Fourteenth Annual Volume

Publications of New Jersey’s Business Faculty

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The Stillman School of Business
at Seton Hall University

Melody C. Puliti
Editor
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 fourteenth volume of the *Publications of New Jersey's Business Faculty*. This collaboration, which celebrates the 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 2014. 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 2014. These authors have earned the Bright Idea Award for their research. We appreciate the efforts of Professor Barbara Boyington (Brookdale Community College), Dean Gregory Cant (Montclair State University), Dean William Keep (The College of New Jersey), Dean Andrew Rosman (Fairleigh Dickinson University), and Dean Lei Lei (Rutgers Business School-Newark and New Brunswick) who helped us in the evaluation of the many worthy papers that were submitted.

Congratulations to our award winners!

Here are the 2014 Bright Idea Award winners:

| --- | --- |
Several of this year's winners are multi-year awardees. We commend Michael Alles, Miklos Vasarhelyi, and James Yang, who are being recognized for the fourth time; David Vance, for the third time; Gary Kleinman and Betsy Lin, for the second time; and Brett Gilbert, who earned two Bright Idea Awards this year.

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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As always, I am 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, NJPRO Foundation, Inc.

A special thanks to Pamela Dungee and Lorraine Joyce, Seton Hall Public Relations, for their efforts to publicize this work and for the timely production of the cover for this year's volume. I would also like to thank the NJPRO Foundation and the staff at NJBIA for their efforts in promoting the publication and for the generous production of the Bright 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 contribution 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.

I would also like to thank the staff of the Stillman School, Tanya Dixon, Janet Fenton, Carol Flynn, Dellkeyta Foster, Evonne Pinckney, and Amy Timmes for their continuing support and assistance. Their efforts, which enable all Stillman projects, are greatly appreciated.

Melody C. Puliti, Editor
SECTION 1: INTRODUCTION

I am happy to introduce this fourteenth annual volume of Publications of New Jersey’s Business Faculty. Sixteen 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, tax inversion, underemployment, blended learning, and classroom technology. My apologies to any New Jersey author whom I 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. I 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 Curriculum

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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.

**Ramapo College of New Jersey**

**Management: Foundations**

Scholars have suggested myriad characterizations of the relationship between organizations of the nonprofit sector and government. We expand upon Young’s “slight twist” of the economic supplementary view of government/nonprofit partnership to develop a model to explain the variation in levels of funding by local educational foundations (LEFs) in New Jersey public school districts. Seeking to better understand this private financing of public education, we empirically test for correlates of these funding variations using Internal Revenue Service (IRS) Form 990 data. Although we could not empirically verify an inverse relationship between state aid to education and level of LEF granting, we did find some evidence of a direct relationship between such private financing and median household income. Our analysis supports a more historically nuanced explanation of the role of LEFs in New Jersey public education.

*Rikki Abzug, Alexandre Olbrecht, and Murray Sabrin are members of the faculty at Ramapo College of New Jersey.*

**Ramapo College of New Jersey**

**Pedagogy: Classroom Technology**

The authors look at how business instructor needs are fulfilled by classroom management software (CMS), such as Moodle, and why instructors are sometimes slow to implement it. Instructors at different universities provided both qualitative and quantitative responses regarding their use of CMS. The results indicate that the top needs fulfilled by CMS are distribution of materials and communication with students. They also suggest that ease of use and usefulness of CMS are related to attitudes toward it, but that confusion in its use is not. Lastly, lack of clarity and time were the primary concerns of those who had not yet adopted CMS. Implications are discussed.

*Christina Chung is a member of the faculty at Ramapo College of New Jersey.*

**Montclair State University**  
**Economics: Infinite Utility Streams**

We study two related versions of the no-impatience postulate in the context of transitive and reflexive relations on infinite utility streams which are not necessarily complete. Both are excluded by the traditional (weak) anonymity axiom. We show explicit social welfare relations satisfying Strong Pareto and the weaker version of no-impatience that are compatible with continuity in all the traditional topologies in this field. However the stronger version of no impatience is violated by all lower semi-continuous (in the sup or Campbell topologies) social welfare relations satisfying the Weak Pareto axiom.

*Ram Sewak Dubey is a member of the faculty at Montclair State University.*

**Rutgers University-Newark and New Brunswick**

**Taxation: Pass-Through Entities**

In the United States, one of the most popular ways to conduct business is to use a pass-through entity such as a partnership, limited liability company, or S corporation. Investor taxpayers in such pass-through entities commonly hold their ownership interest for years or decades. Over this lengthy period of time, a taxpayer’s tax basis in the entity is subject to constant annual adjustments, which generally have no immediate tax consequences. However, when the pass-through entity investment is later sold or liquidated, tax basis determinations are of critical importance, and these determinations enable taxpayers to calculate their concomitant gains or losses. At this pivotal juncture, accurately determining taxpayers’ tax bases in these investments is highly unlikely, and the IRS’s ability to detect taxpayers’ tax basis reporting inaccuracies is virtually nonexistent. This analysis examines the phenomenon of taxpayers who do not know their tax basis in pass-through entity investments and the consequences associated with such ignorance. Also provided are projected revenue losses associated with taxpayers purposefully or inadvertently inflating the tax basis that they have in their pass-through entity investments. To curtail the projected revenue losses associated with tax basis misreporting, we propose several reform measures that Congress should adopt. Such measures include simplifying tax basis computations, enhancing information reporting, and limiting the ability of taxpayers to estimate the tax basis of their pass-through investments.

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

*Seton Hall University*

*Economics: Referee Bias*

Some have claimed that referee and home-field bias in football (American soccer) have been impacted by the fans at the match. When fans are hostile, the threat referees feel to their health and well-being influences their ability to call a fair match. We analyze two leagues with differing fan types: one ‘hostile’ league (Germany’s Bundesliga) and one league perceived as ‘peaceful’ (America’s Major League Soccer). Although there is a strong home-field bias inherent in football, we find evidence that part of the bias is due to the prospect of fan violence.

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

**Montclair State University**

**Taxation: The American Taxpayer Relief Act**

The American Taxpayer Relief Act of 2012 was enacted by Congress on January 1, 2013 with the aim of averting the “fiscal cliff.” It was passed to stave off the increase in taxes for many Americans. The Act allowed the reduction in the Social Security tax to expire and provided a permanent fix for the Alternative Minimum Tax (AMT). However, it only provided temporary measures for many other items and impacted capital gains and dividend rates, itemized deductions, personal exemptions, sales and local tax deductions, child related tax breaks, earned income credit as well as education credits and incentives. It also extended the unemployment benefits for one year, restored several tax breaks for homeowners and addressed federal estate and gift taxes. Overall, the Act contained many good points as well as bad points but has implications for Americans at all income and tax levels. This paper discusses major provisions contained in the Act that affects the majority of American taxpayers. We examine the implications of the various elements of the Act on American taxpayers and utilize numerous examples for illustration purposes at various income and tax levels. We also provide tax planning strategies that can be utilized by American taxpayers to minimize their tax liability so that they are able to maintain more of their paychecks as well as other income.

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

**Stevens Institute of Technology**

**Management: NPD**

Teams are increasingly becoming primary in the way employees in organizations conduct work. Understanding what makes teams effective is especially important for new product development (NPD) teams, whose members often have diverse backgrounds and competencies. The effects of similarities and differences among team members in NPD project-based work influence every aspect of that work. We explored the relationship between project team composition attributes and project team members’ team leadership and facilitation behaviors, drawing from the literature on similarity-attraction effect. Data from two time points that were 12-weeks apart were collected from 144 professional employees working in 48 project teams to test the study’s hypotheses. Using HLM 6.0 (Raudenbush & Bryk, 2002), findings show that when it comes to project team composition, members of a team, who are similar on affective personal style traits, demonstrate greater team leadership and facilitation behaviors. We identify implications for generating productive team leadership and facilitation behaviors in NPD project-based work.

*Zvi H. Aronson and Peter G. Dominick are members of the faculty at Stevens Institute of Technology.*

**Stevens Institute of Technology and Rutgers University-Newark and New Brunswick Management: Technology Challenging Projects**

In high-tech projects, which we refer to as technology challenging projects, all or mostly new technologies are used. While an effective project manager may be the source for a project team’s spirit, there are other possibilities, like the satisfying nature of the technical challenge of high-tech projects or the opportunity for new learning on the job. In the current case study, we center on the views of partakers’ in successful and failed technology challenging projects, and examine the importance of maintaining and managing a project’s spirit, regardless of the level of spirit partakers bring to the project, and irrespective of the satisfying level of the technical challenge. The project cases highlight the value of managing employees’ emotions, attitudes and behavioral norms that are focused on expected project outcomes, termed spirit, in technology challenging projects. Qualitative findings imply that leaders can be trained to execute behaviors that generate spirit in high-tech projects, which boosts contextual performance behavior and increases success.

