010: A retrospective view looking towards 2011. *International Journal of Humanities and Social Science*, 1(9) (Special Issue), 65-69.

Seton Hall University
International Business: Polish Economy

This paper discusses the Polish economy in the period 2010-2011. It focuses on several positive aspects, including privatization and foreign direct investment and several negative aspects of the economy including unemployment, infrastructure deficits, and deficits in public finances.

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

Hunter, R.J., Jr., & Ryan, L.V. (2011). Reflections in twenty years of political and economic change in Poland. *Global Economy Journal*, 11(1) (Article 5), 1-15.

Seton Hall University

International Business: Economic Change in Poland

This article deals with a discussion of the policy perspectives on the past 20 years of economic change in Poland. The article looks at the range of areas (political and economic systems) subject to transition; the evolutionary nature of the change; and the sequence of change. The article calls upon more than 20 years of research into these areas and questions and discusses the nature of change in the stabilization, liberalization and privatization programs. It concludes by providing insights on lessons that may be learned from reform efforts. The authors conclude that the Polish experience proved conclusively that reducing the budget deficit through the elimination of state subsidies, controlling the money supply, and creating a stabilized rate of exchange and a fully convertible currency can be successful even in a state-controlled, state sector-dominated socialist economy as existed in Poland in 1989-1990. The article further asserts that it is also now apparent that only a radical stabilization-liberalization program is capable of abolishing the massive shortages which became the main characteristics of the failed socialist system. Further, the authors argue that the changes initiated in Poland as a result of the implementation of the Balcerowicz Plan fundamentally changed the mentality of economic activity from state-centered to private-centered. It is this change in the dynamic mentality that may be most important in Poland achieving success over the past 20 years.

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

Hunter, R.J., Jr., & Ryan, L.V. (2011). Polish election 2010: Possible political and economic implications (an optimistic scenario). *The Sarmatian Review*, 30(1), 1547-1549.

Seton Hall University
International Business: Polish Election of 2010

Bronislaw Komorowski, the candidate of the Civic Platform Party (Platforma Obywatelska) was inaugurated as the president of Poland on August 6, 2010. His election on July 4, 2010 (he succeeded President Lech Kaczynski who perished in the Smolensk air catastrophe on April 10, 2010) will doubtless influence the political course Poland will take in the forthcoming years. Although a representative of a center-right party with ties to the Solidarity labor movement (he spent one month in jail in 1980), Komorowski is perceived as less conservative than his opponent who heads the Law and Justice Party (Prawo i Sprawiedliwosc). Komorowski represents a party that bills itself as pro-business, opening him up to criticism that he has abandoned his proworker Solidarity roots. In contrast, Kaczynski was supported by the Solidarity Workers' Union and officially endorsed by its president, Janusz Sniadek. Kaczynski also received much support in the rural parts of Poland, especially in the south and southeast.

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

Hunter, R.J., Jr. (2011). Judicial review of administrative rule making. *Mustang Journal of Law & Legal Studies*, 2, 31-39.

Seton Hall University
Legal Studies: Administrative Law

Administrative law is certainly an important part of the fabric of the legal system in the United States. Whenever a governmental regulation or an administrative rule is challenged in court in the United States, an analysis of the right or principle in question must first be undertaken. In so doing, courts are confronted by a choice in either applying a strict scrutiny analysis or a rational basis analysis. In addition, in certain specific cases, a court might apply what has been termed as an “intermediary scrutiny” in resolving a problem. This article analyzes these three constitutional standards and provides a backdrop for those who are interested in looking at the process that a court in the United States will undertake in order to determine if the government possesses the power to enact the particular regulation that is being challenged on constitutional grounds.

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

Hunter, R.J., Jr., Lozada, H.R., & Mayo, A. (2011). Censorship in the video game industry: Government intervention or parental controls? *University of Denver Sports and Entertainment Law Journal*, 5(9), 54-72.

Seton Hall University

Legal Studies: Censorship in the Video Game Industry

The article is a comprehensive review of the constitutional issues surrounding legislation which regulates the video game industry in the context of the Illinois Sexually Explicit Video Game Law (SEVGL). The article reviews the process of the Entertainment Software Rating Board (ESRB), the application of strict scrutiny analysis by the Court of Appeals, the discussion relating to the constitutionality of the SEVGL, and revisits the important precedents found in Ginsberg and Miller. The article offers a suggestion for future legislative efforts in the area of regulation of this important industry.

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

Hunter, R.J., Jr., Mest, D.P., & Shannon, J.H. (2011). A focus on the Foreign Corrupt Practices Act (FCPA): Siemens and Halliburton revisited as indicators of corporate culture. *Atlantic Law Journal*, 13, 60-90.

Seton Hall University

Legal Studies: Foreign Corrupt Practices Act (FCPA)

The February 12, 2010 Economist reported: “The Obama administration is enforcing the Foreign Corrupt Practices Act (FCPA) with evangelical zeal and employing techniques once reserved for fighting organized crime.” In a similar fashion, attorneys Stephen J. Haedicke and W. Richard Schroeder, commenting on events of September of 2008, noted that “This recent flurry of activity confirms that the DOJ (Department of Justice) is holding steady on its promise to go after individuals involved in FCPA violations, and not just companies.” These assertions prompt a reexamination of one of the most important and controversial pieces of legislation impacting on international business that Congress has enacted in the past thirty-five years: The Foreign Corrupt Practices Act of 1977.

Richard J. Hunter, Jr., David P. Mest, and John H. Shannon are members of the faculty at Seton Hall University.

Ito, T., Niki, E., Takida, R., Mehta, R. Passerini, K., & Sakamoto, M. (2011). Transactions and cross shareholdings in Mazda's Keiretsu: A centrality analysis. *Artificial Life and Robotics*, 16(3), 297-300.

New Jersey Institute of Technology
Decision Sciences: Transactions and Cross Shareholdings

Maintaining symbiotic inter-relationships with suppliers is an integral part of developing tightly interwoven vertical supply arrangements among members participating in a network of companies. This article reviews the relevant literature on network theory to test the interrelationships among transactions, cross shareholdings, and sales among all the firms in Mazda's Yokokai Keiretsu. Rooted in graph theory, the degree of betweenness, cross shareholdings, and closeness indicators were used to compute the centrality index, which was then employed to explore the nature of the relationship between transactions and sales, as well as that between cross shareholdings and sales. The findings reveal statistically significant inter-correlations between transactions and sales, and between cross shareholdings and sales. Managerial implications are discussed and conclusions are presented.

Rajiv Mehta and Katia Passerini are members of the faculty at New Jersey Institute of Technology.

Jeffers, A.E. (2011). How Lehman Brothers used Repo 105 to manipulate their financial statements. *Journal of Leadership, Accountability and Ethics (JLAE)*, 8(5), 44-55.

Montclair State University
Accounting: Lehman Brothers and Repo 105

The questionable accounting technique, known as Repo 105, allowed Lehman Brothers to temporarily appear healthier in the eyes of its investors, creditors and other interested parties. These material transactions had the ability to affect the decisions of prudent persons. Nevertheless, Lehman failed to disclose these transactions in the notes to their financial statements and in their filings to the SEC. In this paper, an examination is made of whether Repo 105 transactions were properly recorded and disclosed in Lehman's financial statements and whether Lehman's executives behaved ethically. To answer these questions, an examination is made of Generally Accepted Accounting Standards, the Sarbanes-Oxley Act and the Institute of Management Accountants standards. Our findings suggest that Lehman behaved unethically. Implications of our findings are discussed and suggestions are made for future research.

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

Jeffers, A.E. (2011). Lehman Brothers - The thin line between aggressive accounting & unethical behavior. *European Journal of Management (EJM)*, 11(4), 93-101.

Montclair State University
Accounting: Repo 105

The failure of Lehman Brothers in 2008 helped to accelerate the global financial crisis. Subsequent to Lehman's bankruptcy, it came to light that the company had been using an aggressive accounting technique known as Repo 105 to make their financial statements appear healthy when they were in terrible shape. The question is did Lehman's management simply use aggressive accounting or were they behaving unethically. Further, what is the difference between the use of aggressive accounting and unethical behavior? To answer these questions, an examination is undertaken of Lehman's actions in relation to the relevant accounting and disclosure requirements as well as the SEC's antifraud provisions. Furthermore, to examine ethical behavior, the IMA Ethical Standards and the Sarbanes Oxley Act are considered along with the notions of fairness and conflict of interest. The findings suggest that the management of Lehman Brothers behaved unethically by using Repo 105 to mislead the investors.

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Jeffers, A.E., & DeGaetano, L.A. (2011). The relationship between sustainability initiatives and the corporation's bottom line. *Journal of International Management Studies (JIMS)*, 11(2), 12-21.

Montclair State University
Accounting: Sustainability Initiatives

Many corporations are enacting sustainable measures or enacting green initiatives. It is believed that companies that take steps toward sustainability can increase their profits substantially. Hence, although many companies state that they are going green primarily to protect the environment and to satisfy their shareholders, customers and other stakeholders, their green initiatives generally result in a positive impact on their bottom line. Hence it may be a win-win situation for them. In this paper, an examination is made of these sustainable practices by corporations in order to identify the specific impact that these initiatives are having on the bottom line of these corporations. Hence we examine how these initiatives are strategically used by corporations to enhance their financial performance as well as how they are reported. We use real life examples for illustrative purposes.

Agatha E. Jeffers and Laurence A. DeGaetano are members of the faculty at Montclair State University.

Kothandaraman, P., Agnihotri, R., & Anderson, R.E. (2011). The salesperson's role in CRM success: Exploring the value of salespersons' mapping of buying centre structure. *The Marketing Review*, 11(3), 249-261.

William Paterson University
Marketing: Industrial Buying

Perhaps the most important, yet underutilised resources in customer relationship management are salespeople. Drawing upon literature from social network theory, personal selling, sales management, and industrial buying behaviour, buying centre mapping is proposed as a tool for salespeople to improve customer relationship management (CRM). A framework linking a salesperson's systematic mapping of buying centre structure to the CRM strategy development and implementation is outlined. Implications for theory and practice are discussed in detail.

Prabakar Kothandaraman and Raj Agnihotri are members of the faculty at William Paterson University.

Lee, J., Pati, N., & Roh, J. (2011). Relationship between corporate sustainability, performance and tangible business performance: Evidence from oil and gas industry. *International Journal of Business Insight and Transformation*, 3(3), 72-82.

Rowan University
Management: Sustainability

Sustainability has become an important domain for business researchers in the current decade due to the imperative that businesses must create values for their stockholders while simultaneously meeting their social responsibilities in order to make a sustainable world. To this end, the current empirical study examined the impact of Corporate Sustainability Performance (CSP) on a firm's Tangible Business Performance (TBP) in the context of the oil and gas industry due to their significant sustainability footprints. Using the data set called Pacific Sustainability Index (PSI), published by the Roberts Environmental Center, the research studied the direction and magnitude of relationships between key strategic factors. Hierarchical Regression Analysis was utilized to study the relationship between a firm's business performance with respect to various dimensions of accounting and marketing based performance as well as the sustained growth rate. The study also explored the relationships between TBP and several strategic factors such as the size of the firm, manufacturing cost efficiency, capital intensity, debt leverage, and labor productivity. The study concludes that PSI and Research and Development (R&D) Intensity are major determinants of business performance in the oil and gas industries across countries.

Joob Lee, Niranjana Pati, and James Roh are members of the faculty at Rowan University.

Levin, D.Z., Walter, J., & Murnighan, J.K. (2011). Dormant ties: The value of reconnecting. *Organization Science*, 22(4), 923-939.

***Rutgers University - Newark and New Brunswick
Management: Social Capital***

The social networks literature suggests that ties must be maintained to retain value. In contrast, we show that reconnecting dormant ties—former ties, now out of touch—can be extremely useful. Our research prompted Executive MBA students to consult their dormant contacts about an important work project; outcomes compared favorably to those of their current ties. In addition, reconnecting previously strong ties led to all of the four benefits that are usually associated with either weak ties (efficiency and novelty) or strong ties (trust and shared perspective). These findings suggest that dormant relationships—often overlooked or underutilized—can be a valuable source of knowledge and social capital.

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

Levin, D.Z., Walter, J., & Murnighan, J.K. (2011). The power of reconnection - How dormant ties can surprise you. *MIT Sloan Management Review*, 52(3), 45-50.

***Rutgers University - Newark and New Brunswick
Management: Dormant Ties***

The Web has made it easier than ever to reconnect with long-lost professional colleagues. Does it pay to do so? New research says yes — and suggests that every smart manager will try. This research has three main findings: First, dormant ties are as valuable — and often even more valuable — than current ties. Second, insights from dormant ties tend to be more novel, and more efficient to get, than those from current ties. Third, the pool of helpful dormant ties is surprisingly deep.

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

Long, J., Gao, Z., Orenstein, P., & Ren, H. (2011). Control strategies for dispersing incident-based traffic jams in two-way grid networks. *IEEE Transactions on Intelligent Transportation Systems*, 99, 1-13.

Seton Hall University
Decision Sciences: Control Strategy

Effective control strategies are required to disperse incident-based traffic jams in urban grid networks when dispersal cannot be achieved simply by removing the obstruction. This paper develops a selection of such automated, innovative control strategies and demonstrates their effectiveness in dispersing incident-based traffic jams in two-way rectangular grid networks. Using the spatial topology of traffic jam propagation, we apply the concept of a vehicle movement ban, which is frequently adopted in real urban networks as a temporary traffic management measure. We develop a number of control strategies which focus on various spatial configurations of the vehicle movement ban as well as a combination of these control strategies and evaluate the impact of these control strategies on the changes in traffic jam size and congestion delay. We simulate the processes of traffic jam formation and dissipation using the cell transmission model and demonstrate the performance of the proposed strategies. Simulation results show that the proposed strategies can indeed disperse incident-based traffic jams efficiently. Finally, we discuss the implications of this work to real traffic networks and provide direction as to how the strategies could be implemented as part of an integrated transportation policy used in real-time traffic signaling networks, such as the Central London instrumentation project.

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

Mareschal, P.M., & Rudin, J.P. (2011). E-government versus e-business: A comparison of online recruitment in the public and private sectors. *The American Review of Public Administration*, 41(4), 453-467.

***Rutgers University - Camden and Rowan University
Legal Studies: E-Government***

In this study, the authors assessed the usability of e-recruitment websites in the 50 states and the 50 largest American businesses. It is found that states were much less likely than businesses to accept online job applications. For example, it is impossible to apply online for a state government position in the three largest states. When it was possible to apply online for a state government job, the websites tended to be less user-friendly and informative than their private-sector counterparts. The major exception to this pattern was that the state government websites tended to be less secretive about pay rates. Because of the digital divide, state governments cannot rely exclusively on online applications. However, state governments should be able to offer a more advanced online job application process. The authors conclude by discussing implications for e-democracy, offering suggestions for research and practice, and identifying the two states with the least advanced recruitment practices.

Patrice M. Mareschal is a member of the faculty at Rutgers University - Camden. Joel P. Rudin is a member of the faculty at Rowan University.

McCrea, E.A., & Torres-Baumgarten, G.M. (2011). Mail Boxes Etc. or the UPS store? A decision from a franchisee's perspective. *Entrepreneurship Theory and Practice*, 35(3), 595-610.