*Zvi H. Aronson is a member of the faculty at Stevens Institute of Technology. Aaron J. Shenhar is a member of the faculty at Rutgers University-Newark and New Brunswick.*

Montclair State University
Economics: Affirmative Action

We consider effects of quota or “affirmative action” for women at work-places on the societal outcomes. A simple model of household decision making with production and endogenously determined female power is studied. We show that even under standard economic modeling specifications, as a result of affirmative action, it could turn out to be the case that female labor force participation and social welfare rise but at the cost of diminished female power and wider male-female wage-gap.

Vidya Atal and Ram Sewak Dubey are members of the faculty at Montclair State University.

**Rutgers University-Camden**

**Accounting: Executive Compensation**

In this paper we show that supporters reduce donations to nonprofits subsequent to disclosure of high executive compensation. We find evidence consistent with large, sophisticated donors actively seeking out and reacting to compensation information made available in IRS Form 990, while smaller donors react to compensation disclosures in the media. Additional analysis indicates that these results vary systematically across nonprofits, as we find a stronger negative relation in nonprofits classified as more charitable, and a weaker relation in nonprofits that provide services to their donors. In contrast neither grantors nor patrons appear to react to executive compensation disclosures.

*Erica E. Harris is a member of the faculty at Rutgers University-Camden.*

**Montclair State University**

**Economics: Impatience Condition**

In this paper we show that if a strongly monotone inter-temporal order exhibits no preference towards the advancement of timing of future utility on any infinite utility stream, then the existence of such an order must involve some non-constructive device.

*Ram Sewak Dubey is a member of the faculty at Montclair State University.*

**Rutgers University-Newark and New Brunswick**

**Management: Corporate Misconduct**

Wouldn't it be great if corporate misconduct came to an end? In this paper, I explicate the role of stakeholders in policing firm behaviors, and so in determining the degree to which corporate misconduct might come to an end. Further, I explain limits on the ability of stakeholders to fulfill this important role. Drawing from the literature on managerial and social cognition, I develop a model of the process by which stakeholders notice, make sense of, and respond to acts of corporate misconduct, and forge a set of researchable propositions that outline how cognitive limits constrain stakeholders during each step. Overall, this model explains why many acts of firm misconduct go unpunished, and suggests limits on the ability to delegate effective social control of corporate behaviors to stakeholders.

*Michael L. Barnett is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Montclair State University**  
**Economics: Efficiency**

We provide a sufficient condition on the production function under which eventually the most patient household owns the entire capital stock in every Ramsey equilibrium, called the turnpike property. This generalizes the result in the literature which establishes the turnpike property using the capital income monotonicity condition. We then provide an example of a Ramsey equilibrium in which the most patient household reaches a no capital position infinitely often. This is a strong refutation of the turnpike property on Ramsey equilibria. We also show that the constructed Ramsey equilibrium is inefficient in terms of the aggregate consumption stream that it provides.

*Ram Sewak Dubey is a member of the faculty at Montclair State University.*

**Montclair State University**
**Accounting: Corporate Social Responsibility**

The increasing importance of corporate social responsibility to entrepreneurial policies has made it a leading topic in the literature. The strategic integration of corporate social responsibility in the business core implies the communication between a company and its stakeholders. Sustainability reports are recognized worldwide as a tool that companies use to communicate their socially responsible behavior. The way companies communicate through their reports indicates their level of commitment to corporate social responsibility. The objective of this paper is to analyze companies’ behavior towards corporate social responsibility based on their disclosure practices. We define four possible types of behavior: Novice, Cautious, Chattering and Leading. These types are the result of the combination of two variables that measure the disclosure and credibility of corporate social responsibility information. Our results indicate that companies listed in the stock market disclose more corporate social responsibility information than private ones but with less credibility. European countries are leading the rankings in corporate social responsibility information and tend to have a Cautious or Leading attitude. Finally, we report differences among industries.

*Silvia Romero is a member of the faculty at Montclair State University.*

**Montclair State University**  
**Accounting: Global Reporting Initiative**

Transparency is a quality of corporate social responsibility communication that enhances the relationship between the investors and the company. The objective of this paper is to analyze if the transparency of the sustainability reports is affected by the relationship of companies in different industries with their stakeholders. If this were the case, it would indicate that the pressure of significant stakeholders determines the required level of transparency of the reports. We find that the pressure of some groups of stakeholders (customers, clients, employees, and environment) improves the quality of transparency of the reports. We extend previous research by studying the effect of stakeholder group pressure on transparency when reporting sustainability. Our results show that transparency is affected by ownership, along with size and global region.

*Silvia Romero is a member of the faculty at Montclair State University.*

**Rider University**

**Management: Job Satisfaction and Life Satisfaction**

We examine the enduring psychological question of the relationship between job satisfaction and life satisfaction among managers and professionals in relation to demographic (age and income), health (self-rated and mental health), and work-family conflict and synergy. Job satisfaction and life satisfaction were significantly and positively related when controlling for demographic, health, and work-family variables. Mental health and work-family variables were the strongest predictors of both job satisfaction and life satisfaction, although the demographic variables were not statistically significant. Results indicated that 60% of the sample was described by the spillover (positive association between job satisfaction and life satisfaction) model, 32% by the compensatory (inverse association) model, and 8% by the segmentation (weak or no relationship) model. Findings highlight the importance of studying the association of job and life satisfaction among particular occupational groups such as managers and professionals.

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

**Rider University**

**Management: Work-Family Conflict Among Hispanics**

Purpose – Hispanics represent a growing segment of the U.S. population and workforce, yet there is a lack of empirical research on Hispanics in relation to work-family conflict and synergy. Drawing on work-family and job demands-resources theories, the authors model predictors (autonomy, schedule flexibility, social support, work hours) and outcomes (health and satisfaction) of work-family variables among Hispanics and non-Hispanic whites. The paper aims to discuss these issues.

Design/methodology/approach – This quantitative study examined responses from respondents (n=2,988) of the 2008 National Study of the Changing Workforce using descriptive statistics, t-tests, ANOVAs, and structural equation models (SEM). The paper focusses primarily on Hispanics and also examined gender differences for Hispanics and non-Hispanic whites. Findings – Hispanic women reported the highest work-family conflict (work interfering with family (WIF) and family interfering with work (FIW)) and synergy (work-family synergy (WFS)) levels. Job resources are related to WIF for Hispanic women but not Hispanic men. Autonomy was the best predictor of WFS for all groups. Coping mediated the depression-life satisfaction relationship. WIF and WFS were each significantly related to job satisfaction. Job satisfaction and life satisfaction were significantly related for all groups except Hispanic women. Job satisfaction-turnover paths were significant.

Research limitations/implications – Although based on a high-quality national probability sample, all information was gathered from one extensive interview. There is also a need to examine subgroups of Hispanics beyond the scope of this data set.

Practical implications – Results suggest similarities as well as differences in work-family variables for Hispanics and non-Hispanic whites. Corporate work-family policies and initiatives may need to be altered in light of ethnicity and gender issues as the workforce becomes more diverse.

Originality/value – This study examined work-family conflict and synergy among Hispanics. The predominance of research on non-Hispanic whites needed to be extended to different racial/ethnic groups who may experience WIF, FIW, and WFS differently.

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

**Rutgers University-Newark and New Brunswick Management: Resource-Based Theory**

This article offers pipelines as a new perspective on human capital heterogeneity between firms. Using resource-based theory logic, we define pipelines as repeated interorganizational hiring and a practice firms use to differentially acquire and accumulate human capital and mitigate human capital risks. Pipelines are a ubiquitous staffing practice with ambiguous implications for firm performance that to date have eluded scholarly examination. Thus we use a systems framework to highlight input, output, and process contingencies in which pipeline hiring can create advantage over rivals-contingencies of human capital scarcity in the labor market, the choice of firm activity system, and product market ambiguity (i.e., credence qualities), respectively. Collectively, the article’s theoretical foundations provide new insights for human resource, strategy, and human capital fields and open the conceptual space of pipelines for examination by organizational scholars. We discuss the theoretical, empirical, and practical implications accordingly.

*Brett A. Gilbert is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Ramapo College of New Jersey**

**Information Technology: Information Systems Education**

This paper reports the results of a survey administered to 322 undergraduate business students enrolled in an introductory Information Systems course at a public liberal arts college located in the northeast U.S. The goal of this research was to learn, given the increased demand for technology oriented jobs, why fewer students are choosing the Information Systems (IS) major. The survey results indicate that lack of interest in IS or greater interest in another major are the primary reasons why students do not select IS as their major. Furthermore, even though students are knowledgeable about the career opportunities in the IS field, they simply do not find the IS field interesting enough to major in it.

Timothy J. Burns, Yuan Gao, Cherie Sherman, Alexander Vengerov, and Stephen Klein are members of the faculty at Ramapo College of New Jersey.
Accountable care organizations (ACOs) are groups of providers who agree to accept the responsibility for elevating the health status of a defined group of patients, with the goal of enabling people to take charge of their health and enroll in shared decision making with providers. The large initial investment required (estimated at $1.8 million) to develop an ACO implies that the participation of large health care organizations, especially hospitals and health systems, is required for success. Findings of this study suggest that ACOs based in a larger hospital organization are more likely to meet Centers for Medicare and Medicaid Services criteria for formation because of financial and structural assets of those entities.

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

**Rutgers University-Newark and New Brunswick**

**International Business: Transnational Corporations**

This paper comments upon Grazia Ietto-Gillies' article on 'The theory of the transnational corporation at 50+', which offers a splendid overview and a succinct summary of the theory of international business. Ietto-Gillies' article extends the author's recently revamped book, *Transnational Corporations and International Production: Trends, Theories, Effects* (Edward Elgar, 2012). The commentary discusses the origins of international business theory primarily in the discipline of Economics, and the increasingly interdisciplinary nature of research in the international business field. The distinction is discussed between the transnational corporation (TNC) as traditionally defined by the ownership of foreign assets and the TNC as recently defined by the coordination of an international business network. The increasing relevance of less formal and more decentralized organizational networks is examined. The continuing importance of the eclectic paradigm as a theoretical framework for the analysis of international business is reasserted, as is the role of TNCs as integrators of international systems characterized by locational diversity.

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

*Rutgers University-Newark and New Brunswick*  
**International Business: Revisiting Marx and Social Evolution**

This chapter considers the relationship between the globalization of business and the international location of technological innovation in historical perspective. These processes, globalization and innovation, are the two key mechanisms through which capitalism has developed and progressed as an economic system over the past 200 years or so. Somewhat ironically, in view of the anti-capitalist political and social movements that have been founded in his name, it was Marx who clearly identified how these two main drivers of the forces of production under capitalism work in tandem with one another to generate enormously powerful economic development, relative to the standards of any pre-capitalist society. So I begin by revisiting Marx's argument in order to better appreciate the historical context for globalization and innovation as key elements in modern social evolution, before turning in the latter part of the chapter to some evidence on the relationship between the two in the most recent phase of global economic development since 1950.

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

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

We assess the cross-disciplinary connections of *JIBS* by examining its citation network, which spreads across no less than 36 disciplines or fields. Using a citation network of 166 citing and 645 cited journals, we investigate *JIBS*’ interdisciplinarity using the intermediation and integration approaches of network analysis. Our analyses of citation patterns for a 12-year time period (2001–2012) suggests that *JIBS* is helping bridge disciplines that do not often otherwise talk to each other – a task of critical importance for new knowledge creation. We also find that *JIBS* is enabling integration of knowledge from a diverse set of disciplines in comparison to other prominent leading management journals.

*John A. Cantwell is a member of the faculty at Rutgers University-Newark and New Brunswick.*
The amount and the nature of the innovative activity of multinational corporation (MNC) subunits have changed over time. Historically, subunits innovated mainly to adapt for local conditions products or processes developed in the home country of the MNC parent company. Thus, subunit creative activity in new fields little explored earlier by their parent was driven mainly by their own local system of innovation. However, MNC subunits evolved over successive decades, increasingly gaining a more internationally integrated creative role. Hence, the availability of a wider array of knowledge through the international connectedness of firms in the relevant industry in the country in which the subunit is located, has gained in importance. Within this context, the role of the parent company in subunit creative activity has also become more important, since combining core company knowledge with new discoveries requires a closer integration of subunit creative activities with those of the MNC group. We provide evidence on these historical changes by analyzing a panel data set of innovative activities conducted abroad by 244 among the world’s largest industrial firms, in 2,276 foreign subunits, from 1940 to 1995.

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

**Rider University, Fairleigh Dickinson University, and Rutgers University-Newark and New Brunswick**

**Accounting: Coopers & Lybrand**

This article examines the evolution of practice strategy and organizational structure at the U.S. accounting firm Lybrand, Ross Bros. & Montgomery from its inception in 1898 through to its merger with Price Waterhouse in 1998. We focus on the interaction between the firm and its broader economic, social and political contexts as we analyze key drivers of organizational change. The accounting enterprise developed a dual strategy involving both horizontal integration and service diversification for adapting successfully to changes in markets, professional knowledge, technology and regulation. Organizational learning was fundamental to its successful evolution in scale and scope as it enabled the firm to develop strategies and structures that responded effectively to changing external challenges and opportunities.

*Nandini Chandar is a member of the faculty at Rider University. Dierdre Collier is a member of the faculty at Fairleigh Dickinson University. Paul Miranti is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**William Paterson University**  
**Marketing: Local Market Knowledge Source**

Since multinational corporations (MNCs) in host countries frequently face location-based disadvantages, local market knowledge acquisition has become an increasingly important topic in the knowledge management literature. Within this research stream, the process of local market knowledge transfer has been widely discussed. However, the issues of the source (especially the internal and external sources) for MNCs to obtain local market knowledge have not been well studied, especially in the emerging market context. Also, the consequence of choosing a local market knowledge source, which interests practitioners more, rarely appears in the literature. This study aims to be the first conceptual paper discussing both antecedents and outcomes of choosing either inside or outside local market knowledge source in the emerging market context. The framework we propose, using MNCs as the unit of analysis, includes both micro-environmental factors (organizational culture and the home market performance of MNCs) and macro-environmental factor (the openness of the economic system in the emerging market) that impact the local market knowledge source choice (insider or outsider) of MNCs. In addition, we discuss how the extent of the environmental turbulence (especially market turbulence) in the emerging market moderates the relationship between either inside or outside local market knowledge source and the performance of MNCs in the emerging market. We believe our framework is a parsimonious and systematically clear way of explaining what is actually a complicated phenomenon and we hope that this paper provides a conceptual framework, which stimulates subsequent empirical studies.

*Mike Chen-ho Chao and Shan Feng are members of the faculty at William Paterson University.*

**William Paterson University**  
**Marketing: New Product Performance**

We utilize the resource-based view of the firm (RBV), complemented by organizational learning and knowledge management, in developing a conceptual framework of market orientation-product innovation new product performance linkages in foreign markets. We argue that there are four resources and capabilities affecting a firm’s new product performance in foreign markets: market orientation, host country knowledge (both explicit and tacit), absorptive capacity (both potential and realized), and product innovation. First, market orientation influences a firm’s level of host-country knowledge. Second, potential absorptive capacity has both a moderating effect on the relationship between market orientation and host-country knowledge and a direct effect on host-country knowledge. Third, realized absorptive capacity has a moderating effect on the host-country knowledge-innovation relationship. Finally, product innovation has a direct impact on new product performance, but its influence on new product performance is moderated by the level of turbulence in the host-country market (i.e., market and technology turbulence).

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**William Paterson University**  
**Decision Sciences: Supply Chain**

Many products such as fruits, vegetables, pharmaceuticals, volatile liquids, and others not only deteriorate continuously due to evaporation, obsolescence, spoliage, etc. but also have their expiration dates (i.e., a deteriorating item has its maximum lifetime). Although numerous researchers have studied economic order quantity (EOQ) models for deteriorating items, few of them have taken the maximum lifetime of a deteriorating item into consideration. In addition, a supplier frequently offers her/his retailers a permissible delay in payments in order to stimulate sales and reduce inventory. There is no interest charge to a retailer if the purchasing amount is paid to a supplier within the credit period, and vice versa. In this paper, we propose an EOQ model for a retailer when: (1) her/his product deteriorates continuously, and has a maximum lifetime, and (2) her/his supplier offers a permissible delay in payments. We then characterize the retailer's optimal replenishment cycle time. Furthermore, we discuss a special case for non-deteriorating items. Finally, we run several numerical examples to illustrate the problem and provide some managerial insights.

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

**William Paterson University**  
**Decision Sciences: Economic Order Quantity**

Trade credit financing is increasingly recognized as an important strategy to increase profitability in Inventory Management. We revisit an economic order quantity model under conditionally permissible delay in payments, in which the supplier offers the retailer a fully permissible delay of M periods (i.e., there is no interest charge until M) if the retailer orders more than or equal to a predetermined quantity W. However, if the retailer’s order quantity is less than W, then the retailer must make a partial payment to the supplier, and enjoy a permissible delay of M periods for the remaining balance. In this paper, we extend the mentioned EOQ under conditionally permissible delay in payments to complement some shortcomings of the model. By contrast to the differential calculus method, we propose a simple arithmetic-geometric method to solve the problem. Furthermore, we establish some discrimination terms to identify the unique optimal solution among three alternatives, and explain those theoretical results by simple economical interpretations. Finally, we solve several numerical examples to illustrate the theoretical results and obtain some managerial implications.