***Seton Hall University and Ramapo College of New Jersey
Management: A Franchisee Perspective***

In 2001, the United Parcel Service (UPS) purchased the entire Mail Boxes Etc. (MBE) franchise system. After test marketing several new concepts in 2003, the corporation strongly encouraged franchise owners to reposition their MBE outlets as "The UPS Store." Joseph and Courtney Morris, owners of a thriving MBE outlet, faced a quandary: should they retain their well-established MBE identity, adopt the new UPS brand name, or sell their franchise outright? The case incorporates both family issues and business factors as the franchisees struggle with a decision that could have significant impacts on their financial future.

Elizabeth A. McCrea is a member of the faculty at Seton Hall University. Gladys M. Torres-Baumgarten is a member of the faculty at Ramapo College of New Jersey.

McMullen, D.A., Sanchez, M.H., & Stout, D.E. (2011). Initial Public Offerings and the role of the management accountant. *Management Accounting Quarterly*, 12(2), 11-23.

Rider University
Accounting: Initial Public Offerings

This paper provides an overview of the initial public offering (IPO) process and the role of the management accountant in that process. We begin by addressing the question, “Why should management accountants, as part of their professional training, have at least rudimentary knowledge of IPOs and of their role in the IPO process?” We argue that, given the recently adopted definition of Management Accounting, all management accountants (as part of their role in implementing strategy) need some basic background in the IPO process. This discussion is followed by an analysis of both the costs and the benefits of “going public.” We then provide an overview of the Securities Act of 1933-the statute that governs the sale of securities in the U.S.-as well as pertinent SEC regulations that are associated with implementation of this Act and the “registration” process. This is followed by an overview of the IPO process, including an estimated timeline associated with a typical offering. We conclude with a discussion of the IPO process itself as well as the role of the management accountant in this process. Specifically, management accountants participate in the IPO process in six major ways: preparing GAAP-based financial statements; selection of an outside accounting firm; selection of an underwriter for the IPO and drafting of the prospectus; meeting SEC Form S-1 reporting requirements; determining the initial offering price and preparing for the “road show;” and, assisting the company’s CFO both pre-and post-IPO. In short, the paper provides an overview of all IPO-related topics currently covered on the CMA exam. We believe this paper will be of interest to management accountants, to management accounting professors, and to accounting students-particularly since the paper provides exposure to an area of practice to which accounting students might otherwise not be exposed in the formal accounting curriculum.

Dorothy A. McMullen and Maria H. Sanchez are members of the faculty at Rider University.

Meric, G., Pati, N., & Meric, I. (2011). Co-movements of the Indian stock market with other stock markets: Implications for portfolio diversification. *Indian Journal of Finance*, 5(10).

***Rider University and Rowan University
Finance: Indian Stock Market***

In this paper, the researchers have studied the co-movements of the Indian stock market with thirteen other stock markets before, during, and after the 2008 financial/economic crisis. The findings indicate that there is considerable time-varying volatility in the correlation of the Indian stock market with the other stock markets. The trend analysis results show that correlations between the Indian stock market and the other stock markets have been increasing, which suggest that the benefits of global portfolio diversification have been decreasing. The researchers found three statistically significant principal components in terms of the similarities of the co-movement patterns of the Indian stock market, with the other stock markets. Investors in the Indian stock market could maximize their global diversification benefit by investing in the stock markets with the highest factor loadings in the three different principal components during the May 15, 2006-August 5, 2010 period. The Granger-causality test results show that the U.S., Hong Kong, New Zealand, and Australian stock markets can predict the returns of the Indian stock market. The Indian stock market, in turn, can predict the returns of the Malaysian, Indonesian, South Korean, Taiwanese, Hong Kong, and German stock markets at conventional significance levels. This research has significant implications for portfolio diversification decisions.

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

Meric, G., Welsh, C., Weidman, S., & Marmon, R. (2011). The effects of the 2008 stock market crash on the managerial behavior, financial characteristics, and competitiveness of large U.S. corporations. *Global Journal of Business Issues*, 5(1), 11-20.

Rowan University
Finance: Stock Market Crash

Studying the determinants of managerial behavior and competitiveness during normal periods is a popular research topic in business administration. However, the effects of stock market crashes on managerial behavior, firm financial characteristics, and competitiveness have not been studied sufficiently. In this paper, we study the effects of the 2008 stock market crash on the managerial behavior, financial characteristics, and competitiveness of a large sample of U.S. Fortune 500 corporations with data from the COMPUSTAT database. We compare the financial characteristics of the firms before the 2008 stock market crash in 2007 and after the crash in 2009 to derive conclusions about the effects of the crash on the managerial behavior and competitiveness of the firms. We find that the firms in the research sample were less competitive with lower profit margins and lower total asset turnovers after the crash. Their total debt ratios slightly increased after the crash raising their financial risk. Liquidity shortage was one of the important causes of the 2008 stock market crash that increased the firms' default risk causing stock prices to fall sharply. We observe that firm managers opted to maintain significantly higher levels of liquidity after the crash reducing the firms' technical insolvency risk.

Gulser Meric, Carol Welsh, Stephanie Weidman, and Richard Marmon are members of the faculty at Rowan University.

Meric, I., & Meric, G. (2011). *Sector and global investing: Risks, returns, and portfolio diversification benefits*. Saarbrücken, Germany: VDM Publishing.

***Rider University and Rowan University
Finance: Portfolio Diversification***

Portfolio diversification is an important subject for investors. Exchange-traded index funds make it easy for investors to achieve sector and global portfolio diversification. This book explains the risks, returns, and portfolio diversification benefits of sector and global investments. The book consists of six parts and nineteen chapters. In the introductory first chapter in Part I, the authors explain the basics of risk, return, and portfolio diversification. The three chapters in Part II explain the risks, returns, and portfolio diversification benefits of investing in sector index funds. The three chapters in Part III explain the risks, returns, and portfolio diversification benefits of investing in global index funds. The five chapters in Part IV provide empirical evidence for the benefits of global portfolio diversification. The five chapters in Part V provide information regarding the characteristics of firms in different industries and countries. The two chapters in Part VI explain how global stock markets and individual company stocks are affected by stock market crashes.

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

Meric, I., Gishlick, H.E., Taga, L.S., & Meric, G. (2011). Risks, returns, and portfolio diversification benefits of country index funds in bear and bull markets. *Business and Economics Research Journal*, 2(1), 1-14.

***Rider University and Rowan University
Finance: Risk and Return***

In this paper, we study the risk-return performance of 23 Ishares country index funds in the U.S. during the May 19, 2008-March 9, 2009 bear market and the March 9, 2009-January 19, 2010 bull market. Our findings with the Sharpe and Treynor portfolio performance measures indicate that the Malaysia, Japan, U.S. and Switzerland country index funds had the best performance in both markets. The statistics indicate that, in terms of loss recovery from the bear market to the bull market, the Malaysia, Singapore, South Africa, and Australia funds had the best performance and the Belgium, Austria, Italy, and Germany funds had the worst performance. Exchange-traded country index funds make it easy for investors to achieve global diversification. Our findings with the PCA (Principal Components Analysis) methodology indicate that investors had more global diversification opportunities in the March 9, 2009-January 19, 2010 bull market than in the May 19, 2008-March 9, 2009 bear market.

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

Meric, I., Prober, L.M., Gong, L., & Meric, G. (2011). Co-movements of global stock markets before and after the 2008 stock market crash. *International Research Journal of Finance and Economics*, 74, 68-83.

***Rider University and Rowan University
Finance: Co-Movements of Global Stock Markets***

Empirical studies show that global stock market crashes tend to have a significant effect on the co-movement patterns of national stock markets. In this paper, we study the impact of the 2008 stock market crash on the co-movements of national stock markets and global portfolio diversification benefits. The data for the study are drawn from the Yahoo/Finance database and the study covers all the global stock markets included in the database. We compute rolling correlation coefficients to study time-varying correlation between the U.S. stock market and the world's other stock markets during the May 15, 2006-July 31, 2010 period. The findings indicate considerable volatility in the U.S. stock market correlation with all the other national stock markets, particularly with the Asian stock markets, during this period. U.S. correlation with all countries was very high during the October 10, 2007-March 9, 2009 crash period when all stock markets experienced a sharp fall. We use the Principal Components Analysis (PCA) technique to study the changes in the co-movement patterns of the markets. The number of statistically significant principal components is four for the May 15, 2006-October 10, 2007 pre-crash period, three for the October 10, 2007-March 9, 2009 crash period, and two for the March 9, 2009-July 31, 2010 post-crash period. These results imply that correlation between the world's stock markets has been increasing and global portfolio diversification benefits have been decreasing during the May 15, 2006-July 31, 2010 period. Our findings indicate that U.S., European, and Latin American investors would obtain the most portfolio diversification benefit by investing in Asian stock markets, and vice versa, in the post-crash period.

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

Meric, I., Prober, L.M., McCall, C.W., & Meric, G. (2011). Lead/lag linkages between European stock markets. *European Journal of Economics, Finance and Administrative Sciences*, 42, 139-149.

***Rider University and Rowan University
Finance: European Stock Markets***

In this paper, we study the lead/lag linkages between eighteen European stock markets with the Granger (1968, 1988) causality (G-C) technique with daily index returns data for the January 1, 2001-January 1, 2011 period. We find that the German, Belgian, Swedish, French, and Austrian stock markets are the most influential and the Irish, Norwegian, Spanish, and Dutch stock markets are the least influential stock markets in Europe. The Turkish, German, Finnish, and Irish stock markets are the least affected and the U.K., Portuguese, Spanish, and Danish stock markets are the most affected stock markets by the movements in the other European stock markets.

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

Mir, R. (2011). Blurring the boundaries between case analysis and ethnography: Reflections on a hybrid approach to researching multinational corporations. In R. Piekkari and C. Welch (Eds.), *Rethinking the Case Study in International Business and Management Research* (pp. 301-322). London: Edward Elgar Press.

William Paterson University
International Business: Case Study Research

Qualitative researchers in the field of organizational studies have often used the case studies inductively, but in a positivistic way. Their research seeks to move from the specific to the general, but the emphasis is still on discovery and unearthing, as if the case will reveal underlying information on the way organizations function. On the other hand, ethnographers operating primarily in other social sciences are more constructivist in their orientation, recognizing that the researcher is implicated in the research process. Both of these approaches are often suitable for different elements of organizational research. Unfortunately, case studies in organizational studies are almost exclusively associated with pedagogical approaches, while ethnography has been often (needlessly) equated with the study of indigenous cultures, and also has an intimidating disciplinary connection with anthropology. Moreover, proponents of the case approach have consciously disavowed the ethnographic approach as analytically distinct from case studies. This disconnect has prevented a fruitful discussion from emerging as to how these two approaches can be combined, what they have to teach each other, and how they can add rigor and relevance to organizational research. In this chapter, I explore ways in which ethnographic analysis could be used to layer case analysis with greater complexity.

Raza Mir is a member of the faculty at William Paterson University.

Mir, R., & Mir, A. (2011). Seeds and food or bits and bytes? Arguing for a new approach to development in India. In A. Prasad (Ed.), *Against the grain: Advances in postcolonial organization studies* (pp. 308-326). Copenhagen: Copenhagen Business School Press.

William Paterson University

International Business: Information and Computer Technologies in India

In response to the impressive performance of information and computer technologies (ICTs) in India in the corporate and the development sector, and relying upon a variety of optimistic estimates, the Indian government has set its sights on the ICT sector not only as a vehicle to “leapfrog” the nation into the forefront of the global knowledge economy, but also as a facilitator of internal development initiatives. This paper takes a more sober view of the possibilities of ICTs as agents of national economic transformation. It argues for a more limited and grounded view of the potential of ICTs. The paper contends that ICTs work best when integrated within an existing matrix of institutionally led programs of growth and welfare. The metaphor of “catalysis” perhaps is more apt to describe the role of ICTs in India’s economic transformation. A catalyst plays more of an accelerating role in a reaction than a transformative one, and its success is predicated upon the reaction being already underway. Likewise, ICTs can enhance already existing trajectories of economic development, rather than generate them, or “leapfrog” developmental stages.

Raza Mir and Ali Mir are members of the faculty at William Paterson University.

Mir, R., & Mir, A. (2011). Organizational change as imperialism. In D. Boje, B. Burnes, J. Hassard (Eds.), *The Routledge Companion to Organizational Change* (pp. 425-439). London: Routledge.

William Paterson University
Management: Organizational Behavior

The concept of “resistance to change” has been mooted, examined, and critiqued ad nauseam in organizational literature. Most researchers of organizational knowledge do not deal adequately with the historical experiences of power differences and economic imbalances that undergird the notion of organizational change. In this chapter, we use our research in a multinational corporation to uncover the tensions between an organization and other subsidiary organizations it encounters internationally, which are enveloped in relationships that are characterized by a significant power differential.

Raza Mir and Ali Mir are members of the faculty at William Paterson University.

Mogielnicki, M.S. (2011). Corporate codes of conduct and business principles in light of the Goldman Sachs settlement. *Review of Business & Finance Case Studies*, 2(1), 57-68.

Montclair State University
Legal Studies: Ethics

The Securities and Exchange Commission recently settled a monumental lawsuit against the investment firm of Goldman Sachs, Inc. The settlement mandated that the Wall Street titan agree to strengthen its ethical policies and procedures. This paper will discuss Goldman Sachs as a complicated corporate entity and examine its relationship to its own Code of Conduct and Ethics in light of the lawsuit. It will present an historical perspective and a summary of the research and efficacy of Codes. This review postulates that business should implement their Codes and ethical programs by way of thorough and effective analysis of new investment products such as mortgage-backed securities. It explains how Goldman should have better utilized ethical mechanisms to examine these products. The paper condenses the more relevant recommendations of the Report of the Business Standards Committee of Goldman Sachs. Finally, this review evaluates the definition of waivers contained in Codes and concludes that businesses should eliminate this exception.

Marion S. Mogielnicki is a member of the faculty at Montclair State University.

Mogielnicki, M.S. (2011). Hunting for “bounty” and finding “moral autonomy”: The Dodd-Frank Act expansion of whistle blower protections. *Academy of Business Research Journal*, 2, 74-84.

Montclair State University

Legal Studies: Dodd-Frank Wall Street Reform and Consumer Protection Act

This paper focuses on the dramatic expansions of the whistle-blower provisions of The Dodd-Frank Wall Street Reform and Consumer Protection Act. Dodd-Frank explores the notion of “moral autonomy” in relation thereto, and compares internal to external controls as mechanisms to curtail securities violations. The law allows whistle-blowers to bring “qui-tam”-like lawsuits, collect huge bounties, and institute legal action against businesses that retaliate against them. It embraces strong external controls rather than enhancing internal controls, which have been centerpieces of anti-fraud measures in laws such as The Sarbanes-Oxley Act (SOX). The results of internal documentation of fraud or wrongdoing may be pre-emptive and protective, but external rewards for whistle blowing may incentivize, compel restitution, support enforcement by regulatory agencies, and aid prevention. These robust measures should prove successful and, thus, it is incumbent upon business to remain vigilant in its attitude and policies, highly sensitized to fraudulent activities, and alert to the specter of whistle blowing. Finally, because bounties and other munificent protections may give employees the right and security to proceed with whistle blowing, this also has the effect of strengthening “moral autonomy” in the workplace.

Marion S. Mogielnicki is a member of the faculty at Montclair State University.

Narasimhan, R., & Chung, S. (2011). Impact of the Sarbanes-Oxley Act on audit and non-audit fees: A comparative analysis. *Journal of Global Business Development (JGBD)*, 3(2), 56-59.