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*William Paterson University*

*Decision Sciences: Inventory Theory*

To reduce inventory and increase sales, the supplier frequently offers the retailer a permissible delay in payments if the retailer orders more than or equal to a predetermined quantity. In 2012, Liao et al. proposed an economic order quantity model for a retailer with two warehouses when the supplier offers a permissible delay linked to order quantity. In this paper, we attempt to overcome some shortcomings of their mathematical model. Then, we apply some existing theoretical results in fractional convex programs to prove that the annual total variable cost is pseudoconvex. Hence, the optimal solution exists uniquely, which simplifies the search for the global minimum solution to a local minimum solution. Finally, we run a couple of numerical examples to illustrate the problem and compare the optimal solutions between theirs and ours.

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**William Paterson University**  
**Decision Sciences: Production & Inventory Management**

In practice, in order to reduce default risks with credit-risk customers, a seller (e.g., a manufacturer or a retailer) frequently requests its credit-risk customers to pay a fraction of the purchase amount at the time of placing an order as collateral deposit, and then grants a permissible delay on the outstanding balance (i.e., a down-stream partial trade credit). By contrast, the seller usually receives a permissible delay on the entire purchase amount from the supplier (i.e., an up-stream full trade credit). In this paper, we propose an economic production quantity (EPQ) model for deteriorating items in a supply chain with both up-stream and down-stream trade credit financing. By using fractional programming results, we can prove that the optimal solution not only exists but also is unique. Moreover, we propose three discrimination terms to identify the optimal solution among possible alternatives. Finally, some numerical examples are presented to highlight the theoretical results and managerial insights.

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**William Paterson University**  
**Decision Sciences: Supply Chain**

In practice, vendors (or sellers) often offer their buyers a fixed credit period to settle the account. The benefits of trade credit are not only to attract new buyers but also to avoid lasting price competition. On the other hand, the policy of granting a permissible delay adds not only an additional cost but also an additional dimension of default risk to vendors. In this paper, we will incorporate the fact that granting a permissible delay has a positive impact on demand but negative impacts on both costs and default risks to establish vendor-buyer supply chain models. Then we will derive the necessary and sufficient conditions to obtain the optimal solution for both the vendor and the buyer under non-cooperative Nash equilibrium. Finally, we will use two numerical examples to show that (1) granting a permissible delay may significantly improve profits for both the vendor and the buyer, and (2) the sensitivity analysis on the optimal solution with respect to each parameter.

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**Monmouth University**

**Management: Tele-Intensive Care Unit**

Tele-intensive care units in (usually rural) hospitals rely on telemedicine to allow physicians to better provide care to critically ill patients. This literature review found that intensive care units with telemedicine capability were associated with overall cost savings, shorter patient lengths of stay, and decreased patient mortality, although some smaller hospitals took longer to recoup the initial large investment in technology. Intensive care physicians using this new technological approach can provide better medical care for their patients at lower costs compared to intensive care physicians at hospitals without such technology.

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

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

This research integrates the international business and entrepreneurship literatures by examining the independent influences of innovativeness, proactiveness, and risk-taking on the ability of a firm to broaden its scope across international markets. For each dimension of entrepreneurial orientation, a cost-benefit framework is applied to highlight the trade-offs associated with different levels in the internationalization context. Based on a unique dataset of 500 SMEs spanning 10 industries, the results reflect the consequences of being “stuck in the middle” with respect to their strategic posture on innovativeness and proactiveness, but reveal a nuanced role for risk-taking behavior. The non-uniform and non-linear relationships from the findings contribute to a better understanding of when the individual dimensions of entrepreneurial orientation help or hinder entrepreneurial firms in the internationalization process.

*Brett A. Gilbert is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Seton Hall University**  
**Legal Studies: Warning Labels**

This article will consider the question: Should warning labels be required to be printed in the native language of non-English speakers in order to meet the obligations under a seller’s or manufacturer’s “duty to warn?” The article looks at one possible answer by analyzing the legal precedents in relation to this issue and analogizes to the doctrine of unconscionability as it was developed under both the common law and the Uniform Commercial Code as a possible answer.

*Kelly Dallavalle is a recent graduate of Seton Hall University. Richard J. Hunter, Jr., and Héctor R. Lozada are members of the faculty at Seton Hall University.*

**Rutgers University-Newark and New Brunswick**  
**Marketing: Student Loyalty**

In this paper, a model of student loyalty with graduate online programs utilizing relationship marketing theory elements was developed. This research assessed customer loyalty intentions by examining the service quality, commitment, satisfaction, and reputation of online students in master’s level online programs. The relationship between service quality, commitment, satisfaction, reputation, and loyalty have not been adequately investigated in online master’s programs and these results will be of interest to higher education institutions, program directors, and faculty curious about the antecedents of student loyalty in online education.

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**Montclair State University**  
**Accounting: Conflicts**

*The Accounting Review (TAR)* is regarded as an eminent accounting journal on the advancement of accounting concepts and dissemination of accounting knowledge (Williams, 1985). However, manuscripts published in *TAR* are beset with author acknowledgements of editorial review board members and editors/senior editors from the same university as manuscript author(s). This paper reports the acknowledgements that lead to noticeable organizational affiliation matches among authors and journal editorial staff at *TAR*. The results of this study have provided significant evidence of perceived affiliation conflict and perceived editorial conflict in manuscripts published in *TAR* over the sample period.

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

**Montclair State University**

**Accounting: Objectivity & Independence**

This paper is aimed at illustrating that certain capacities exist whereby the dual role of the external auditor (in undertaking internal audit roles as well as skilled persons roles) could be exercised to the optimal and maximum benefit of an entity or organization. It also aims to accentuate on why a return to and focus on traditional auditing techniques, as well as auditing techniques which focus on internal controls is a much needed move. In so doing, it contributes to the extant literature by highlighting why such a move should be facilitated, as well as proposing means whereby such a move would be facilitated—namely, through a focus on benefits which could be derived where the external auditor is able to incorporate certain internal audit responsibilities. The paper also draws attention to safeguards which require due consideration if the ever important attributes of objectivity and independence are not to be compromised. Risks associated with the overlapping roles of testifying and consulting experts in Forensic Accounting will also be considered in this paper. While the benefits and potentials of the dual roles assumed by external auditors are emphasized, as well as the need to ensure that safeguards operating to guard against a compromise of objectivity and independence are in place, authors' opinions in support of dual roles also take into consideration the utmost priority of ethical values. The paper also highlights the fact that even though such dual roles are appropriate in certain cases—as illustrated by justifications for limitations imposed by the Sarbanes Oxley Act and other relevant and applicable legislation—instances also persist where section 201 of Sarbanes-Oxley, with regard to internal audit outsourcing, may have been over-reactionary and may continue to hinder both companies and their auditors.

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

The healthcare industry represents an important sector, however, little is known about the current state of research into healthcare Operations Management (OM) and Supply Chain Management (SCM). The purpose of this research is to conduct a structured analysis of OM and SCM studies conducted in healthcare and inform three key questions: (1) what are the primary topics or themes in the extant healthcare OM and SCM literature, (2) what are the prevalent methodological approaches employed in healthcare OM and SCM, and (3) what does the future of OM and SCM research in healthcare hold? The questions are informed via a structured analysis of healthcare papers published between 1982 and 2011 in seven esteemed scholarly journal outlets in the OM and SCM field. Through screening 9,979 papers, and carefully analyzing the literature, this study makes at least four important contributions by: (1) using quantitative methods to identify the current investigatory themes, (2) quantifying methodological trends, (3) providing a qualitative narrative description of the top research themes, and 4) qualitatively describing directions for future research.

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**Rider University**  
**Management: Applicant Faking**

The purpose of this study was to examine the prevalence of applicant faking and its impact on the psychometric properties of the selection measure, the quality of hiring decisions, and employee performance. This study utilized a within-subjects design where responses on a self-report measure were obtained for 162 individuals both when they applied for a pharmaceutical sales position, and after they were hired. Training performance data was collected at the completion of sales training and sales data was collected 5 months later. Applicant faking was a common occurrence, with approximately half of the individuals being classified as a faker on at least one of the dimensions contained in the self-report measure. In addition, faking was found to negatively impact the psychometric properties of the selection measure, as well as the quality of potential hiring decisions made by the organization. Further, fakers exhibited lower levels of performance than non-fakers. These findings indicate that past conclusions that applicant faking is either uncommon or does not negatively impact the selection system and/or organizational performance may be unwarranted. Remarkably few studies have examined applicant faking using a within-subjects design using actual job applicants, which has limited our understanding of applicant faking. Even fewer studies have attempted to link faking to criterion data to evaluate the impact of faking on employee performance. By utilizing this design and setting, the present study provides a unique glimpse into both the prevalence of faking and the significant impact faking can have on organizations.