***Montclair State University and Rowan University
Accounting: Impact of the Sarbanes-Oxley Act (SOX)***

The purpose of this paper is to examine the impact of the 2002 Sarbanes-Oxley Act (SOX) on the amounts of audit and non-audit fees paid by public companies to their auditors. One purpose for passing SOX was to increase the independence of auditors from the companies they audited and, to enable this, the act limited the amount of non-audit services that auditors could perform. Also, all non-audit services had to be approved by the audit committee of the companies and the amounts of the fees paid to auditors had to be disclosed in the proxy statements filed with the SEC. In this paper we examine a random sample of public companies' proxy statements for 2003 and 2009 in order to analyze the changes in the fees paid to audit firms and verify the changes that have occurred in this time period, concluding whether the objectives of SOX are being achieved.

Ramesh Narasimhan is a member of the faculty at Montclair State University. Shifei Chung is a member of the faculty at Rowan University.

Narayanan, V.K., & Zane, L.J. (2011). Current theoretical debates in management research: Epistemological analysis in strategic management. In C. Cassell and B. Lee (Eds.), *Challenges and controversies in management research* (pp. 195-211). London: Routledge.

Rider University

Management: Theoretical Debates in Management Research

In business schools, we have witnessed an increasing detachment of disciplines from the conduct of business. Indeed, the excesses of the visible hand of management during the last decade, and recent economic crises attributed to them, have reignited the examination of the role of business schools. This has stimulated an examination of the “pretension to theory” widely exhibited in many business subfields. We will argue—primarily in the context of strategic management (SM)—that attention to epistemology (the study or a theory of the nature and grounds of knowledge especially with reference to its limits and validity) offers a major way forward in this examination. Epistemology lies at the center of any theoretical enterprise, and attention to epistemological issues has a heavy bearing on the quality of theoretical developments and conversations within an academic field. Centrally featured in philosophy of science, epistemological debates have recently been occurring in organizational behavior and accounting. Yet, they have been conspicuous by their absence in much of the SM literature, where logical positivism is increasingly accepted as the only legitimate epistemological stance. This state of affairs is reflected in the limited discussion of the quality of theoretical reasoning in the field. The paucity of attention to epistemology has also led to missed opportunities for theory building, refinement and development. We further argue that epistemological issues shift over the life cycle of a theory, and to address different issues over a theory’s life stage, different forms of organizing the field are required.

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Narayanan, V.K., Zane, L.J., & Kemmerer, B. (2011). The cognitive perspective in strategy: An integrative review. *Journal of Management*, 37(1), 305-351.

Rider University
Management: Strategic Cognition

This article integrates the literature on strategic cognition (SC) within a framework that links the antecedents, structure, and process of SC with outcomes. Reviewing the literature from 1993 (two years prior to Walsh's review of managerial and organizational cognition) until 2007, this article identifies three elements of SC structure (organizational identity, strategy frames, and organizational routines) and four SC processes (strategy formulation, strategy implementation, strategic change, and organizational learning). The literature portrays strategy formulation as a complex activity consisting of scanning, sensemaking, and decision making. Strategy implementation is composed of sensegiving, sensemaking, and issue selling. This review identifies five streams of empirical research with three well-developed themes (the antecedents and outcomes of strategy frames, determinants and consequences of strategy formulation, and cognitive construction of competitive/industry dynamics) and two emerging themes (the determinants and consequences of strategy implementation and the antecedents and outcomes of organizational identity). This review identifies several opportunities to extend the literature and outlines key methodological implications. Finally, the review addresses the need to build linkages to the ongoing theoretical conversations within strategic management literature.

Lee J. Zane is a member of the faculty at Rider University.

Newman, C.M., & Hernandez, S.A. (2011). Minding our business: Longitudinal effects of a service-learning experience on alumni. *Journal of College Teaching & Learning*, 8(8), 39-48.

Rider University
Pedagogy: Service-Learning

The mission of Minding Our Business (MOB), a service-learning course started in 1997 to meet community needs, is to advance the personal and vocational development of urban youth through entrepreneurship education and mentoring. This paper evaluates the long-term impact of MOB on the personal and vocational development of the alumni mentors participating in the program from 1997 to 2005. No scholarly research has been conducted to date on the long-term effect of MOB on mentors and little research has been conducted on the effects of service-learning participation on alumni service-related attitudes and behaviors in general. Consequently, the current study extends the existing research stream on the long-term effects of service-learning participation on alumni service-related attitudes and behaviors. Furthermore, the unique nature of MOB as a mentoring program in entrepreneurship also allows the researchers to study possible long-term effects on interest in community service and interest in entrepreneurship as a vocational option.

Cynthia M. Newman and Sigfredo A. Hernandez are members of the faculty at Rider University.

Nouri, H., & Opatosky, D. (2011). Celebrity baby photograph donations: A case study in charitable contribution tax planning and research. *Journal of Accounting Education*, 28(3-4), 210-220.

***The College of New Jersey and Seton Hall University
Pedagogy: Charitable Contribution Tax Planning***

A recent trend has been the sale for publication in national magazines of the first photographs of celebrities' babies. It is not unusual for such sales to generate millions of dollars of revenue for these celebrities. Some celebrities have chosen to donate the proceeds from such sales to charity. Despite these charitable intentions, celebrities are not often looking to be charitable to the Federal government. Accordingly, in this case study, your clients, Angie and Bradley, turn to you as their tax advisor for help assessing the tax implications of their potential donations as well as for planning solutions resulting in the most favorable tax treatment for them. By completing this case successfully, you will learn some of the Internal Revenue Code ("IRC") rules regarding charitable contributions, how to perform basic tax research, and how to interpret your findings in order to provide beneficial tax-planning advice to your clients.

Hossein Nouri is a member of the faculty at The College of New Jersey. Dustin Opatosky is an adjunct professor at Seton Hall University.

Orenstein, P., & Stalker, T.J. (2011). Using hierarchical forecasting to align inventory levels in a two-stage supply chain: An empirical approach. *Journal of Operations and Logistics*, 4(1), 35-55.

Seton Hall University
Decision Sciences: Supply Chains

Over the past decade or so, businesses, have amassed exponentially growing amounts of data in large databases but the data's hidden value, the potential to predict relationships between supply and demand, has largely gone untapped. In today's technological era, smart supply chains are not only capturing vast quantities of data, they are converting this information into knowledge which is subsequently being infused back into the system. When data is transformed into information, businesses can make informed decisions, reduce costs in the supply chain and improve overall productivity. This paper considers a two-stage supply chain in which a single supplier, the Green Flavor Tea (GFT) ships a custom blend of pre-mixed tea compound to a single customer, Best Tea (BT). BT uses the compound to produce a particular brand of liquid green tea which is shipped in containers of varying sizes. Order fulfillment is contingent on inventory levels, which are measured only upon receipt of a sales order. Preliminary data analysis shows that there is a consistent gap in perceived inventory levels vs. what is actually being held - the discrepancy is at times both favorable and unfavorable. When inventory levels are unfavorable, the supplier must outsource materials from competitive firms, thereby eroding sensitive profit margins. By adopting a "hierarchical approach" by which we mean a comparison of the data at the strategic, tactical and operational levels, the authors highlight the discrepancies in supplier-customer inventory levels as well as the seasonal effects in the data. The analysis concentrates on the feedback loop between the supplier and the customer and reveals a lack of integration between the parties. The authors compare the performance of several forecasting methods which appropriately account for seasonality with the aim to improve inventory planning between GFT and BT. This ultimately will lead to an alignment of supply and demand. The analysis concludes with some recommendations as to how to implement the collaborative forecasting model with the supply chain partners.

Penina Orenstein is a member of the faculty at Seton Hall University. Timothy J. Stalker is a recent graduate of Seton Hall University.

Parker, R.J., Nouri, H., & Hayes, A.F. (2011). Distributive justice, promotion instrumentality, and turnover intentions in public accounting firms. *Behavioral Research in Accounting*, 23(2), 169-186.

***The College of New Jersey
Accounting: Public Accounting Firms***

This study investigates turnover intentions in public accounting firms using organizational justice. In the proposed theoretical model, the key construct is promotion instrumentality, the belief that the organization rewards strong employee performance with promotions. Employee perceptions of distributive justice influence promotion instrumentality, which, in turn, influences turnover intentions. Further, the relation between instrumentality and turnover is moderated by job performance. When instrumentality is low, employees with high job performance are more likely to leave the firm. To investigate the theoretical model, a survey was administered to auditors in several public accounting firms. Statistical results support the model. The results imply that public accounting firms, to maximize their interests, should carefully consider employee viewpoints regarding allocation norms and the fairness of their administration. This includes clearly communicating to employees how rewards are determined. The findings regarding job performance, that employees with high job performance are most sensitive to the fairness of promotions, may be particularly important to executives who manage accounting firms. As noted by several researchers, turnover is a complex phenomenon that may hinder or help the organization depending upon the contribution of the departing employee to the organization. The departure of low performers is considered “functional,” as it offers the organization the opportunity to replace the low performer with a better employee. When high performers leave, this is considered “dysfunctional” from the perspective of the organization. Accordingly, organizations should focus retention efforts on these employees.

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

Peerally, J.A., & Cantwell, J.A. (2011). The impact of trade policy regimes on firms' learning for innovation from suppliers. *International Journal of Innovation Management*, 15(1), 29-68.

***Rutgers University - Newark and New Brunswick
International Business: Mauritius Export Processing Zone (MEPZ)***

Using data on the textile-based Mauritius export processing zone (MEPZ) collected just prior to the demise of the preferential trade agreement (PTA) with Europe, we compare the acquisition and absorption of innovative technological capabilities (ITCs) of domestic firms and Asian-owned subsidiaries through domestic, Asian and European-based supplier linkages. Our results show that there are significant differences in learning for innovation from suppliers by MEPZ domestic firms and Asian-owned subsidiaries. The study firstly reveals that domestic supplier firms in a developing sub-Saharan African country like Mauritius can be an important source of ITCs to both domestic firms and foreign subsidiaries. Secondly, despite the presence of appropriate policies and institutions, Asian owned subsidiaries did not fully harness learning opportunities and absorb acquired ITCs through supplier linkages in order to create new technology locally. We conjecture that their learning strategy was dictated by their foreseen exit from the MEPZ due to the anticipated end of the PTA. Thirdly, domestic firms exhibited a higher commitment to the acquisition and absorption of ITCs through supplier linkages and to the development of local ITCs. We infer that their learning strategy is a consequence of their need to continue to thrive and expand post-PTA.

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

Prasad, A., Prasad, P., & Mir, R. (2011). One mirror in another: Managing diversity and the discourse of fashion. *Human Relations*, 64(5), 703-724.

William Paterson University
Management: Workplace Diversity Management Programs

In this article, we report on a multi-sited ethnographic study that investigates how the discourse of fashion influenced the design and implementation of workplace diversity management programs in six organizations. These organizations, from the Canadian petroleum and insurance industries, were manipulated by an institutional field of consultants and experts into adopting relatively superficial initiatives that lacked local relevance, and produced a high level of organizational cynicism regarding diversity. In our analysis, we particularly explore one adverse effect of this discourse of fashion; that it may trigger a form of meaningless imitation by organizations adopting diversity management initiatives, resulting in superficiality and organizational cynicism. At the same time, the discourse of fashion may also hold the key to enable meaningful change, for it has a powerful influence on organizational practitioners. Our article suggests that organizations need to be aware of the institutional field, and engage with it in a manner that imbues their initiatives with local relevance, for their initiatives to contribute to meaningful organizational change.

Raza Mir is a member of the faculty at William Paterson University.

Rapp, A., Agnihotri, R., & Baker, T. (2011). Conceptualizing salesperson competitive intelligence: An individual-level perspective. *Journal of Personal Selling and Sales Management*, 31(2), 141-156.

William Paterson University

Marketing: Customer Relationship Management

Perhaps the most important, yet underutilized resources in customer relationship management are salespeople. Drawing upon literature from social network theory, personal selling, sales management, and industrial buying behavior, buying center mapping is proposed as a tool for salespeople to improve customer relationship management (CRM). A framework linking a salesperson's systematic mapping of buying center structure to the CRM strategy development and implementation is outlined. Implications for theory and practice are discussed in detail.

Raj Agnihotri is a member of the faculty at William Paterson University.

Rotthoff, K.W. (2011). How market makers affect efficiency: Evidence markets are becoming less efficient. *Capital Markets Review*, 18(1&2), 53-72.

Seton Hall University

Finance: Market Efficiency

Stock exchanges around the world have integrated a hybrid trading system. This has added anonymity for traders, making it harder for market makers to match large continuous trades, leading to an increase in volatility and a decrease in informational efficiency. This occurs because less information is contained in the price of a stock at any given time. Using a relative difference-in-difference estimation, I find that with increasing adoption of the hybrid market, there is increasing market volatility (for both the NYSE and LSE) relative to an electronic market. Although the use of a hybrid market may increase transaction speed, it decreases informational efficiency.

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

Rotthoff, K.W. (2011). The incentives leading up to the 2008 financial crisis. *International Journal of Trade and Global Markets*, 4(4), 343-349.

Seton Hall University
Finance: Financial Crisis

There are many events that led up to the financial crisis of 2008. This study looks at the political policies in place before the crisis happened. Focusing on the decade and a half prior to the crisis, the incentives in the financial industry led to risk mitigation. This response to mitigate risk explains, at least in part, a reason why there was a boom in the (Collateralized Debt Obligations) CDO and (Mortgage-Backed Securities) MBS markets in the years leading up to the crisis.

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

Rotthoff, K.W., Zanzalari, D., & Jasina, J. (2011). What are the odds? A measure of the small sample problem. *Applied Economics Letters*, 18(12), 1139-1143.

Seton Hall University
Economics: Small Sample Decision

Decisions on whether to retain recent hires are often limited by small sample size. We empirically assess whether uncertainty in employee retention decisions could be significantly reduced by increasing sample size. Using a unique data set from professional tennis matches to measure small sample outcomes, we find little difference in giving three chances, relative to five chances, in determining innate ability.

Kurt W. Rotthoff is a member of the faculty at Seton Hall University. Danielle Zanzalari is a recent graduate of Seton Hall University.

Sanchez, M.H., & Agoglia, C.P. (2011). U.S. Foodservice: A case study in fraud and forensic accounting. *Journal of Forensic & Investigative Accounting*, 3(3), 238-260.

Rider University
Pedagogy: Fraud and Forensic Accounting

The Dutch company Ahold NV, parent company of U.S. Foodservice, announced a large earnings restatement for current and prior years. The restatement was largely because of fraud related to vendor rebates at U.S. Foodservice. They announced that an extensive forensic accounting investigation would be launched. It was later discovered that in an effort to boost earnings, the company had booked vendor rebates that had not yet been earned and in some cases, were entirely fictitious. It was also discovered that several vendors had provided misleading or false third party confirmations to the external auditors. In this case, students will gain insight into the proper accounting for and disclosure of vendor rebates, improving the auditor's understanding of the clients' business, maintaining professional skepticism, and guarding against over-reliance on third party confirmations.

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

Schachter, H.L. (2011). Reflections on political engagement and voluntary association governance. *Nonprofit and Voluntary Sector Quarterly*, 40(4), 703-719.

***New Jersey Institute of Technology
Management: Political Participation***

This article explores the nexus between political engagement and voluntary association member participation with the intention of strengthening the ability of nonprofit organizations to prepare people for active citizenship roles. The article examines the reports of participation declines made by two literatures and some of their suggestions for change. It critiques these suggestions but builds on those of Skocpol and Berry to advocate improving voluntary organization governance by positing democratic governance as a prerequisite for federal tax deductible status.

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

Schneider, M., & Valenti, A. (2011). A property rights analysis of newly private firms: Opportunities for owners to appropriate rents and partition residual risks. *Business Ethics Quarterly*, 21(3), 445-471.