*John J. Donovan is a member of the faculty at Rider University.*

**Seton Hall University**  
**Legal Studies: Products Liability**

This article addresses the issues relating to products liability in the pharmaceutical industry. It outlines the drug approval process and the pressures inherent in the system arising from competition from generic drugs and affordable health care organizations in the context of two infamous drug recalls: Baycol and Vioxx. Finally, the paper includes several appendices dealing with the drug approval process, the nature of product warnings, principles of federal preemption, the “learned intermediary” rule, and expected health care expenditures for 2012-2013.

*Jason Dooney is an M.B.A. candidate at Seton Hall University. Richard J. Hunter, Jr. is a member of the faculty at Seton Hall University.*

**Montclair State University**  
*Economics: Social Welfare Orders*

This paper studies the nature of social welfare orders on infinite utility streams, satisfying the consequentialist equity principles known as Hammond Equity and the Pigou–Dalton transfer principle. The first result shows that every social welfare order satisfying Hammond Equity and the Strong Pareto axioms is non-constructive in nature for all non-trivial domains, $Y$. The second result shows that, when the domain set is $Y=[0,1]$, every social welfare order satisfying the Pigou–Dalton transfer principle is non-constructive in nature. Specifically, in both results, we show that the existence of the appropriate social welfare order entails the existence of a non-Ramsey set, a non-constructive object. The second result also provides an example of a social welfare order which can be represented, but which cannot be constructed.

Ram Sewak Dubey is a member of the faculty at Montclair State University.

**Montclair State University**  
**Economics: Social Welfare Orders**

This paper studies the nature of social welfare orders (SWO) on infinite utility streams, satisfying the efficiency principle known as monotonicity and the consequentialist equity principle known as strong equity. It provides a complete characterization of domain sets for which there exists such a SWO which is in addition representable by a real valued function. It then shows that for those domain sets for which there is no such SWO which is representable, the existence of such a SWO necessarily entails the existence of a non-Ramsey set, a non-constructive object.

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**New Jersey Institute of Technology**

**Management: Global Teams**

This paper describes the results of a gap analysis study used to determine differences in temporal perceptions among globally dispersed software teams. Very few prior studies have focused on measuring such cultural differences and their impact on dispersed teams with the emphasis on the team level. A survey was issued to virtual teams working in four countries, (China, India, Ireland, and the United States) consisting of 12 questions derived from four constructs (Future Orientation, Lateness Attitude, Sense of Urgency, Temporal Rigidity). There were a total of 92 subjects from one company. This study showed quantitative differences in perception among cultures corresponded to qualitative statements made by management concerning two countries. Limitation: one company and a small sample size. This research suggests that the instrument may be of value to management by identifying problems early.

*Jerry Fjermestad and Richard Egan are members of the faculty at New Jersey Institute of Technology.*

**Rowan University**

**Finance: Financial Ratios**

The U.S. and Germany rank #1 and #3, respectively, in the world, in terms of the total amount of international trade. U.S. and German firms compete with one another for a larger market share in other countries and in each other's local markets. And yet, there are no published studies that compare the financial management practices of U.S. and German firms. In this paper, we make a contribution to the finance literature on this subject by comparing the financial characteristics of U.S. and German manufacturing firms. Our findings provide valuable insights for corporate financial managers and for investors who invest in these countries. Using a sample of 1,166 firms, we find that the financial characteristics of U.S. manufacturing firms differ significantly from those of German manufacturing firms. MANOVA test results indicate that U.S. firms exhibit higher liquidity, lower debt, higher profitability, and lower total assets turnover. These findings are also supported by the logistic regression results. We suggest that better financial performance of U.S. firms could be attributed to more business-friendly employment laws and lower levels of unionization in the United States.

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**Seton Hall University**  
**Accounting: Unredeemed Gift Cards**

Gift cards are popular with consumers; cards worth billions of dollars are purchased every year. But they can cause headaches for CPAs working at firms that sell and accept gift cards. New guidance gives accountants a clearer path for recognizing breakage income from unredeemed gift cards. The revenue recognition standard released this year by FASB and the International Accounting Standards Board links the recognition of breakage income to the proportionate value of actual gift card redemptions. If an organization does not expect to be entitled to breakage income, then it cannot recognize revenue—until it judges the likelihood to be “remote” that the card’s balance will be redeemed. The new standard guides organizations on how to report gift card activity on an income statement. It says companies should classify income from gift card sales and breakage income as sales revenue. Many companies will need to reclassify breakage income to be reported as part of sales revenue. Companies must also be aware of state-by-state escheatment laws.

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**Rider University**

**Management: Evaluating a Consultant**

This research investigates issues regarding the evaluation of corporate and institutional consultants. There is considerable information to assist those who conduct research, but little to facilitate the evaluation of others who perform it. This study integrates ideas found in the literature with those of the researcher who has been a consultant and a client, together with empirically generated executive input. The author conducts a series of personal interviews with corporate and institutional individuals on the client-consultant interface. The information comes from publicly held and privately owned organizations in both profit and not-for-profit sectors. The findings lead to an improved understanding of how consulting efficiencies can be enhanced. A specific goal of this project is to expand the scholarly literature on the client-consultant relationship by focusing on guidelines that are used to select and evaluate consultants across different industries among publicly held and privately owned organizations in both profit and not-for-profit sectors. This particular paper pertains to the evaluation process alone. Much of the literature on this subject at the time of this research is somewhat dated or is anecdotal in its treatment of the subject, written mainly as non-scholarly short articles of interest in trade magazines. This study is designed as a literature-based, empirical, descriptive research inquiry.

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

**Fairleigh Dickinson University**  
Management: Sustainability Management

Organizations around the world are increasingly factoring in environmental and social demands as they strive to achieve enduring success beyond near-term financial returns. Only partially understood are the ways that organizations manage sustainability based on geographic location and multinational standardization. This study analysed a worldwide survey of managers (N = 1,514) to compare across borders their perceptions of sustainability-related external influences, internal inhibitors, internal enabling factors, decision drivers, practices, and operating performance. Guided by an existing integrative model combining these factors, this paper analyzed variation across geographic region, country-wide sustainability conditions, and level of economic development. Corporate sustainability motives, practices, and benefits do vary significantly across geographic contexts, but organization size and strategy of operating as a national, multi-local, or global firm make an even bigger difference. Further research is suggested to deepen these findings.

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**Seton Hall University**  
**Economics: College Athletics**

We revisit a recent study by Lindo, Swensen and Waddell (2012), who found a negative relationship between the success of the University of Oregon football team and the academic performance of students as measured by grades. Using data from Clemson University, we also find that the football team’s winning percentage is negatively related to academic performance. Although Lindo, Swensen and Waddell (2012) found that the academic performance of male students was more sensitive to changes in the winning percentage than the academic performance of female students, we find evidence of the opposite phenomenon in the Clemson data. Moreover, the negative relationship between wins and academic performance at Clemson appears to persist into the spring semester.

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**Rutgers University-Newark and New Brunswick**  
**Decision Sciences: Lean Manufacturing**

The notion of achieving competitive advantage using a strategic customer service orientation (SCSO) has received increased research attention. The purpose of this paper is to examine the concept of SCSO in the context of rapidly changing competitive market environments. An organization-wide SCSO can be implemented through lean manufacturing practices to achieve favorable operational and business performances (BPs). This study employs survey methodology to examine a research model that theorizes eight hypotheses with respect to the relationships among SCSO, human and technical lean practices, and performance outcomes (operational and BPs). Data from 571 firms participating in the International Manufacturing Strategy Survey (IMSS) IV are analyzed using structural equation modeling (AMOS 20). The findings suggest that firms with a SCSO implement both human and technical aspects of lean manufacturing practices leading to better performance results. The findings also indicate that performance outcomes are indirectly influenced through the combined efforts of technical and human lean manufacturing practices. Generalizations here are limited to manufacturing firms. SCSO beyond manufacturing firms like healthcare or high-tech organizations that implement lean practices in response to a SCSO have yet to be examined and provide fertile opportunities for future research. These findings suggest practical insight into how to integrate service-driven value creation and delivery for achieving both cost effectiveness and quality performance outcomes. The examination of the consequences of SCSO in manufacturing firms from multiple countries is a novel contribution in the field, as is the examination of technical and human lean practices. It comes at a time when manufacturing firms increasingly recognize the value of services for global competitiveness.

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**Montclair State University**  
**Accounting: Forensic Accounting**

The purpose of this paper is to build on and expand Stone and Miller’s (2013) (henceforth, Stone and Miller) propositions concerning “what matters” in forensic accounting research. Forensic accounting research that matters is a function of the purpose of forensic accounting research. Stone and Miller’s work serves as a prelude for more mature forensic accounting research, a starting point for a debate about what constitutes forensic accounting research that matters. We critique their work and extend the debate by further developing their propositions.