***New Jersey Institute of Technology
Management: Property Rights***

A key factor in the decision to convert a publicly owned company to private status is the expectation that value will be created, providing the firm with rent. These rents have implications regarding the property rights of the firm's capital-contributing constituencies. We identify and analyze the types of rent associated with the newly private firm. Compared to public firms, going private allows owners the potential to partition part of the residual risk to bond holders and employees, rendering them to be co-residual risk bearers with owners. We propose that new promotion-based contracts with bond holders and employees, reflecting their particular investments, be negotiated as the firm migrates from public to private status. These contracts should acknowledge the firm's intent to maximize shareholder value and its need to take the risks necessary to do so, but support that the firm's survival not be undermined due to its possibly opportunistic owners.

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

Schoen, E.J., & Falchek, J.S. (2011). *Christian Legal Society v. Martinez*: Rock, paper, scissors. *Southern Law Journal*, XXI(2), 201-224.

Rowan University

Legal Studies: Christian Legal Society v. Martinez

This paper carefully analyzes the U.S. Supreme Court decision in *Christian Legal Society v. Martinez*, 130 S. Ct. 2971 (2010). This decision upheld the “all-comers” policy of the Hastings College of Law, a professional school within the University of California higher education system, under which all registered student organizations must allow any student to join, participate and seek leadership position regardless of the student’s religious beliefs and sexual orientation. Hastings’ nondiscrimination policy was unsuccessfully challenged under the First Amendment by the Christian Legal Society, a student organization whose bylaws required all members to affirm their beliefs in enumerated principles, including the precept that sexual activity should not occur outside of marriage between a man and a woman, and refused membership to those students whose religious beliefs differed from the Christian Legal Society’s Statement of Faith or who engaged in “unrepentant homosexual conduct.” In reaching its decision, the Court addresses several fundamental First Amendment issues that collided forcefully in the parties’ dispute, namely whether Hastings’ all-comers policy improperly imposed speech limitations in a limited public forum, restricted the students’ freedom of association, and denied organizational recognition because of the religious beliefs espoused by the organization.

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

Shim, S.J. (2011). A system for bilingual search on the Web. *Journal of Information Technology Review*, 2(4), 147-153.

Seton Hall University
Information Technology: System for Bilingual Web Search

This paper describes a system that uses various cross-language information retrieval (CLIR) methods to provide search engines with capability of automatic search in a local language as well as English even when the user makes search queries only in the local language. It first reviews the CLIR methods that can be used for bilingual search on the Web. Then, it describes the general process and main components of the system with exemplary case of Korean-to-English conversion of search queries. Finally, it presents the results of an empirical experiment on the system. The results of an empirical experiment on the system demonstrate the usefulness of CLIR methods in converting search queries in Korean into English and delivering search results in English even when the user makes search queries in Korean. The encouraging results suggest a promising future of the system for bilingual search on the Web. While the system is currently for Korean-to-English conversion of search queries, it may be applied to other language sets with some modifications and tailoring specific to each language set. The system would be useful for Web users, expanding the international scope of the Web. We plan to improve and elaborate the system, exploring additional ways that CLIR and similar methods can be exploited and included in the system.

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

Skiba, M., & Rosenberg, S. (2011). The disutility of equity theory in contemporary management practice. *Journal of Business & Economic Studies*, 17(2), 1-19.

Monmouth University
Management: Equity Theory

Equity theory was an important element in the workplace in the second half of the twentieth century, ensuring the fairness of employee reward systems as well as the balance among the business, government, and society sectors. Based on significant changes to each of these sectors in recent years, the utility of equity theory has been severely compromised. This paper explains the various changes that have taken place, and it offers possible solutions to restore the balance so that workers once again can attain meaningful employment and the associated benefits that accrue to it.

Michaeline Skiba and Stuart Rosenberg are members of the faculty at Monmouth University.

Skouri, K., Konstantaras, I., Papachristos, S., & Teng, J.-T. (2011). Supply chain models for deteriorating products with ramp type demand rate under permissible delay in payments. *Expert Systems with Applications*, 38(12), 14861–14869.

William Paterson University
Decision Sciences: Ramp Type Demand Rate

In this paper an order level inventory model for deteriorating items with general ramp type demand rate under conditions of permissible delay in payments is proposed. In this model shortages are allowed and partially backlogged. The backloging rate is variable and dependent on the waiting time for the next replenishment. Its study requires exploring the feasible ordering relations between the time parameters appeared, which leads to three models. For each model the optimal replenishment policy is determined. The sufficient conditions of the existence and uniqueness of the optimal solutions are also provided. Suitably selected numerical examples highlight the obtained results. Sensitivity analysis of the optimal solution with respect to major parameters of the system has been carried out and the implications are discussed.

Jinn-Tsair Teng is a member of the faculty at William Paterson University.

Somers, M., & Casal, J.C. (2011). Type of wrongdoing and whistle-blowing: Further evidence that type of wrongdoing affects the whistle-blowing process. *Public Personnel Management, 40*(2), 133-146.

***New Jersey Institute of Technology
Management: Wrongdoing and Whistle-Blowing***

Preliminary evidence suggests that the type of wrongdoing observed in organizations affects the whistle-blowing process; that is, the likelihood that wrongdoing will be reported and the consequences of so doing. Using a sample of management accountants and focusing on financial fraud, this study provides additional evidence that type of wrongdoing affects the likelihood of whistle-blowing. However, contrary to previous research findings, there was no relationship between type of wrongdoing and experienced retaliation for whistle-blowing. Type of wrongdoing was related to perceived issue seriousness providing additional evidence that wrongdoing is not monolithic in nature. These findings suggest that type of wrongdoing should be included in future research on the topic of whistle-blowing.

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

Spell, C., Bezrukova, K., Haar, J., & Spell, C.J. (2011). Faultlines, fairness, and fighting: A justice perspective on conflict in diverse groups. *Small Group Research*, 42(3), 309-340.

***Rutgers University - Camden and
Rutgers University - Newark and New Brunswick
Management: Conflict***

Most people can recall instances at work where thankless tasks get in the way of tasks that lead to big rewards. This typically leads people in a group to a struggle with others over how to approach their work and set priorities. Inspired by such conversations with many employees, we develop a theory to understand how task conflict can be linked to distributive injustice. Using a survey from 42 workgroups, we found that the effect of distributive injustice on task conflict was mediated via role conflict. Group faultlines moderated this mediated relationship such as it was weaker when the faultlines were stronger.

Chester Spell is a member of the faculty at Rutgers University - Camden. Christopher Spell is a student at Rutgers University - Newark.

Tagawa, S., Ito, T., Mehta, R., Passerini, K., Voges, K., & Sakamoto, M. (2011). Organizational structure of Mazda's Keiretsu: A graph theoretic analysis. *Artificial Life and Robotics*, 16(3), 455-459.

***New Jersey Institute of Technology
Management: Organizational Structure***

According to Freeman, centrality indices, which include degree, closeness, and betweenness, are an effective way to measure organizational structure. However, Ito discussed the implications of centrality, and found that differences exist even when the centrality is the same. Using data on transactions and cross shareholdings that were drawn from Mazda's Yokokai Keiretsu, a new method – the SNW model – is proposed to calculate structural importance. Therefore, this article provides a new perspective for discovering the structural importance of network organizations. Furthermore, implications based on statistical comparisons between the SNW model and corporate performance such as sales and profits are proffered.

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

Teng, J.-T., Cárdenas-Barrón, L.E., & Lou, K.-R. (2011). The economic lot size of the integrated vendor–buyer inventory system derived without derivatives: A simple derivation. *Applied Mathematics and Computation*, 217(12), 5972–5977.

William Paterson University
Decision Sciences: Integrated Production Inventory Model

In this paper, we first complement an inappropriate mathematical error on the total cost in two previous published research papers in inventory field. Then an arithmetic–geometric inequality method is proposed not only to simplify the algebraic method of completing perfect squares, but also to complement their shortcomings. In addition, we also provide a closed-form optimal solution to the integrated vendor–buyer inventory system without using complex derivatives. Finally, the proposed method seems to be easy-to-understand and simple-to-apply by individuals who are not familiar with differential calculus.

Jinn-Tsair Teng is a member of the faculty at William Paterson University.

Teng, J.-T., Krommyda, I.-P., Skouri, K., & Lou, K.-R. (2011). A comprehensive extension of optimal ordering policy for stock-dependent demand under progressive payment scheme. *European Journal of Operational Research*, 215(1), 97–104.

William Paterson University

Decision Sciences: Stock Dependent Demand

In a recent paper, Soni and Shah (2008) presented an inventory model with a stock-dependent demand under progressive payment scheme, assuming zero ending-inventory and adopting a cost-minimization objective. However, with a stock-dependent demand a non-zero ending stock may increase profits resulting from the increased demand. This work is motivated by Soni and Shah's (2008) paper extending their model to allow for: (1) a non-zero ending-inventory, (2) a profit-maximization objective, (3) a limited inventory capacity and (4) deteriorating items with a constant deterioration rate. For the resulted model sufficient conditions for the existence and uniqueness of the optimal solution are provided. Finally, several economic interpretations of the theoretical results are also given.

Jinn-Tsair Teng is a member of the faculty at William Paterson University.

Teng, J.-T., Min, J., & Pan, Q. (2011). Economic order quantity model with trade credit financing for non-decreasing demand. *Omega*, 40(3), 328-335.

William Paterson University
Decision Sciences: Inventory

Researchers in the past have established their inventory lot-size models under trade credit financing by assuming that the demand rate is constant. However, from a product life cycle perspective, it is only in the maturity stage that demand is near constant. During the growth stage of a product life cycle (especially for high-tech products), the demand function increases with time. To obtain robust and generalized results, we extend the constant demand to a linear non-decreasing demand function of time. As a result, the fundamental theoretical results obtained here are suitable for both the growth and maturity stages of a product life cycle. In addition, we characterize the optimal solutions and obtain conclusions on important and relevant managerial phenomena. Lastly, we provide several numerical examples to illustrate the proposed model and its optimal solution.

Jinn-Tsair Teng is a member of the faculty at William Paterson University.

Teng, J.-T., Yang, H.-L., & Chern, M.-S. (2011). Economic order quantity models for deteriorating items and partial backlogging when demand is quadratic in time. *European Journal of Industrial Engineering*, 5(2), 198-214.

William Paterson University
Decision Sciences: Inventory

In this paper, we extend the inventory lot-size model introduced in Ghosh and Chaudhuri (2006) to allow for partial backlogging. In addition, we also relax their assumptions of equal replenishment cycles and constant shortage lengths. For any given number of replenishment cycles, we show that the optimal replenishment schedule exists uniquely. We then prove that the total relevant cost is a convex function of the number of replenishments. Consequently, we propose an algorithm to find the optimal replenishment number and schedule. Finally, we run several numerical examples, and obtain some managerial implications by using sensitivity analyses.

Jinn-Tsair Teng is a member of the faculty at William Paterson University.

Tondi, G., & Riotto, J. (2011). SOX...life, death or transformation for small firms. *International Journal of Critical Accounting*, 3(1), 107-113.

New Jersey City University
Accounting: Sarbanes-Oxley

The costs of the Sarbanes-Oxley Act of 2002 have been tremendous on small firms. Will there be life, death or transformation for the firm? Although SOX has addressed the concerns relating to the financial scandals of Enron and WorldCom and somewhat restored investor confidence, the financial costs of doing so cannot be ignored. Of the Act, Section 404, effectiveness of internal controls over financial reporting, has been the largest cost burden on small firms. Large companies are better able to absorb the costs and have the necessary resources to comply as opposed to small firms. As a result of the high costs, some small firms have opted to go private, sell their company, or merge with another company. A new auditing standard was introduced recently to help make compliance less complex, and therefore, reduce costs.

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

Torres-Baumgarten, G.M., & James, W.L. (2011). Uses and gratifications of the Internet in emerging markets: The case of Serbia and Ukraine. *Journal of Euromarketing*, 20, 102-113.

Ramapo College of New Jersey
Marketing: The Internet in Emerging Markets

Internet usage may be motivated by either extrinsic factors (such as pleasure derived from online surfing, social networking or chat rooms) or by intrinsic factors (e.g. utility or functionality). This study focuses on Internet users, and in particular, those who derive extrinsic value from its use. This paper seeks to identify whether Internet users that rely heavily on the Internet for social gratification differ from those that are less reliant on the Internet for social purposes, but it looks at Internet usage behavior in emerging markets, specifically in two Eastern European countries: Serbia and Ukraine. The primary objective is to gain insight on Internet usage in developing markets. This paper addresses the paucity of research in this area-both thematically and geographically. Respondents were queried about their Internet usage motivations. Binary logistic regression was used to split respondents into light and heavy seekers of social gratification on the Internet. Demographic and psychographic variables and interaction terms were used to identify differences among the two groups of interest and test research propositions. This study reveals that there are differences in the online behavior of heavy (versus light) social gratification Internet users. These should be taken into consideration by marketers when developing online communications.

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

Valdez, M.E. (2011). The role of individual and familial traditional genealogical status on entrepreneurial success. *Journal of Organizational Psychology*, 11(1), 9-23.

***Seton Hall University
Management: Entrepreneurship***

This study empirically examines the relationship between entrepreneurial success and individual entrepreneurs' traditional genealogical-status as well as the status of immediate family members. Results indicated that an individual entrepreneurs' traditional genealogical-status is negatively related to success. Furthermore, a strong positive relationship was evidenced by the status of entrepreneurs' families. In other words, the higher the status of an individual, the less entrepreneurial success achieved. However, if the entrepreneurs' family members were of a higher status, the greater the entrepreneurial success of the entrepreneur. These findings are specifically relevant to developing countries, indigenous populations, and societies with strong traditional obligations.

Michael E. Valdez is a member of the faculty at Seton Hall University.

Valdez, M.E., Doktor, R.H., Singer, A.E., & Dana, L.-P. (2011). Impact of tolerance for uncertainty upon opportunity and necessity entrepreneurship. *Human Systems Management*, 30(3), 145-153.

Seton Hall University
Management: Entrepreneurship

Entrepreneurship is viewed as an important driver of economic development. Scholars have differentiated two dimensions of entrepreneurship: (1) opportunistic entrepreneurship driven primarily by the recognition of opportunity arising from an innovative idea and, (2) necessity entrepreneurship driven primarily by the belief that one's own business offers the likelihood of the highest utility. Both opportunistic and necessity entrepreneurship contribute to economic development. However, cultural norms of comfort with uncertainty may impact these two dimensions of entrepreneurship differentially. Therefore, in order to maximize economic development through entrepreneurial activities, differential national policy and managerial approaches may be advised across diverse nation states.

Michael E. Valdez is a member of the faculty at Seton Hall University.

Vance, D.E. (2011). A meta-analysis of empirical materiality studies. *The Journal of Applied Business Research*, 27(5), 53-72.

Rutgers University - Camden
Accounting: Materiality

This paper builds on the work of Messier, Martinov-Bennie and Eilifsen (2005), "A Review and Integration of Empirical Research on Materiality: Two Decades Later." That paper is an excellent qualitative summary of empirical materiality studies. However, it makes no attempt at quantitative integration. This paper uses meta-analysis to quantitatively integrate the findings of 42 studies reporting 14,033 materiality decisions by 6,762 individuals. Materiality is broadly defined as an amount that would make a user change his or her mind about a company. Since this definition is subjective, it is no surprise that individual materiality decisions are widely dispersed. What might be surprising is that the mean threshold of materiality over 14,033 decisions was 8.52% of net income. The factors which contribute to variability include the interest group making the materiality decision, the accounting issue in play, study method, and the amount of detail provided to the decider. The contributions of this study are to synthesize prior research quantitatively, to describe the application of meta-analytical techniques to accounting research, and raise questions for further research which might reduce the uncertainty in applying the concept of materiality in the future.