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*Seton Hall University*

*International Business: Polish Tax System*

Reform of the Polish tax system has been an important element of the process of transformation since Poland emerged from its central planning past and adopted a comprehensive plan of economic and political reform. This article provides an overview of the current tax system, with a focus on the personal income tax, the corporate income tax, and the VAT tax. An understanding of Poland’s tax system is especially important because of Poland’s position as a major destination for foreign direct investment.

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*Seton Hall University  
International Business: Polish Economy*

Despite what may be seen as less than optimal news, a series of reports from government sources and economists from both inside and outside of Poland provide interesting perspectives on the possible future direction of the Polish economy. These reports, coupled with detailed macroeconomic statistics available from GUS (Główny Urząd Statystyczny, or Main Statistical Office), have led economists from both within and outside Poland to predict that the next few years will be a period of recovery and then growth in the Polish economy. This report attempts to highlight and amplify many of their most important predictions.

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**Seton Hall University**  
**International Business: European Union**

This paper will concentrate on an appraisal of ten years of Polish membership in the European Union. The paper will briefly describe the former “command-and-control” economy of Poland that was prevalent until the fall of 1989 when the period of transformation began. The paper will then turn a review of both the economic advantages and some persistent negatives or disadvantages that have highlighted Poland’s membership in the EU. Finally, the paper will contain an update on the current status of Poland’s economy and an appraisal of Poland’s economic prospects for the future.

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**Seton Hall University**  
**International Business: Polish Economy**

It is certainly demonstrable that “There is a Polish phenomenon of a growing, dynamic country that did not go through any recession when the rest of the Eurozone countries went through recession over the last five or six years.” Indeed, Stephan Faris of *Bloomberg Businessweek* noted: “With much of Europe still struggling to recover from the impact of the 2008 financial crisis, Poland stands as an unlikely island of economic success, a place where companies and individuals strive to plan for growth rather than decline.” And, as Andrzej Ratajczyk reported: “Poland is climbing international league tables and improving its position among the world’s most attractive investment destinations.” What are some indications of this growth, competitiveness, and attractiveness? Is Poland now a “normal country?”

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**Rutgers University-Camden**

**Marketing: Ranked Lists**

Long lists of ranked items, such as *Bloomberg Businessweek*’s rankings of MBA programs, are ubiquitous in Western culture, and they are often used in consumer decision making. Six studies show that consumers mentally subdivide ranked lists into a smaller set of categories and exaggerate differences between consecutive items adjacent to category boundaries. Further, despite prior work suggesting that people might subjectively produce place-value categories (e.g., single digits, the twenties), this research shows that consumers interpret ranked lists by generating round-number categories ending in zero or five (e.g., top 10, top 25). Thus, for example, consumers will more favorably evaluate improvements in rank that cross round-number-category boundaries (e.g., shifting from rank 11 to rank 10) than improvements in rank that cross place-value-category boundaries (e.g., shifting from rank 10 to rank 9). This phenomenon, labeled the top-ten effect, occurs because round numbers are cognitively accessible to consumers due to their prevalent use in everyday communication.

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**Rutgers University-Newark and New Brunswick
Accounting: Process Mining**

There is a large body of accounting research literature examining the use of analytical procedures by auditors and proposing either new types of analytical procedures or more effective ways of implementing existing procedures. In this paper, we demonstrate—using procurement data from a leading global bank—the value added in an audit setting of a new type of analytical procedure: process mining of event logs. In particular, using process mining, we are able to identify numerous transactions that we consider to be audit-relevant information, including payments made without approval, violations of segregation of duty controls, and violations of company-specific internal procedures. Furthermore, these identified anomalies were not detected by the bank’s internal auditors when they conducted their examination of that same data using conventional audit procedures, thus establishing the benefits of using process mining to complement existing audit methods. Process mining is a very different approach to evidence collection and analysis as it does not focus on the value of transactions and its aggregations, but on the transactional processes themselves. In addition to demonstrating the benefits of process mining in an audit context, this paper also discusses the contributions that process mining can make both to accounting research and auditing practice.

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**Montclair State University**

**Taxation: Tax Inversion**

Minimization of taxes through the use of a tactic known as “tax inversion” has now become a common and pervasive practice among large U.S. corporations. Tax inversion is a strategy where a U.S. corporation strikes a deal with a foreign corporation and simply re-incorporates overseas in order to reduce its U.S. tax obligation on income earned abroad. Hence the company changes its address and moves its domicile to a foreign country or tax haven. However, the company still maintains its material operations in the U.S. The corporation is therefore no longer subject to high U.S. taxes but is only subject to the low tax rate of the foreign jurisdiction. These tax inversion practices are not allowed for individuals but are considered to be perfectly legal for corporations. Despite the fact that these practices are considered to be wise and strategic business practices aimed at avoiding taxes and increasing the company’s income, there are many economic and other important issues associated with these tax inversion policies. This paper describes and discusses common tax inversion strategies employed by multinational enterprises to avoid U.S. taxes. It also highlights some of the wider implications of tax inversion strategies and their potential economic and political implications. The likely impact on shareholders is also discussed. Additionally, several detailed examples are provided for illustrative purposes.

*Agatha E. Jeffers is a member of the faculty at Montclair State University.*
The objective of most corporations is to provide value to shareholders. This objective is achieved in a variety of ways. One way of achieving this is by minimizing the corporation’s expenses and maximizing its income. Since tax is a real expense, strategies to minimize taxes are commonly utilized by corporations. Recently, the use of a tactic known as “tax inversion” has become a common and pervasive practice utilized among U.S. based multinational enterprises (MNEs) to achieve their objective. Tax inversion is where a U.S. corporation moves its domicile to a foreign country by simply re-incorporating overseas. Despite the company still maintaining its material operations in the U.S., it is no longer subject to U.S. corporate taxes on income earned abroad. These tax inversion practices are considered to be perfectly legal for U.S. corporations and are considered to be wise business practices aimed at reducing the company's tax liability and increasing the company's income. Nevertheless, there are many ethical issues and considerations associated with these tax inversion policies. This paper discusses tax inversion strategies employed by multinational enterprises as well as some of the legal and ethical issues associated with these strategies. The potential economic impact on society is also considered.

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

**Montclair State University**  
**Accounting: Sustainability Initiatives**

The enactment of sustainable initiatives in corporate organizations raises many relevant questions, such as: 1) Does the enactment of sustainability measures by corporations indeed result in increased value of the companies? 2) Is there a relationship between sustainability reporting and a company’s value? 3) What are the relevant variables that should be included in a framework to accurately measure green initiatives in corporations? 4) How should sustainable initiatives be reported in the financial statements of companies? 5) Can a set of independent sustainability standards be developed that would lead to sustainable certification of companies? 6) How can the credibility of sustainability reports be increased? Hence, our focus is to examine whether sustainable initiatives are worth it to corporations and to their stakeholders. Answers to these questions on sustainability can be of considerable benefit to companies, their investors, creditors, regulators and a host of other interested parties. However, insight into these questions requires considerable research and analysis.

Agatha E. Jeffers, Laurence A. DeGaetano, Beixin (Betsy) Lin, and Silvia Romero are members of the faculty at Montclair State University.

**Montclair State University**  
**Accounting: Sustainability**

The population of the Earth is estimated to exceed 9 billion by 2050. These people will all demand food, energy, medical care, technology-related products, and other resources from society. Companies will be forced to balance their obligations to society and to their shareholders. Thus, the authors believe that the focus on sustainability will become even more important as managers become more concerned with the costs associated with providing sustainable products and services. Managers might try to ensure that the pursuit of sustainability does not erode the margins and the bottom lines of their companies. In the authors’ opinion, these pressures could lead to increased emphasis on costs and other accounting factors associated with enacting sustainability initiatives. In addition, as users of financial statements demand more transparent reporting, corporations will be compelled to provide more detailed information regarding their sustainability measures and initiatives. Sustainability initiatives are a necessary ingredient in a company’s decision-making process, and they can have both positive and negative effects. In the authors’ opinion, the positive effects outweigh the negative impacts; thus, companies in every industry should consider instituting sustainability initiatives in order to improve their competitiveness. The enactment of sustainability initiatives could represent a win-win situation for corporations and their stakeholders.

*Agatha E. Jeffers, Beixin (Betsy) Lin, Silvia Romero, and Laurence A. DeGaetano are members of the faculty at Montclair State University.*

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

The importance of fostering more accurate audits has been heightened by a series of high profile accounting scandals at the beginning of the millennium. These scandals prompted more stringent regulations over corporate governance and financial reporting and the creation of audit oversight bodies as the Public Company Accounting Oversight Board (PCAOB) in the United States and the Public Oversight Board (POB) in the United Kingdom. In parallel, the growing globalization of business has brought forth calls for adherence to a common set of International Financial Reporting Standards (IFRS). Even if a common standard is promulgated, it will not lead to similar results if implementation differs across countries. Therefore, it is important to investigate the auditing regulatory regimes in different nations and the status of cross-border audit inspections. Accordingly, we begin by describing the cross-national institutions (e.g., the International Federation of Accountants [IFAC]) that impact national regulatory choices. Then we survey the audit regulatory practices of public company auditors of a select group of major economic powers and based on this analysis, we discuss the challenges and obstacles to engaging in intra-national audit, cross-national audit/inspections, and the challenges posed by differences in auditing standards used in various linked (e.g., by joint ventures, etc.) nations. We include in this discussion the effects of national culture, investor legal protection, economic development, and differing financial standard sources.

Gary Kleinman and Beixin (Betsy) Lin are members of the faculty at Montclair State University. Dan Palmon is a member of the faculty at Rutgers University-Newark and New Brunswick.

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

This study develops a framework for a continuous data level auditing system and uses a large sample of procurement data from a major health care provider to simulate an implementation of this framework. In this framework, the first layer monitors compliance with deterministic business process rules and the second layer consists of analytical monitoring of business processes. A distinction is made between exceptions identified by the first layer and anomalies identified by the second one. The unique capability of continuous auditing to investigate (and possibly remediate) the identified anomalies in “pseudo-real time” (e.g., on a daily basis) is simulated and evaluated. Overall, evidence is provided that continuous auditing of complete population data can lead to superior results, but only when audit practices change to reflect the new reality of data availability.

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

**New Jersey Institute of Technology**  
**Decision Sciences: Strategic Decision Making**

There is an ongoing data explosion transpiring that will make previous creations, collections, and storage of data look trivial. *Big Data, Mining, and Analytics: Components of Strategic Decision Making* ties together big data, data mining, and analytics to explain how readers can leverage them to extract valuable insights from their data. Facilitating a clear understanding of big data, it supplies authoritative insights from expert contributors into leveraging data resources, including big data, to improve decision making.

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

**Montclair State University**

**Marketing: Single-Brand Apparel Retailer**

Despite their significance within the apparel industry, retailers selling just their own brand of apparel (single-brand apparel retailers) have not been examined for the relationship between their store environment and customer responses. This study explores the effect of store environment on customers’ internal evaluations and behavior toward single-brand apparel retailers. Further, to understand the store-as-a-brand strategy, this study examined whether customers have similar cognitive and affective perceptions toward the store versus merchandise. A mall intercept survey was conducted and a non-recursive structural equation model was employed to test the proposed hypotheses. This study found that social, design, and ambient cues as well as merchandise cues influence internal evaluations and ultimately approach behavior toward single-brand apparel retailers. This study also affirmed that the store-as-a-brand concept is valid for a single-brand apparel retailer.

*Archana Kumar is a member of the faculty at Montclair State University.*

**Montclair State University**  
**Accounting: Restructuring Charges**

Firms often respond to poor operating performance or economic crisis by undertaking restructuring programs. Although there are many studies on the subject of corporate restructuring, little is known about whether and how organizations survive financial distress through restructuring changes. Applying the event history analysis to a set of restructuring firms reporting restructuring charges between 2001 and 2005 in the aftermath of the 2001 economic recession, I investigate the statistical significance of restructuring characteristics in predicting the subsequent delisting, a measure of organizational failure. I find that an increase in restructuring charge frequency, costs-to-sales ratio, debt to equity ratio, and workforce reduction increases the risk of delisting. On the other hand, the magnitude of restructuring cost, expense and debt reduction, and sales per employee have a positive effect on survival.

*Beixin (Betsy) Lin is a member of the faculty at Montclair State University.*

*Montclair State University*

*Accounting: Valuation*

Forensic accountants are routinely engaged to calculate damages when a personal economic loss is the result of a harmful act. In a legal setting, the individual harmed (the plaintiff) and the person who caused the harm (the defendant) are usually at odds regarding the amount of financial damages. Forensic accountants try to help resolve these issues by presenting them in a court of law before a Trier of Fact. There are two primary types of damages which occur when an individual or business is harmed. Commercial or business damages range from lost profits, breach of contract, diminution in the value of a business to patent and intangible losses. These types of losses require the forensic accountant to apply accounting and finance techniques to quantify the proper amount of damages to the business entity. Personal economic damages are derived from cases involving wrongful death, employment discrimination/wrongful discharge, complete or partial disabilities. These types of situations take into account the economic value of an individual. The approaches used in these types of cases usually require a combination of accounting and financial analytics. Theoretically, the objective of calculating personal damages is to restore the plaintiff to the position that they would have been in if they otherwise had not experienced a personal loss. A contemporary definition of forensic accounting could be defined as the confluence of accounting and finance in applying an investigative mindset within a litigation setting. This is reinforced with forensic skepticism during the process of identifying, recording, extracting, sorting, reporting and verifying historical financial data. The goal is to settle current or prospective legal disputes by using past financial data to estimate monetary damages.

Peter L. Lohrey and James A. DiGabriele are members of the faculty at Montclair State University.

**Seton Hall University**  
**Finance: Leveraged Exchange-Traded Products (LETPs)**

Using the longest history of a U.S. equity market index, this paper simulates the return deviation and multiple deviation for Leveraged Exchange-Traded Products (LETPs) with different rebalancing frequencies, including daily, monthly, annually, and every five years, over various holding periods. We find that the general perception that daily-rebalanced LETPs are not suitable for long-term strategies is not substantiated. Advancing the analysis, we construct a comprehensive framework that determines the deviation of an LETP’s effective multiple from its stated product multiple under various rebalancing frequencies and holding period scenarios. The empirical framework and results from this paper hold the promise of guiding regulators, policy makers, and investors in their understanding of the tracking performance of LETPs.

*Anthony Loviscek, Hongfei Tang, and Xiaoqing Eleanor Xu are members of the faculty at Seton Hall University.*

**Seton Hall University**  
**Economics: International Trade**

Although it would be both customary and prudent for an importer or exporter to secure the services of an experienced customs broker in facilitating an international transaction, it is still important for the businessman to understand the issues relating to these endeavors. This paper is a study of tariffs, tariff and non-tariff barriers, and their impact on international trade. It describes tariff standards from the standpoint of classification and valuation criteria. The paper also discusses the major quantitative non-tariff barriers such as import quotas, numerical export quotas, and non-quantitative tariff barriers such as testing standards, restrictive access to distribution networks, government procurement policies, regulatory controls, and currency controls. The paper closes with a discussion of the impact of the “Golden Share” on the international trading regime.

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**Ramapo College of New Jersey**

**Management: Earned Readiness Management**

How should the development of a complex product system (CPS) be managed in a manner that focuses on process milestones, which is responsive to changes in technology and requirements; based on maturity measures; and applied in an interactive manner, in addition to facilitating timely feedback? This is considered to be an important question in project management. Project management tools and techniques have been inadequate for monitoring technology developed in a CPS. If the technologies are not properly matured by a specific period of time, the progress of the project can be in detriment. To address this important gap, the objective of this study is to develop a new maturity-focused methodology for scheduling, monitoring and evaluating the development of a system. We present Earned Readiness Management (ERM) for system scheduling, monitoring and evaluation which was developed and validated using a case study. Future research on ERM is also discussed in this paper.

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**Seton Hall University**

**Finance: Attitudes Toward Tax Evasion in Japan and Korea**

This study examined Japanese and Korean attitudes toward tax evasion. Data was taken from the Human Believe and Values surveys. The sample size was 1,075 for Japan and 1,199 for Korea. Although both groups were strongly opposed to cheating on taxes, the Japanese sample was slightly more opposed. Several demographic variables were also examined. Japanese females were significantly more opposed to tax evasion than were other subgroups. Prior studies that compared age with views on various ethical issues, including tax evasion, had generally found that older people are more opposed to unethical conduct than are younger people. This assumption was tested to see whether the Japanese and Korean samples conformed to this general relationship. In the Japanese sample, those over age 50 were only slightly more averse to tax evasion than were younger groups. The 15-29 year old Korean group was significantly less averse to tax evasion than were the older Korean groups. The 50+ age group of Japanese were significantly more averse to tax evasion than was the comparable Korean group. Religion was also tested. It was found that Japanese Buddhists were more averse to tax evasion than were Korean Buddhists, Catholics, and Protestants.