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

Vandegrift, D., & Lahr, M. (2011). Open space, house prices, and the tax base. *The Annals of Regional Science*, 46(1), 83-100.

***The College of New Jersey and
Rutgers University - Newark and New Brunswick
Taxation: Effect of Public Acquisition of Open Space***

This paper examines the effect of public acquisitions of open space on changes in house prices and the municipal tax base using municipal-level data from New Jersey. We find that open-space expenditures yield a stream of benefits in the future but that any effect of open-space acquisitions on the tax base is immediate. Finally, we find that while higher tax rates are associated with a lower tax base, a larger tax base depresses tax rates.

Donald Vandegrift is a member of the faculty at The College of New Jersey. Michael Lahr is a member of the faculty at Rutgers University - Newark and New Brunswick.

Vandegrift, D., & Yavas, A. (2011). An experimental test of behavior under team production. *Managerial and Decision Economics*, 32(1), 35-51.

***The College of New Jersey
Economics: Team Production***

This study reports experiments that examine behavior under team production and a piece rate. In the experiments, participants complete a forecasting task and are rewarded based on the accuracy of their forecasts. In the piece-rate condition, participants are paid based on their own performance, whereas the team-production condition rewards participants based on the average performance of the team. Overall, there is no statistically significant difference in performance between the conditions. However, this result masks important differences in the behavior of men and women across the conditions. Men in the team-production condition increase their performance relative to men in the piece-rate condition. However, this gap in male performances across conditions diminishes over the course of the experiment. In contrast, women in the team-production condition show significantly lower performance than the women in the piece rate. As a consequence of these differences, men in the team-production condition show significantly better performance than women in the team-production condition. We also find evidence that men show stronger performance when they are in teams with a larger variation in skill level.

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

Wang, J., Meric, G., Liu, Z., & Meric, I. (2011). The determinants of stock returns in the October 9, 2007–March 9, 2009 bear market. *The Journal of Investing*, 20(3), 18–24.

***Rider University and Rowan University
Finance: Determinants of Stock Returns***

The bear market of October 9, 2007–March 9, 2009, was the worst in U.S. history since the Great Depression. During this period, U.S. stocks lost about 58% of their value in just 16 months. Because of declining real estate prices, foreclosures, and the large amount of mortgage-backed assets held by banks, the amount of bank credit available to business firms was sharply reduced, creating a serious liquidity shortage. The authors test the hypothesis that technical insolvency and bankruptcy risks were significant determinants of stock returns in the October 9, 2007–March 9, 2009 bear market. They also test several hypotheses related to the effects of beta, firm size, market-to-book ratio, and volatility on stock returns in bear markets and stock market crashes.

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

Wong, H., Nassiripour, S., Mir, R., & Healy, W. (2011). Transfer price setting in multinational corporations. *International Journal of Business and Social Science*, 2(9), 10-14.

William Paterson University
International Business: Transfer Pricing

The globalization of the world economy in recent years has resulted in the rapid growth of multinational corporations (MNCs) and inter-company transfer of goods and services. The World Trade Organization (WTO) estimates that 50% of international trade are within multinational corporations. As a result, transfer pricing has become a more and more important issue for managers, tax authorities, and the accounting profession. This paper explores the role of transfer pricing in multinational corporations and the appropriate approach for transfer price setting. We found that different characteristics of MNCs call for varying management approaches for transfer price setting processes.

Hannah Wong, Sia Nassiripour, Raza Mir, and William J. Healy are members of the faculty at William Paterson University.

Xu, X.E., Liu, J., & Lovisceck, A.L. (2011). An examination of hedge fund survivorship bias and attrition before and during the global financial crisis. *The Journal of Alternative Investments*, 13(4), 40-52.

Seton Hall University
Finance: Hedge Fund Industry

The impact of the recent global financial crisis has been deep and broad, blanketing the financial and economic landscape and hammering the hedge fund industry. Using both active and inactive hedge fund return data from the CISDM database from January of 1994 to March of 2009, we measure survivorship bias and account for attrition rates of hedge funds before and during the crisis. Surprisingly, we do not find survivorship bias to be notably significant during the global financial crisis. However, we find unprecedented attrition rates, along with record declines in assets under management and fund closures, during the crisis. In addition, our results from the pre-crisis period reveal that survivorship bias and attrition differ dramatically by strategy and size. However, this pattern disappears during the global financial crisis, as all strategies and sizes experience unprecedented attrition, indicating that few funds were spared the crisis.

Xiaoqing Eleanor Xu and Anthony L. Lovisceck are members of the faculty at Seton Hall University.

Yang, J.G.S. (2011). What is New York's Amazon tax on Internet commerce? *International Journal of E-Business Research*, 7(4), 50-61.

Montclair State University
Taxation: New York's Amazon Tax

This paper deals with Internet commerce taxation. It concerns who is responsible for collecting sales tax - the seller or the buyer. It depends on nexus between the seller and the state. If there is a nexus, it is the seller's responsibility; otherwise, it is the buyer's duty. Nexus further depends on physical presence. However, in today's e-business, the concept of physical presence has changed. Effective June 1, 2008 New York State enacted the so called "Amazon Tax Law" that an out-of-state online retailer is construed to have nexus with New York State if it enters into a contract with an affiliate in the state, to engage in soliciting businesses by means of web site linkage for annual gross receipts of more than \$10,000. As such, the online retailer is required to collect sales tax from the in-state buyer. The concept of physical presence has been extended from employee or office to web site connection. This paper examines its impact.

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

Yang, J.G.S. (2011). Various court rulings on Internet commerce taxation. *Journal of Internet Laws*, 15(4), 18-34.

Montclair State University
Taxation: Internet Commerce

This paper investigates tax problems arising from Internet commerce. It points out that the Internet transaction belongs to interstate commerce. It involves the duty of collecting sales tax. Sales tax falls to the jurisdiction of the state and local governments. If the seller and the buyer reside in two different states the Fourteenth Amendment to the Constitution governs the rule. It requires the “due process of law” and “equal protection of the laws.” The state government cannot impose such a duty to an out-of-state seller unless there is “nexus” between the seller and the state. Physical presence is the criterion in determining “nexus.” Nevertheless, there are numerous different situations for “nexus.” The disputes have triggered many lawsuits in court. Some were ruled to have “nexus,” such as a mail order house with a branch in the state, traveling salesmen, independent contractors, Internet connection between two websites, etc. Some others were ruled to have no “nexus,” such as a mail order house without a branch in the state, purchasers from the nearby state, computer software program, etc. Most interestingly, in the last two years many state legislatures enacted new tax statutes that required the out-of-state sellers to issue reports to the in-state buyers informing them of their tax-paying duties, and also to submit a consumer information report concerning the buyer’s name, address, amount and product purchased to the state government. However, it was ruled unconstitutional. Even if the sellers refused to do so, they are not responsible for the tax losses sustained by the state government. This paper has analyzed twelve cases.

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

Yang, J.G.S. (2011). The current development of Internet commerce taxation. *Journal of State Taxation*, 29(3), 49-60 and 75-76.

Montclair State University
Taxation: Internet Commerce

Sales and use taxes belong to the state jurisdiction, but it may involve interstate commerce. As such, it requires due process and equal protection of law under the Constitution of the United States. For the state government to impose sales tax on an out-of-state seller it requires “nexus” between them. Physical presence satisfies this requirement, such as office and employee. A mail order business with a store in a state was ruled a nexus by court decision. An independent contractor in a state was ruled a nexus, but not the use of a computer software program. Web site connection between two computers may not necessarily be a nexus. If an out-of-state seller is not required to collect sales tax from an in-state buyer, it may be required to submit customer information reports to the state government involved, but it is not liable for any lost sales tax revenue. Today’s online transactions and digitized products further complicate the tax problems of Internet commerce.

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

Yin, J.Z., & Vaschetto, S. (2011). China's business engagement in Africa. *Chinese Economy*, 44(2), 43-57.

Seton Hall University
International Business: Chinese-African Business Relations

This article investigates China's business activities in Africa from the viewpoint of strategy. After a historical review of Chinese-African relations and identification of China's strategic objectives, we compare China's engagement in Africa with that of Western powers during the colonial and postcolonial eras. The analysis indicates that China's differentiation strategy, based on noninterference, soft power, and complementarity, has been largely successful in winning the trust of African host nations and cultivating bankable relationships. Moreover, China's well-coordinated trade, investment, and aid activities have been instrumental in building the infrastructure for sustainable economic growth in the region.

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

Zhang, Y., & Cantwell, J.A. (2011). Exploration and exploitation: The different impacts of two types of Japanese business group networks on firm innovation and global learning. *Asian Business and Management*, 10(2), 151-181.

***Montclair State University and
Rutgers University - Newark and New Brunswick
International Business: Interfirm Networks***

This article examines how two types of Japanese business group networks impact on firm innovation and global learning. Both the general network and Japanese business group literature have emphasized the important role this kind of tightly knit and stable network plays in facilitating the innovation of firms. Yet little is known of the different effects of the two types of business groups on innovation: horizontal versus vertical. In this article, we argue that the horizontal business group network, owing to its inter-industry conglomerate structure, promotes innovation of a wider knowledge-exploration type, whereas the vertical business group network, owing to its intra-industry supply chain linkage, promotes innovation of a close knowledge-exploitation type. In terms of global learning, it is hypothesized that the more domestically explorative horizontal business group network imposes a constraint on international innovation, whereas the vertical business group network does not. Empirical results largely support these arguments.

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

SECTION 3: TEACHING NOTES

This section contains 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.

Capstone Case Project - Audit Class - Simulated Audit of Fictionalized Publicly Traded Company

James R. Ford
Kenneth J. Autore
Centenary College

Accounting students at Centenary College are required to take an auditing course as their final accounting requirement for their BS degree in Accounting. The accounting faculty has designed a Capstone Case study for this class that is structured to test the students' knowledge and skills that all accounting students should have acquired from their accounting courses, as well as those classes in presentation skills, software capability, including strong knowledge in Microsoft Office for their accounting degree.

The students in the auditing class form one audit team, usually between twelve and fifteen students. The students select a leader, an Audit Manager, as well as audit assistants, and responsibilities are assigned by the Audit Manager. The students are provided a detailed trial balance by account for the current year by the instructor. Additionally, as in a case study format, the students are provided with the current year detailed financial statements, and the two prior years of financial data. In addition, the students are given a history of the company's businesses; the details on internal controls approved by company management are also available for review and audit purposes. A complete listing of the company's chart of accounts is provided for the students to use for purposes of the audit.

The student audit team is given instructions to prepare an integrated audit which includes providing assurance on both the financial statements and the effectiveness of internal controls over financial reporting. Specifically, the students address the Sarbanes-Oxley Act and PCAOB Standard No. 2, which implements the integrated audit; requiring company management to assess and report on the company's internal controls. The student audit team as a group prepares a detailed audit planning document for the audit of a fictionalized midsized-publicly traded corporation, *Keystone Computers & Networks Inc. (KCN)*. This planning work paper includes, but is not limited to, the following:

Detailed audit programs for all areas of the audit. The audit programs will be organized to show areas to be audited at the interim period and as part of the year end procedures.

With each area of the audit, the team lists the major risks, discusses objectives, and shows the steps that will cover these major risks and meets the objectives. The audit team shows / discusses the linkage between the audit steps performed on the balance sheet accounts and the related profit and loss accounts as well as to discuss these relationships.

The team lists all steps that will be performed that go outside of KCN and prepare example documents such as confirmation of accounts receivable, accounts payable, cash and financial instruments, inventory, consignments, leases etc. The audit team prepares a staffing and time budget to be discussed with the Audit Manager. The audit team prepares an engagement letter to be discussed with the management of KCN. The case as is requested, since this is the third year that the auditors have audited KCN; requires the audit team to list all items that will be found in the permanent file. The audit team is also required to discuss how they would update this file during the planning stage of the audit.

The formatting of all requirements is to be prepared in PowerPoint slides by the individual or team members who developed the information. All students are required to present their areas/slides to the class and Grade Panel. Work is to be evenly distributed among all team members. The final planning file (a word document) is to be combined after all have covered their areas and submitted them to the Audit Manager. All areas, as prepared, are to be signed off and dated by the staff that completed the review. This document is also provided to the Grading Panel. Each member of the student team spends upward of twelve hours of research and preparation for the presentation, which represents 40 percent of their grade.

Panel Areas of Student Evaluation as related to Grading: (1-lowest to 5-highest rating)

- Communication skills – as related to and including visual, oral and written methods. It includes the ability to communicate in a clear, concise, confident and effective manner and answer all questions in an effective and efficient manner. Students are not allowed to use note cards or read from PowerPoint slides when presenting.
- Research skills – an ability to research and utilize information from a variety of sources.

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- Integration of Information – an ability to integrate knowledge/information from various sources and sort through the complexity. It includes the organization of information and knowledge of subject.
 - Teamwork – work well within a team including those of diverse composition/opinions. It requires students to collaborate effectively and collegially as team members and meet the demands of the team model.
 - Leadership/Responsibility – demonstrate strong leadership skills. Students are to take responsibility for their areas of the project and meet all time deadlines.

A Grading Panel, consisting of three to six business professionals with varied years of current business and academic experience volunteer their time to form the audience for the class presentation. These individuals, CPAs, a CFO, and an accounting faculty member on this panel will pose questions and challenge the students on accounting and audit theory as well as subject matter including presentation style and skills. Questions and clarifications are asked by the panel during student presentations to keep the students alert.

At the end of the class presentation, about three hours in length, the panel meets and has a discussion involving individual student presentations as well as overall team grades based on the observations of the panel, and rubrics assigned with the audit case and provided to the panel several days prior to the presentation. The manner in which the physical class setting is structured as well as the presenter's dress code is the student and senior's responsibility on the audit. However, all students in the past two years of the presentation who have dressed professionally received positive comments by the panel.

Ethics, Social Responsibility, and Effective Student Engagement

Steven E. McHugh, Sr.
Centenary College

Given the current economic conditions and the recent popularized business ethical failures, ethics and social responsibility are increasingly valuable business education topics. However, effectively engaging students offers many challenges. Therefore, how can business professors effectively engage freshmen college students regarding this topic?

Engaged students are psychologically invested in a class and possess the goals of learning and mastering the material. Therefore, engaged students are more likely to successfully progress through an educational program. Understandably, student engagement is one of the principal objectives of teachers. However, engaging students is often a challenging undertaking. This is clearly the case at the freshmen college level. Several engagement obstacles include issues related to a student's transition away from their high schools and homes, the collection of new rules they are required to follow, increased academic expectations, and a new-found level of independence. Additional engagement challenges include the realization that freshmen level courses are designed to offer a high level of introductory information and are delivered with a heavy reliance on directed instructional methods. These items contribute to the varied rate at which the students assimilate into the higher educational process. Although challenging, freshmen level students can be motivated to become engaged in a course's material. So, how can business professors effectively engage college freshmen in ethics and social responsibility lessons? One answer is experientially oriented educational methods.

There are many experientially oriented activities business professors can implement to engage their classes. One occurred during the spring semester of 2012. With the focus of teaching ethics and social responsibility, an introductory business class participated in a local food drive. Although the ultimate goal of collecting food was crucial, the activity offered a number of educationally beneficial opportunities. To add to the richness of the project, the class was divided into multiple teams and placed in direct competition with each other, with a direct comparison being made on the number of items and money collected by each team. This food drive took place over a three-week period with weekly reporting of results serving to motivate the competition. While becoming engaged in the ethics and social responsibility content, the participating students learned how to manage (plan, organize, lead, and control), market and execute a strategy. The experiential design of this activity helped the students realize that real world execution is far different from a simulated activity, and therefore time on task and performance are not completely correlated.

It was a very proud teaching moment when all the teams surpassed their non-perishable food goals. With 684 items and \$186 collected, this experientially oriented educational project surpassed the goal of engaging students in the education of ethics and social responsibility content; it also helped to feed 35 families in the northwestern part of New Jersey.

Opportunity: Field Trip to Maher Terminals, Elizabeth, NJ**Penina Orenstein**
Seton Hall University

As part of the curriculum for BMBA9340/BQUA7845, a graduate class in Logistics and Operations in Supply Chain Management, I organized a field trip to Maher Terminals in Elizabeth, NJ. The goal of this trip was to expose the students to the practical problems of logistics and operations in a busy shipping terminal and use the experience to translate concepts from the class into practice. Following the trip, students were asked to submit a one page summary describing the insights gained from the trip and relate which part left the biggest impression. The report constituted a small part of their final grade.

The visit to Maher Terminal provided a window into an important component of the supply chain, namely a segment of the transportation modalities which is a topic covered from a theoretic viewpoint in the course. However, no amount of slides can capture the picture gained from visiting the terminal which is a container facility that spans 605 acres and is said to be the largest such terminal in North America. It handles 2 million lifts per year, has 8 berths, 9,000 feet of berthing space and 16 cranes. The 180 straddle carriers and 900 or more reefer plugs which make container refrigeration possible speak to the enormous size of the operation. Maher Terminal is able to handle the largest ships afloat and has extended working hours (6AM-midnight). The terminal has on dock access to rail transportation. Both the New Jersey Turnpike and Newark Liberty Airport are a short distance away. Thus, Maher supports water and intermodal (fishyback as well as water/rail) transportation, another real-world application of transport concepts taught in this class.

A selected sample of the comments from the students highlight the benefits of integrating this form of learning into the conventional teaching curriculum:

- “The tour left a large impression on me. The sheer size of the operation, along with the systematic and automated nature of the flow was something that one could not imagine without first-hand view.”
- “I really felt it was enlightening - I saw another world I knew nothing about - just imagining the volume that they process and how fast they are able to do it was overwhelming for me - that’s a level of coordination that is mind boggling to grasp.”
- “The field trip to Maher terminals was also an excellent way to bridge the gap between conceptual book examples and real life examples of how important these supply chain models and analyses are. The timing of the trip was also a good fit as we were just getting into the transportation models. The experience made the real life problems that we were modeling more understandable.”
- “My favorite part of the class was the trip to Maher Terminals. It is hard to imagine supply chain in the abstract and as a visual learner, it really made everything click together and see how the analytical part worked in a real life scenario.”

The Importance of Networking Opportunities for Professional Development

Dave Perricone
Centenary College

My column covers the concept of networking. Why? While driving home from teaching my event management class, I was reviewing two conference calls my students conducted with sport industry professionals. Their key advice was how important networking is in this business. Our college provides networking opportunities for our professional development through classes, service-learning projects and internships via their relationships in sports. Our efforts will assist the current sport management students by networking with them and giving them advice on how to succeed in this wonderful industry.

Additionally, this will be a great way for all of us to stay in contact with each other, gather ideas and work with students and alumni who are looking for internships and jobs. We are in the process of compiling a sport management alumni directory. This will be a great resource for current students and alumni to use for networking.

I have started a [Centenary College Sports Management Alumni/Students](#) group on LinkedIn. Please feel free to join this group as a way of networking.

Personally, I have learned networking is more than just getting a business card. The relationship process involves watching and listening along with helping and sharing ideas with people. Additionally, in the computer age there are a number of professional networking websites. For your own reference, below are just a few of the sports networking groups:

www.sports-forum.com

www.sportsmarketingnetwork.com

www.nassm.com

www.sportmarketingassociation.com

www.linkedin.com

www.partnershipactivation.com

Look at each network group and analyze its individual benefits and costs. One group may be right for one person, but not for another.

Finally, ask yourself the following questions: Have I started to network? If you answered yes, how can you improve your network circle? If you answered no, when are you going to start to network?

The Value of a Sports Internship

Dave Perricone
Centenary College

An internship allows students to practice what they've studied. It gives them a chance to discover the variety of sports jobs that are available in the industry. Through this, they learn more, as they find out what work truly interests them. Ultimately, an important step in preparing for a career and getting a foot in the door is an internship.

An internship gives students the ability to make connections, begin their own network (critical!) and open doors that they'd otherwise never even know existed. The best news is there are plenty of sports employers waiting to meet these prospective students and give them an opportunity to work, while allowing them to earn college credits or maybe even get paid in the process!

When should I start looking for an internship? Right now! While this is a bit of an exaggeration, it is never too soon to begin thinking about what you want to do and identify possible organizations you may want to work for.

Research the Internship – Internships allow students to work in their career field for a semester or sometimes longer. Depending on the employer, interns can be given a surprising amount of responsibility.

Ask your professors or make an appointment with the Coordinator of Internships, as they may have some idea of what will be involved. Try to find students who may have worked in similar internships or at the same company. They may be able to offer you some idea of what to expect.

Read about the company that you are considering. The employer may already have published a description of their internship positions. This research work will also come in handy during your interview process.

When you interview for the internship position, be sure to ask specific questions about what tasks you'll be expected to perform. The answers to these questions should give you some idea about the position and if it will be a good fit for you. Offer some ideas about what skills and ideas you could bring to the position and see if that fits with the employer's expectations.

The Right Internship – Find an internship that will provide the best experience for the career that interests you most.

For instance, some internships offer varying levels of pay. Others may offer no pay at all. All of this should be of minimal importance. I know it may be difficult to pass on some extra money in the short term, but keep in mind that an internship should help prepare you for your career.

The better the internship matches your career goals, the better it will look on your résumé. It is possible that the company offering the internship may offer you a position. If you do a good job, you could put yourself in line for a recommendation when you begin your job search. A recommendation from someone in a similar field will carry more weight than a recommendation from someone in a different field.

That said, if you don't get your ideal internship, be willing to find the internship that comes closest to your goals. Keep working down your list, but virtually any internship is better than no internship as you will gain insight into the work environment.

If you're not sure about your career, perhaps you can complete multiple internships to help make a decision.

Settling In – Starting an internship is similar to starting a new job. Be sure to find out exactly what is expected from the people in charge.

Take a conservative approach to start. Put in your best effort for the work assigned but don't suggest too many new ideas. As you get comfortable with the internship and the people you work with, you'll get a better feel of any new ideas you can bring to your work.

Perhaps your assignments will take all of your time. Focus on them and do your best. Perhaps you may complete your assignments and have time left over. If that's the case, you could approach your boss about additional work.

Remember that you are now in a work environment. Internships are a great place to develop contacts for a future job search.

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, International Business, 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

Drew University:

Dills, A.K., Morgan, H.N., & Rotthoff, K.W. (2011). Recess, physical education, and elementary school student outcomes. *Economics of Education Review*, 30(5), 889-900.

Economics: Economics of Education

Monmouth University:

Skiba, M., & Rosenberg, S. (2011). The disutility of equity theory in contemporary management practice. *Journal of Business & Economic Studies*, 17(2), 1-19.

Management: Equity Theory

Frank, E., Paul, D.P., & Nersesian, R. (2011). Hospitalists at an academic medical center, Part 1: Impact of a voluntary pilot hospitalist program. *Hospital Topics*, 89(4), 75-81.

Management: Hospitalists

Frank, E., Paul, D.P., & Nersesian, R. (2011). Hospitalists, Part 2: Guidelines and suggestions for the expansion of a pilot hospitalist program at an academic medical center. *Hospital Topics*, 89(4), 82-91.

Management: Hospitalists

Montclair State University:

DiGabriele, J.A. (2011). An observation of differences in the transparent objectivity of forensic accounting expert witnesses. *Journal of Forensic & Investigative Accounting*, 3(2) (Special Issue), 390-416.

Accounting: Expert Witness

DiGabriele, J.A. (2011). Revisiting the integration of forensic accounting and the auditing paradigm. *The Forensic Examiner*, 20(2), 70-74.

Accounting: Forensic Accounting

Narasimhan, R., & Chung, S. (2011). Impact of the Sarbanes-Oxley Act on audit and non-audit fees: A comparative analysis. *Journal of Global Business Development (JGBD)*, 3(2), 56-59.

Accounting: Impact of the Sarbanes-Oxley Act (SOX)

Jeffers, A.E. (2011). How Lehman Brothers used Repo 105 to manipulate their financial statements. *Journal of Leadership, Accountability and Ethics (JLAE)*, 8(5), 44-55.

Accounting: Lehman Brothers and Repo 105

Jeffers, A.E., & DeGaetano, L.A. (2011). The relationship between sustainability initiatives and the corporation's bottom line. *Journal of International Management Studies (JIMS)*, 11(2), 12-21.

Accounting: Sustainability Initiatives

Montclair State University (continued):

Jeffers, A.E. (2011). Lehman Brothers - The thin line between aggressive accounting & unethical behavior. *European Journal of Management (EJM)*, 11(4), 93-101.

Accounting: Repo 105

Zhang, Y., & Cantwell, J.A. (2011). Exploration and exploitation: The different impacts of two types of Japanese business group networks on firm innovation and global learning. *Asian Business and Management*, 10(2), 151-181.

International Business: Interfirm Networks

Cantwell, J.A., & Zhang, Y. (2011). Innovation and location in the multinational firm. *International Journal of Technology Management*, 54(1), 116-132.

International Business: Multinational Corporations

Mogielnicki, M.S. (2011). Hunting for “bounty” and finding “moral autonomy”: The Dodd-Frank Act expansion of whistle blower protections. *Academy of Business Research Journal*, 2, 74-84.

Legal Studies: Dodd-Frank Wall Street Reform and Consumer Protection Act

Mogielnicki, M.S. (2011). Corporate codes of conduct and business principles in light of the Goldman Sachs settlement. *Review of Business & Finance Case Studies*, 2(1), 57-68.

Legal Studies: Ethics

Montclair State University (continued):

Aquilino, F., & Jeffers, A.E. (2011). Are tax incentive programs really beneficial to the economy? *Review of Business Research (RBR)*, 11(3), 33-43.

Taxation: American Recovery Act and Reinvestment Act of 2009 (ARRA)

Yang, J.G.S. (2011). Various court rulings on Internet commerce taxation. *Journal of Internet Laws*, 15(4), 18-34.

Taxation: Internet Commerce

Yang, J.G.S. (2011). The current development of Internet commerce taxation. *Journal of State Taxation*, 29(3), 49-60 and 75-76.

Taxation: Internet Commerce

Yang, J.G.S. (2011). What is New York's Amazon tax on Internet commerce? *International Journal of E-Business Research*, 7(4), 50-61.

Taxation: New York's Amazon Tax

New Jersey City University:

Tondi, G., & Riotto, J. (2011). SOX...life, death or transformation for small firms. *International Journal of Critical Accounting*, 3(1), 107-113.

Accounting: Sarbanes-Oxley

New Jersey Institute of Technology:

Ito, T., Niki, E., Takida, R., Mehta, R., Passerini, K., & Sakamoto, M. (2011). Transactions and cross shareholdings in Mazda's Keiretsu: A centrality analysis. *Artificial Life and Robotics*, 16(3), 297-300.

Decision Sciences: Transactions and Cross Shareholdings

Han, H.-J., Hiltz, S.R., Fjermestad, J., & Wang, Y. (2011). Does medium matter? A comparison of initial meeting modes for virtual teams. *IEEE Transactions on Professional Communication*, 54(4), 377-391.

Information Technology: Impact of Initial Medium Mode

Gagnon, S., Nabelsi, V., Passerini, K., & Cakici, K. (2011). The next Web apps architecture: Challenges for SaaS vendors. *IT Professional*, 13(5), 44-50.

Information Technology: Software and Web Apps Vendors

Tagawa, S., Ito, T., Mehta, R., Passerini, K., Voges, K., & Sakamoto, M. (2011). Organizational structure of Mazda's Keiretsu: A graph theoretic analysis. *Artificial Life and Robotics*, 16(3), 455-459.

Management: Organizational Structure

Schachter, H.L. (2011). Reflections on political engagement and voluntary association governance. *Nonprofit and Voluntary Sector Quarterly*, 40(4), 703-719.

Management: Political Participation

New Jersey Institute of Technology (continued):

Schneider, M., & Valenti, A. (2011). A property rights analysis of newly private firms: Opportunities for owners to appropriate rents and partition residual risks. *Business Ethics Quarterly*, 21(3), 445-471.

Management: Property Rights

Somers, M., & Casal, J.C. (2011). Type of wrongdoing and whistle-blowing: Further evidence that type of wrongdoing affects the whistle-blowing process. *Public Personnel Management*, 40(2), 133-146.

Management: Wrongdoing and Whistle-Blowing

Ramapo College of New Jersey:

McCrea, E.A., & Torres-Baumgarten, G.M. (2011). Mail Boxes Etc. or the UPS store? A decision from a franchisee's perspective. *Entrepreneurship Theory and Practice*, 35(3), 595-610.

Management: A Franchisee Perspective

Torres-Baumgarten, G.M., & James, W.L. (2011). Uses and gratifications of the Internet in emerging markets: The case of Serbia and Ukraine. *Journal of Euromarketing*, 20, 102-113.

Marketing: The Internet in Emerging Markets

Rider University:

McMullen, D.A., Sanchez, M.H., & Stout, D.E. (2011). Initial Public Offerings and the role of the management accountant. *Management Accounting Quarterly*, 12(2), 11-23.

Accounting: Initial Public Offerings

Meric, I., Prober, L.M., Gong, L., & Meric, G. (2011). Co-movements of global stock markets before and after the 2008 stock market crash. *International Research Journal of Finance and Economics*, 74, 68-83.

Finance: Co-Movements of Global Stock Markets

Wang, J., Meric, G., Liu, Z., & Meric, I. (2011). The determinants of stock returns in the October 9, 2007-March 9, 2009 bear market. *The Journal of Investing*, 20(3), 18-24.

Finance: Determinants of Stock Returns

Meric, I., Prober, L.M., McCall, C.W., & Meric, G. (2011). Lead/lag linkages between European stock markets. *European Journal of Economics, Finance and Administrative Sciences*, 42, 139-149.

Finance: European Stock Markets

Meric, G., Pati, N., & Meric, I. (2011). Co-movements of the Indian stock market with other stock markets: Implications for portfolio diversification. *Indian Journal of Finance*, 5(10).

Finance: Indian Stock Market

Rider University (continued):

Meric, I., & Meric, G. (2011). *Sector and global investing: Risks, returns, and portfolio diversification benefits*. Saarbrücken, Germany: VDM Publishing.

Finance: Portfolio Diversification

Meric, I., Gishlick, H.E., Taga, L.S., & Meric, G. (2011). Risks, returns, and portfolio diversification benefits of country index funds in bear and bull markets. *Business and Economics Research Journal*, 2(1), 1-14.

Finance: Risk and Return

Hunter, R.J., Jr., Shannon, J.H., O'Sullivan-Gavin, S., & Blodgett, M. (2011). Regulation: A historical perspective and discussion of the impact of the Commerce Clause and the Fourteenth Amendment and the move to deregulate the American economy. *University of La Verne Law Review*, 32(May), 137-164.

Legal Studies: The Commerce Clause and the Fourteenth Amendment

Narayanan, V.K., Zane, L.J., & Kemmerer, B. (2011). The cognitive perspective in strategy: An integrative review. *Journal of Management*, 37(1), 305-351.

Management: Strategic Cognition

Narayanan, V.K., & Zane, L.J. (2011). Current theoretical debates in management research: Epistemological analysis in strategic management. In C. Cassell and B. Lee (Eds.), *Challenges and controversies in management research* (pp. 195-211). London: Routledge.

Management: Theoretical Debates in Management Research

Rider University (continued):

Sanchez, M.H., & Agoglia, C.P. (2011). U.S. Foodservice: A case study in fraud and forensic accounting. *Journal of Forensic & Investigative Accounting*, 3(3), 238-260.

Pedagogy: Fraud and Forensic Accounting

Newman, C.M., & Hernandez, S.A. (2011). Minding our business: Longitudinal effects of a service-learning experience on alumni. *Journal of College Teaching & Learning*, 8(8), 39-48.

Pedagogy: Service-Learning

Rowan University:

Narasimhan, R., & Chung, S. (2011). Impact of the Sarbanes-Oxley Act on audit and non-audit fees: A comparative analysis. *Journal of Global Business Development (JGBD)*, 3(2), 56-59.

Accounting: Impact of the Sarbanes-Oxley Act (SOX)

Meric, I., Prober, L.M., Gong, L., & Meric, G. (2011). Co-movements of global stock markets before and after the 2008 stock market crash. *International Research Journal of Finance and Economics*, 74, 68-83.

Finance: Co-Movements of Global Stock Markets

Wang, J., Meric, G., Liu, Z., & Meric, I. (2011). The determinants of stock returns in the October 9, 2007-March 9, 2009 bear market. *The Journal of Investing*, 20(3), 18-24.

Finance: Determinants of Stock Returns

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Finance: European Stock Markets

Meric, G., Pati, N., & Meric, I. (2011). Co-movements of the Indian stock market with other stock markets: Implications for portfolio diversification. *Indian Journal of Finance*, 5(10).

Finance: Indian Stock Market

Rowan University (continued):

Meric, I., & Meric, G. (2011). *Sector and global investing: Risks, returns, and portfolio diversification benefits*. Saarbrücken, Germany: VDM Publishing.

Finance: Portfolio Diversification

Meric, I., Gishlick, H.E., Taga, L.S., & Meric, G. (2011). Risks, returns, and portfolio diversification benefits of country index funds in bear and bull markets. *Business and Economics Research Journal*, 2(1), 1-14.

Finance: Risk and Return

Meric, G., Welsh, C., Weidman, S., & Marmon, R. (2011). The effects of the 2008 stock market crash on the managerial behavior, financial characteristics, and competitiveness of large U.S. corporations. *Global Journal of Business Issues*, 5(1), 11-20.

Finance: Stock Market Crash

Schoen, E.J., & Falchek, J.S. (2011). *Christian Legal Society v. Martinez*: Rock, paper, scissors. *Southern Law Journal*, XXI(2), 201-224.

Legal Studies: Christian Legal Society v. Martinez

Rowan University (continued):

Mareschal, P.M., & Rudin, J.P. (2011). E-government versus e-business: A comparison of online recruitment in the public and private sectors. *The American Review of Public Administration*, 41(4), 453-467.

Legal Studies: E-Government

Hall, E.H., Jr., & Lee, J. (2011). A CEO's most important strategic asset: Assessing corporate reputation. *International Journal of Economics and Management*, 1(3), 1-23.

Management: Corporate Reputation

Hall, E.H., Jr., Lee, J., & Whang, K.S. (2011). An international study of corporate reputation, diversification, and performance. *International Journal of Business and Management Research*, 1(3), 1-21.

Management: Fortune Reputation Index (FRI)

Lee, J., Pati, N., & Roh, J. (2011). Relationship between corporate sustainability, performance and tangible business performance: Evidence from oil and gas industry. *International Journal of Business Insight and Transformation*, 3(3), 72-82.

Management: Sustainability

Rutgers University - Camden:

Vance, D.E. (2011). A meta-analysis of empirical materiality studies. *The Journal of Applied Business Research*, 27(5), 53-72.

Accounting: Materiality

Mareschal, P.M., & Rudin, J.P. (2011). E-government versus e-business: A comparison of online recruitment in the public and private sectors. *The American Review of Public Administration*, 41(4), 453-467.

Legal Studies: E-Government

Spell, C., Bezrukova, K., Haar, J., & Spell, C.J. (2011). Faultlines, fairness, and fighting: A justice perspective on conflict in diverse groups. *Small Group Research*, 42(3), 309-340.

Management: Conflict

Rutgers University - Newark and New Brunswick:

Alvarez, I., & Cantwell, J.A. (2011). International integration and mandates of innovative subsidiaries in Spain. *International Journal of Institutions and Economics*, 3(3), 415-444.

International Business: Innovation

Zhang, Y., & Cantwell, J.A. (2011). Exploration and exploitation: The different impacts of two types of Japanese business group networks on firm innovation and global learning. *Asian Business and Management*, 10(2), 151-181.

International Business: Interfirm Networks

Cantwell, J.A., & Zhang, F. (2011). Technological complexity and the evolving structure of MNC subsidiary knowledge accumulation. *Economia e Politica Industriale*, 38(4), 5-33.

International Business: Knowledge Accumulation

Peerally, J.A., & Cantwell, J.A. (2011). The impact of trade policy regimes on firms' learning for innovation from suppliers. *International Journal of Innovation Management*, 15(1), 29-68.

International Business: Mauritius Export Processing Zone (MEPZ)

Cantwell, J.A., & Mudambi, R. (2011). Physical attraction and the geography of knowledge sourcing in multinational enterprises. *Global Strategy Journal*, 1(3-4), 206-232.

International Business: MNE Knowledge Sourcing

Rutgers University - Newark and New Brunswick (continued):

Cantwell, J.A., & Zhang, Y. (2011). Innovation and location in the multinational firm. *International Journal of Technology Management*, 54(1), 116-132.

International Business: Multinational Corporations

Spell, C., Bezrukova, K., Haar, J., & Spell, C.J. (2011). Faultlines, fairness, and fighting: A justice perspective on conflict in diverse groups. *Small Group Research*, 42(3), 309-340.

Management: Conflict

Levin, D.Z., Walter, J., & Murnighan, J.K. (2011). The power of reconnection - How dormant ties can surprise you. *MIT Sloan Management Review*, 52(3), 45-50.

Management: Dormant Ties

Levin, D.Z., Walter, J., & Murnighan, J.K. (2011). Dormant ties: The value of reconnecting. *Organization Science*, 22(4), 923-939.

Management: Social Capital

Vandegrift, D., & Lahr, M. (2011). Open space, house prices, and the tax base. *The Annals of Regional Science*, 46(1), 83-100.

Taxation: Effect of Public Acquisition of Open Space

Seton Hall University:

Long, J., Gao, Z., Orenstein, P., & Ren, H. (2011). Control strategies for dispersing incident-based traffic jams in two-way grid networks. *IEEE Transactions on Intelligent Transportation Systems*, 99, 1-13.

Decision Sciences: Control Strategy

Orenstein, P., & Stalker, T.J. (2011). Using hierarchical forecasting to align inventory levels in a two-stage supply chain: An empirical approach. *Journal of Operations and Logistics*, 4(1), 35-55.

Decision Sciences: Supply Chains

Abrevaya, J., & Tang, H. (2011). Body mass index in families: Spousal correlation, endogeneity, and intergenerational transmission. *Empirical Economics*, 41(3), 841-864.

Economics: Body Mass Index

Dills, A.K., Morgan, H.N., & Rotthoff, K.W. (2011). Recess, physical education, and elementary school student outcomes. *Economics of Education Review*, 30(5), 889-900.

Economics: Economics of Education

Anders, A., & Rotthoff, K.W. (2011). Yellow cards: Do they matter? *Journal of Quantitative Analysis in Sports*, 7(1), 1-10.

Economics: European Football (Soccer)

Seton Hall University (continued):

Rotthoff, K.W., Zanzalari, D., & Jasina, J. (2011). What are the odds? A measure of the small sample problem. *Applied Economics Letters*, 18(12), 1139-1143.

Economics: Small Sample Decision

Groothuis, P.A., Groothuis, J.D., & Rotthoff, K.W. (2011). Time on camera: An additional explanation of NASCAR tournaments. *Journal of Sports Economics*, 12(5), 561-570.

Economics: Tournament Structure

Rotthoff, K.W. (2011). The incentives leading up to the 2008 financial crisis. *International Journal of Trade and Global Markets*, 4(4), 343-349.

Finance: Financial Crisis

Xu, X.E., Liu, J., & Loviscek, A.L. (2011). An examination of hedge fund survivorship bias and attrition before and during the global financial crisis. *The Journal of Alternative Investments*, 13(4), 40-52.

Finance: Hedge Fund Industry

Rotthoff, K.W. (2011). How market makers affect efficiency: Evidence markets are becoming less efficient. *Capital Markets Review*, 18(1&2), 53-72.

Finance: Market Efficiency

Seton Hall University (continued):

Shim, S.J. (2011). A system for bilingual search on the Web. *Journal of Information Technology Review*, 2(4), 147-153.

Information Technology: System for Bilingual Web Search

Yin, J.Z., & Vaschetto, S. (2011). China's business engagement in Africa. *Chinese Economy*, 44(2), 43-57.

International Business: Chinese-African Business Relations

Hunter, R.J., Jr., & Ryan, L.V. (2011). Reflections in twenty years of political and economic change in Poland. *Global Economy Journal*, 11(1) (Article 5), 1-15.

International Business: Economic Change in Poland

Hunter, R.J., Jr., & Ryan, L.V. (2011). The Polish economy in 2010: A retrospective view looking towards 2011. *International Journal of Humanities and Social Science*, 1(9) (Special Issue), 65-69.

International Business: Polish Economy

Hunter, R.J., Jr., & Ryan, L.V. (2011). Polish election 2010: Possible political and economic implications (an optimistic scenario). *The Sarmatian Review*, 30(1), 1547-1549.

International Business: Polish Election of 2010

Seton Hall University (continued):

Hunter, R.J., Jr. (2011). Judicial review of administrative rule making. *Mustang Journal of Law & Legal Studies*, 2, 31-39.

Legal Studies: Administrative Law

Hunter, R.J., Jr., Lozada, H.R., & Mayo, A. (2011). Censorship in the video game industry: Government intervention or parental controls? *University of Denver Sports and Entertainment Law Journal*, 5(9), 54-72.

Legal Studies: Censorship in the Video Game Industry

Hunter, R.J., Jr., Shannon, J.H., & Blodgett, M. (2011). The Bureau of Consumer Financial Protection: Regulation, deregulation, and reregulation. *Business Law Review*, 44(May), 113-139.

Legal Studies: Consumer Financial Protection

Hunter, R.J., Jr., Mest, D.P., & Shannon, J.H. (2011). A focus on the Foreign Corrupt Practices Act (FCPA): Siemens and Halliburton revisited as indicators of corporate culture. *Atlantic Law Journal*, 13, 60-90.

Legal Studies: Foreign Corrupt Practices Act (FCPA)

Seton Hall University (continued):

Hunter, R.J., Jr., Shannon, J.H., O'Sullivan-Gavin, S., & Blodgett, M. (2011). Regulation: A historical perspective and discussion of the impact of the Commerce Clause and the Fourteenth Amendment and the move to deregulate the American economy. *University of La Verne Law Review*, 32(May), 137-164.

Legal Studies: The Commerce Clause and the Fourteenth Amendment

McCrea, E.A., & Torres-Baumgarten, G.M. (2011). Mail Boxes Etc. or the UPS store? A decision from a franchisee's perspective. *Entrepreneurship Theory and Practice*, 35(3), 595-610.

Management: A Franchisee Perspective

Betts, S.C., Watad, M., & McCrea, E.A. (2011). Aligning program offerings and academic research with business needs for closely held business. *Journal of Management and Marketing Research*, 6, 36-39.

Management: Closely Held Businesses

Valdez, M.E., Doktor, R.H., Singer, A.E., & Dana, L.-P. (2011). Impact of tolerance for uncertainty upon opportunity and necessity entrepreneurship. *Human Systems Management*, 30(3), 145-153.

Management: Entrepreneurship

Seton Hall University (continued):

Valdez, M.E. (2011). The role of individual and familial traditional genealogical status on entrepreneurial success. *Journal of Organizational Psychology*, 11(1), 9-23.

Management: Entrepreneurship

Boroff, K.E., Donigian, A.M., & Mundell, Z.J. (2011). A better way to develop officers. *Armed Forces Journal*, <http://www.armedforcesjournal.com/2011/05/6219649/>.

Management: Human Resource Strategy

Carrillat, F.A., Ladik, D.M., & Legoux, R. (2011). When the decision ball keeps rolling: An investigation of the Sisyphus effect among maximizing consumers. *Marketing Letters*, 22(3), 283-296.

Marketing: Consumer Behavior

Nouri, H., & Opatosky, D. (2011). Celebrity baby photograph donations: A case study in charitable contribution tax planning and research. *Journal of Accounting Education*, 28(3-4), 210-220.

Pedagogy: Charitable Contribution Tax Planning

Amar, A.D. (2011). China's Ripoff of Zippo: Expanding the costs of pirated intellectual property. *Emerald Emerging Market Case Studies*, 1(3), 1-3.

Pedagogy: Piracy of Intellectual Property

Stevens Institute of Technology:

Creamer, G. (2011). Linking entity resolution and risk: A boosting approach. *Eastern Economic Journal*, 37(1), 150-164.

Decision Sciences: Credit Risk

The College of New Jersey:

Parker, R.J., Nouri, H., & Hayes, A.F. (2011). Distributive justice, promotion instrumentality, and turnover intentions in public accounting firms. *Behavioral Research in Accounting*, 23(2), 169-186.

Accounting: Public Accounting Firms

Vandegrift, D., & Yavas, A. (2011). An experimental test of behavior under team production. *Managerial and Decision Economics*, 32(1), 35-51.

Economics: Team Production

Nouri, H., & Opatosky, D. (2011). Celebrity baby photograph donations: A case study in charitable contribution tax planning and research. *Journal of Accounting Education*, 28(3-4), 210-220.

Pedagogy: Charitable Contribution Tax Planning

Vandegrift, D., & Lahr, M. (2011). Open space, house prices, and the tax base. *The Annals of Regional Science*, 46(1), 83-100.

Taxation: Effect of Public Acquisition of Open Space

William Paterson University:

Teng, J.-T., Cárdenas-Barrón, L.E., & Lou, K.-R. (2011). The economic lot size of the integrated vendor–buyer inventory system derived without derivatives: A simple derivation. *Applied Mathematics and Computation*, 217(12), 5972–5977.

Decision Sciences: Integrated Production Inventory Model

Teng, J.-T., Yang, H.-L., & Chern, M.-S. (2011). Economic order quantity models for deteriorating items and partial backlogging when demand is quadratic in time. *European Journal of Industrial Engineering*, 5(2), 198-214.

Decision Sciences: Inventory

Teng, J.-T., Min, J., & Pan, Q. (2011). Economic order quantity model with trade credit financing for non-decreasing demand. *Omega*, 40(3), 328-335.

Decision Sciences: Inventory

Cárdenas-Barrón, L.E., Wee, H.-M., & Teng, J.-T. (2011). A supplement to “Using the EPQ for coordinated planning of a product with partial backordering and its components.” *Mathematical and Computer Modelling*, 54(1-2), 852-857.

Decision Sciences: Inventory Management

William Paterson University (continued):

Cárdenas-Barrón, L.E., Teng, J.-T., Treviño-Garza, G., Wee, H.-M., & Lou, K.-R. (2011). An improved algorithm and solution on an integrated production-inventory model in a three-layer supply chain. *International Journal of Production Economics*, 136(2), 384-388.

Decision Sciences: Production Planning

Skouri, K., Konstantaras, I., Papachristos, S., & Teng, J.-T. (2011). Supply chain models for deteriorating products with ramp type demand rate under permissible delay in payments. *Expert Systems with Applications*, 38(12), 14861–14869.

Decision Sciences: Ramp Type Demand Rate

Teng, J.-T., Krommyda, I.-P., Skouri, K., & Lou, K.-R. (2011). A comprehensive extension of optimal ordering policy for stock-dependent demand under progressive payment scheme. *European Journal of Operational Research*, 215(1), 97–104.

Decision Sciences: Stock Dependent Demand

Agnihotri, R., Shanker, M., & Kothandaraman, P. (2011). Theorization of the open source software phenomenon: A complex adaptive system approach. *Journal of Management and Marketing Research*, 10, 1-10.

Information Technology: Open Source Software

William Paterson University (continued):

Mir, R. (2011). Blurring the boundaries between case analysis and ethnography: Reflections on a hybrid approach to researching multinational corporations. In R. Piekkari and C. Welch (Eds.), *Rethinking the Case Study in International Business and Management Research* (pp. 301-322). London: Edward Elgar Press.

International Business: Case Study Research

Arevalo, J.A., & Aravind, D. (2011). Corporate social responsibility practices in India: Approach, drivers, and barriers. *Corporate Governance*, 11(4), 399-414.

International Business: Corporate Responsibility in India

Andreopoulos, G., Andreopoulos, G.C., & Panayides, A. (2011). Multilateral vs. bilateral aid: Addressing some puzzles. *European Journal of Management*, 11(4), 73-78.

International Business: Global Programs

Mir, R., & Mir, A. (2011). Seeds and food or bits and bytes? Arguing for a new approach to development in India. In A. Prasad (Ed.), *Against the grain: Advances in postcolonial organization studies* (pp. 308-326). Copenhagen: Copenhagen Business School Press.

International Business: Information and Computer Technologies in India

William Paterson University (continued):

Andreopoulos, G., Andreopoulos, G.C., & Panayides, A. (2011). U.S. foreign assistance and the changing aid architecture. *European Journal of Management*, 11(4), 110-116.

International Business: Multilateral Aid

Wong, H., Nassiripour, S., Mir, R., & Healy, W. (2011). Transfer price setting in multinational corporations. *International Journal of Business and Social Science*, 2(9), 10-14.

International Business: Transfer Pricing

Betts, S.C., Watad, M., & McCrea, E.A. (2011). Aligning program offerings and academic research with business needs for closely held business. *Journal of Management and Marketing Research*, 6, 36-39.

Management: Closely Held Businesses

Betts, S.C., & Taran, Z. (2011). Conflicting issues and corporate social responsibility: Aligning organizational efforts with stakeholders interests. *Journal of International Management Studies (JIMS)*, 11(3), 39-46.

Management: Corporate Social Responsibility and Sustainability

William Paterson University (continued):

Betts, S.C., & Santoro, M.D. (2011). Somewhere between markets and hierarchies: Controlling industry university relationships for success. *Academy of Strategic Management Journal*, 10(1), 19-44.

Management: Industry-University Alliances

Mir, R., & Mir, A. (2011). Organizational change as imperialism. In D. Boje, B. Burnes and J. Hassard (Eds.), *The Routledge Companion to Organizational Change* (pp. 425-439). London: Routledge.

Management: Organizational Behavior

Betts, S.C. (2011). Lucky rolls, leaps of faith and hunches: Luck, faith and intuition in decision making. *Business Studies Journal*, 3(2), 77-87.

Management: Organizational Decision Making

Arevalo, J.A., Castelló, I., de Colle, S., Lenssen, G., Neumann, K., & Zollo, M. (2011). Introduction to the special issue: Integrating sustainability in business models. *Journal of Management Development*, 30(10), 941-954.

Management: Sustainability

William Paterson University (continued):

Prasad, A., Prasad, P., & Mir, R. (2011). One mirror in another: Managing diversity and the discourse of fashion. *Human Relations*, 64(5), 703-724.

Management: Workplace Diversity Management Programs

Rapp, A., Agnihotri, R., & Baker, T. (2011). Conceptualizing salesperson competitive intelligence: An individual-level perspective. *Journal of Personal Selling and Sales Management*, 31(2), 141-156.

Marketing: Customer Relationship Management

Agnihotri, R., Rapp, A., Kothandaraman, P., & Singh, R.K. (2011). An emotion-based model of salesperson ethical behaviors. *Journal of Business Ethics*, 96(1), 1-18.

Marketing: Ethical Attitudes and Behaviors of Salespeople

Florenthal, B., & Arling, P. (2011). Do green lifestyle consumers appreciate low involvement green products? *The Marketing Management Journal*, 21(2), 35-45.

Marketing: Green Products

William Paterson University (continued):

Kothandaraman, P., Agnihotri, R., & Anderson, R.E. (2011). The salesperson's role in CRM success: Exploring the value of salespersons' mapping of buying centre structure. *The Marketing Review*, 11(3), 249-261.

Marketing: Industrial Buying

Arya, A. (2011). A note on teaching the effective interest method related problems in accounting. In A. Catanach and D. Feldmann (Eds.), *Advances in accounting education: Teaching and curriculum innovations (Advances in Accounting Education, Volume 12)* (pp. 97-116). United Kingdom: Emerald Group Publishing Limited.

Pedagogy: Accounting

Arya, A., Sun, H.-L., Chang, J.-C., & Finney, S.G. (2011). Stock option backdating at Comverse Technology: Ethical, regulatory, and governance issues. *Journal of the International Academy for Case Studies*, 17 (Special Issue 1), 55-64.

Pedagogy: Accounting

Healy, W.J., Taran, Z., & Betts, S.C. (2011). Sales course design using experiential learning principles and Bloom's taxonomy. *Journal of Instructional Pedagogies*, 6, 1-10.

Pedagogy: Experiential Learning

William Paterson University (continued):

Betts, S.C. (2011). Extending the Forer test beyond face validity: An experiential approach to teaching social science methodology. *Academy of Educational Leadership Journal*, 15 (Special Issue), 143-149.

Pedagogy: Personality Testing

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, International Business, 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.

Discipline: Specific Application

Citation of the Publication

Accounting: Expert Witness

DiGabriele, J.A. (2011). An observation of differences in the transparent objectivity of forensic accounting expert witnesses. *Journal of Forensic & Investigative Accounting*, 3(2) (Special Issue), 390-416.

Accounting: Forensic Accounting

DiGabriele, J.A. (2011). Revisiting the integration of forensic accounting and the auditing paradigm. *The Forensic Examiner*, 20(2), 70-74.

Accounting: Impact of the Sarbanes-Oxley Act (SOX)

Narasimhan, R., & Chung, S. (2011). Impact of the Sarbanes-Oxley Act on audit and non-audit fees: A comparative analysis. *Journal of Global Business Development (JGBD)*, 3(2), 56-59.

Accounting: Initial Public Offerings

McMullen, D.A., Sanchez, M.H., & Stout, D.E. (2011). Initial Public Offerings and the role of the management accountant. *Management Accounting Quarterly*, 12(2), 11-23.

Accounting: Lehman Brothers and Repo 105

Jeffers, A.E. (2011). How Lehman Brothers used Repo 105 to manipulate their financial statements. *Journal of Leadership, Accountability and Ethics (JLAE)*, 8(5), 44-55.

Accounting: Materiality

Vance, D.E. (2011). A meta-analysis of empirical materiality studies. *The Journal of Applied Business Research*, 27(5), 53-72.

Accounting: Public Accounting Firms

Parker, R.J., Nouri, H., & Hayes, A.F. (2011). Distributive justice, promotion instrumentality, and turnover intentions in public accounting firms. *Behavioral Research in Accounting*, 23(2), 169-186.

Accounting: Repo 105

Jeffers, A.E. (2011). Lehman Brothers - The thin line between aggressive accounting & unethical behavior. *European Journal of Management (EJM)*, 11(4), 93-101.

Accounting: Sarbanes-Oxley

Tondi, G., & Riotto, J. (2011). SOX...life, death or transformation for small firms. *International Journal of Critical Accounting*, 3(1), 107-113.

Accounting: Sustainability Initiatives

Jeffers, A.E., & DeGaetano, L.A. (2011). The relationship between sustainability initiatives and the corporation's bottom line. *Journal of International Management Studies (JIMS)*, 11(2), 12-21.

Decision Sciences: Control Strategy

Long, J., Gao, Z., Orenstein, P., & Ren, H. (2011). Control strategies for dispersing incident-based traffic jams in two-way grid networks. *IEEE Transactions on Intelligent Transportation Systems*, 99, 1-13.

Decision Sciences: Credit Risk

Creamer, G. (2011). Linking entity resolution and risk: A boosting approach. *Eastern Economic Journal*, 37(1), 150-164.

Decision Sciences: Integrated Production Inventory Model

Teng, J.-T., Cárdenas-Barrón, L.E., & Lou, K.-R. (2011). The economic lot size of the integrated vendor–buyer inventory system derived without derivatives: A simple derivation. *Applied Mathematics and Computation*, 217(12), 5972–5977.

Decision Sciences: Inventory

Teng, J.-T., Min, J., & Pan, Q. (2011). Economic order quantity model with trade credit financing for non-decreasing demand. *Omega*, 40(3), 328-335.

Decision Sciences: Inventory

Teng, J.-T., Yang, H.-L., & Chern, M.-S. (2011). Economic order quantity models for deteriorating items and partial backlogging when demand is quadratic in time. *European Journal of Industrial Engineering*, 5(2), 198-214.

Decision Sciences: Inventory Management

Cárdenas-Barrón, L.E., Wee, H.-M., & Teng, J.-T. (2011). A supplement to “Using the EPQ for coordinated planning of a product with partial backordering and its components.” *Mathematical and Computer Modelling*, 54(1-2), 852-857.

Decision Sciences: Production Planning

Cárdenas-Barrón, L.E., Teng, J.-T., Treviño-Garza, G., Wee, H.-M., & Lou, K.-R. (2011). An improved algorithm and solution on an integrated production-inventory model in a three-layer supply chain. *International Journal of Production Economics*, 136(2), 384-388.

Decision Sciences: Ramp Type Demand Rate

Skouri, K., Konstantaras, I., Papachristos, S., & Teng, J.-T. (2011). Supply chain models for deteriorating products with ramp type demand rate under permissible delay in payments. *Expert Systems with Applications*, 38(12), 14861-14869.

Decision Sciences: Stock Dependent Demand

Teng, J.-T., Krommyda, I.-P., Skouri, K., & Lou, K.-R. (2011). A comprehensive extension of optimal ordering policy for stock-dependent demand under progressive payment scheme. *European Journal of Operational Research*, 215(1), 97–104.

Decision Sciences: Supply Chains

Orenstein, P., & Stalker, T.J. (2011). Using hierarchical forecasting to align inventory levels in a two-stage supply chain: An empirical approach. *Journal of Operations and Logistics*, 4(1), 35–55.

Decision Sciences: Transactions and Cross Shareholdings

Ito, T., Niki, E., Takida, R., Mehta, R., Passerini, K., & Sakamoto, M. (2011). Transactions and cross shareholdings in Mazda's Keiretsu: A centrality analysis. *Artificial Life and Robotics*, 16(3), 297–300.

Economics: Body Mass Index

Abrevaya, J., & Tang, H. (2011). Body mass index in families: Spousal correlation, endogeneity, and intergenerational transmission. *Empirical Economics*, 41(3), 841–864.

Economics: Economics of Education

Dills, A.K., Morgan, H.N., & Rotthoff, K.W. (2011). Recess, physical education, and elementary school student outcomes. *Economics of Education Review*, 30(5), 889-900.

Economics: European Football (Soccer)

Anders, A., & Rotthoff, K.W. (2011). Yellow cards: Do they matter? *Journal of Quantitative Analysis in Sports*, 7(1), 1-10.

Economics: Small Sample Decision

Rotthoff, K.W., Zanzalari, D., & Jasina, J. (2011). What are the odds? A measure of the small sample problem. *Applied Economics Letters*, 18(12), 1139-1143.

Economics: Team Production

Vandegrift, D., & Yavas, A. (2011). An experimental test of behavior under team production. *Managerial and Decision Economics*, 32(1), 35-51.

Economics: Tournament Structure

Groothuis, P.A., Groothuis, J.D., & Rotthoff, K.W. (2011). Time on camera: An additional explanation of NASCAR tournaments. *Journal of Sports Economics*, 12(5), 561-570.

Finance: Co-Movements of Global Stock Markets

Meric, I., Prober, L.M., Gong, L., & Meric, G. (2011). Co-movements of global stock markets before and after the 2008 stock market crash. *International Research Journal of Finance and Economics*, 74, 68-83.

Finance: Determinants of Stock Returns

Wang, J., Meric, G., Liu, Z., & Meric, I. (2011). The determinants of stock returns in the October 9, 2007-March 9, 2009 bear market. *The Journal of Investing*, 20(3), 18-24.

Finance: European Stock Markets

Meric, I., Prober, L.M., McCall, C.W., & Meric, G. (2011). Lead/lag linkages between European stock markets. *European Journal of Economics, Finance and Administrative Sciences*, 42, 139-149.

Finance: Financial Crisis

Rotthoff, K.W. (2011). The incentives leading up to the 2008 financial crisis. *International Journal of Trade and Global Markets*, 4(4), 343-349.

Finance: Hedge Fund Industry

Xu, X.E., Liu, J., & Loviscek, A.L. (2011). An examination of hedge fund survivorship bias and attrition before and during the global financial crisis. *The Journal of Alternative Investments*, 13(4), 40-52.

Finance: Indian Stock Market

Meric, G., Pati, N., & Meric, I. (2011). Co-movements of the Indian stock market with other stock markets: Implications for portfolio diversification. *Indian Journal of Finance*, 5(10).

Finance: Market Efficiency

Rotthoff, K.W. (2011). How market makers affect efficiency: Evidence markets are becoming less efficient. *Capital Markets Review*, 18(1&2), 53-72.

Finance: Portfolio Diversification

Meric, I., & Meric, G. (2011). *Sector and global investing: Risks, returns, and portfolio diversification benefits*. Saarbrücken: Germany, VDM Publishing.

Finance: Risk and Return

Meric, I., Gishlick, H.E., Taga, L.S., & Meric, G. (2011). Risks, returns, and portfolio diversification benefits of country index funds in bear and bull markets. *Business and Economics Research Journal*, 2(1), 1-14.

Finance: Stock Market Crash

Meric, G., Welsh, C., Weidman, S., & Marmon, R. (2011). The effects of the 2008 stock market crash on the managerial behavior, financial characteristics, and competitiveness of large U.S. corporations. *Global Journal of Business Issues*, 5(1), 11-20.

Information Technology: Impact of Initial Medium Mode

Han, H.-J., Hiltz, S.R., Fjermestad, J., & Wang, Y. (2011). Does medium matter? A comparison of initial meeting modes for virtual teams. *IEEE Transactions on Professional Communication*, 54(4), 377-391.

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