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Seton Hall University

Finance: Attitudes Toward Tax Evasion in Korea

Numerous empirical studies have been done on the various aspects of tax evasion, including opinion surveys. However, to date, to the authors' knowledge, no study has been done of South Korean opinion on this important topic. This study aims to help fill that gap in the literature. This study summarizes the theoretical and empirical literature on the ethics of tax evasion, then proceeds to examine the opinions of 1,199 South Koreans on the issue. The study found that, although South Koreans are strongly opposed to tax evasion in general, their opposition is less than absolute in many cases. An examination of some demographic variables highlighted some of the differences. Men and women were equally opposed to tax evasion. Older people were more strongly opposed to tax evasion than were younger people. The two groups most opposed to tax evasion were the self-employed and the housewives. The least opposed group was the unemployed. Widows were most opposed to tax evasion, followed by married and single individuals. Divorced individuals were least opposed. The upper class was significantly less opposed to tax evasion than the other classes. Those with the strongest opposition to tax evasion are not very happy, while least opposed were not at all happy. The two unhappy groups were at the far ends of the spectrum, while the two happy groups were in the middle, making for a curvilinear relationship. Religion and confidence in government were not significant variables. The social scientists who gathered the Korean data did not inquire as to the reason for the particular answer, which is reasonable, given the fact that the survey instrument contained hundreds of questions. One area for possible future research would be to find the reasons why the participants answered as they did. Since the surveys were anonymous, it is not possible to contact the participants to obtain this information. However, a more targeted survey that is more limited in scope could be used to gather this information.

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

**Rider University and Rowan University**  
**Finance: Corporate Finance**

In this paper, we compare the financial characteristics of Japanese and Australian manufacturing firms with the MANOVA (Multivariate Analysis of Variance) technique. Our empirical findings indicate that the overall financial characteristics of Japanese and Australian manufacturing firms are significantly different. Japanese firms have more efficient inventory management compared with Australian firms. However, Australian firms have more efficient accounts receivable management compared with Japanese firms. Japanese firms have more liquidity, therefore they have less technical insolvency risk, compared with Australian firms. Australian firms generate more sales per dollar of investment in fixed assets and they achieve a higher total assets turnover and annual sales growth rate compared with their Japanese counterparts. Return-on-assets is higher in Australian firms than in Japanese firms. However, return-on-equity is not significantly different in the two countries.

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**Rider University and Rowan University**

**Finance: Corporate Finance**

In this paper, we compare the financial characteristics of Hong Kong and Singapore manufacturing firms with the MANOVA (Multivariate Analysis of Variance) technique. Our findings indicate that the liquidity, accounts receivable turnover, inventory turnover, total assets turnover, and equity ratios of manufacturing firms in Hong Kong and Singapore are not significantly different. However, the profitability ratios and annual sales growth rates of Hong Kong manufacturing firms are significantly higher than those of Singapore manufacturing firms. Manufacturing firms in Hong Kong also appear to have higher fixed assets turnover rates compared with their counterparts in Singapore. Our findings in this study provide valuable insights for financial managers and for investors who invest in Hong Kong and Singapore.

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**Montclair State University**  
**Finance: ESG Investing**

This study measures whether investing with environmental, social, and governance (ESG) issues in mind has turned into a compelling investment premise for fund managers. For this purpose, a series of metrics commonly used in the market were applied to all of the current ESG-based exchange-traded funds to measure whether they offer potential to satisfy a classical risk-return assessment of their performance. The results of the study are mixed. Although their yearly growth and their risk-adjusted returns in relation to the market benchmark used are notable, the same cannot be said of their performance in terms of the risk taken to achieve these returns and with regard to the important systematic risk they contribute.

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**Montclair State University**  
**Finance: Smart Beta ETFs**

A new category of exchange-traded funds, which can arguably be referred to as “smart beta ETFs,” has lately issued a meaningful challenge to traditional, market-value-oriented ETFs. Although the concept seems new, a review of the relevant academic literature shows that most of these new ETFs find their roots in traditional ETFs. After having divided smart beta ETFs into three distinct categories, a thorough review shows that their share of the overall ETF market is rapidly expanding. In particular, factor and fundamental smart beta ETFs have established themselves as the dominant duo relative to low-volatility ETFs. But in terms of risk-adjusted performance, this study shows that investors in smart beta ETFs have, on average, not been appropriately compensated for the risks they have taken in comparison to investors who put their money into more traditional, cap-weighted ETFs.

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

This article argues that lawyers are not only “external gatekeepers” charged with ensuring that the corporation does not harm third parties, but also “internal gatekeepers” charged with taking reasonable steps to protect the corporation from the misdeeds of its own employees. The law, however, poses grave barriers to the establishment of internal-gatekeeping duties by allowing corporation attorneys to argue that the corporation should bear sole responsibility for the wrongdoing of its agents, even wrongdoing that the attorney should have prevented by notifying corporation officers and directors. This article proposes substantial revisions in the law to identify when corporate counsel should be accountable for the failure to prevent agents of the corporation client from committing wrongdoing that harms the corporation.

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

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

A comprehensive treatise on the law of lawyering in New Jersey, which has been cited in the published opinions of state and federal courts in New Jersey.

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

*The College of New Jersey
Legal Studies: Normative Reasoning*

This paper argues that lawyers see themselves as valuable principally because of their knowledge of law and legal procedures. This understanding overlooks the critical value that lawyers can add through their capacity for “normative reasoning.” Normative reasoning is the capacity to deliberate about contested questions of fairness in concrete, practical settings. The capacity for normative reasoning enables lawyers to do critical work for clients, and to serve as organization leaders and innovators.

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

**New Jersey Institute of Technology**  
**Management: Aging America**

A challenging current political and management task is how to employ able older persons in paid jobs addressing the United States’ current and future needs while reestablishing their personal retirement goals since Americans are rethinking retirement in these difficult economic times. Because a growing number of seniors feel they must work due to declining financial returns on their assets compared to expectations, the U.S. and its organizations must accommodate this labor force shift among baby boomers similar to shifts required when more women entered beginning in the 1970s. Organizations and their managers must prepare for and do this not only because there are legal restrictions regarding age discrimination but because creative personnel management can benefit the organization given existing retired and underemployed managerial talent. This study concludes a strategic return will flow from utilizing older American’s talents and from their securing a better financial foundation for themselves while helping to underpin Social Security and Medicare. In sum because financial returns on pension savings have dropped dramatically and government policies will further extend the age for full Social Security eligibility, older Americans will have to secure their financial future after 65 by building some work into retirement plans. Therefore they will remain in the labor force. However this should not be seen as a negative denying younger workers productive employment but rather as an opportunity to creatively utilize this strategic human capital to have positive impacts on their organizations and the United States economy through their greater demand and production.

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

*Seton Hall University*

**Economics: Difficulty Bias**

Studies have found that going first or last in a sequential order contest leads to a biased outcome; commonly called order bias (or primacy and recency). Studies have also found that judges have a tendency to reward contestants they recognize with additional points, called reference bias. Controlling for known biases, we test for a new type of bias we refer to as ‘difficulty bias’, which reveals that athletes attempting more difficult routines receive higher execution scores, even when difficulty and execution are judged separately. Despite some identification challenges, we add to the literature by finding strong evidence of a difficulty bias in gymnastics. We also provide generalizations beyond athletics.

*Hillary N. Morgan is a senior data analyst at Drew University. Kurt W. Rotthoff is a member of the faculty at Seton Hall University.*

**Ramapo College of New Jersey**  
**Marketing: Brand Pages**

The purpose of this study is to examine factors that affect consumers’ intentions to join brand pages. The findings suggest that utilitarian and hedonic values of advertising on social networks enhance users’ positive attitudes toward brand pages. Belongingness has a positive effect on subjective norm. Both the attitudes toward brand pages and subjective norm variables are significant predictors of consumers’ intentions to join brand pages. However, subjective norm affects intentions to join brand pages more than attitudes toward brand pages do. The conceptual framework underlying the theoretical model provides a useful basis for explaining consumers’ intentions to become fans of brand pages.

*Christina Chung is a member of the faculty at Ramapo College of New Jersey.*

**Ramapo College of New Jersey**

**Marketing: Cultures**

The purpose of this study is to examine cultural differences between young American (individualist) and Korean (collectivist) consumers’ intentions to become brand page fans. The theory of planned behavior serves as the theoretical underpinning to investigate the relationships between consumers’ attitudes, perceived behavioral control, social influence, intentions to join, and intentions to purchase. The findings reveal that intracultural effects influence young consumers’ intentions to join brand pages in both countries. The interdependent self has a stronger impact on attitudes, social influence, and perceived behavioral control than the independent self. The findings provide marketers with ideas for implementing social media marketing communications programs in the global marketplace.

*Christina Chung is a member of the faculty at Ramapo College of New Jersey.*

**Ramapo College of New Jersey**  
**Marketing: Values**

This study examines the exogenous factors that affect South Korean consumers’ intentions to join brand pages. The findings suggest that utilitarian and hedonic values of social media advertising enhance users’ positive attitudes toward social media advertising, but attitudes toward social media are not related to intention to join brand pages. However, utilitarian value is directly related to intention to join brand pages. Affiliation construct has a positive effect on social influence, which is a significant predictor of consumers’ intentions to join brand pages. Also, social influence is a stronger indicator than utilitarian value as an exogenous variable of intention to join brand pages. The conceptual framework of this study provides a theoretical basis for explaining Korean consumers’ intentions to become fans of brand pages. This is a new research domain in brand communication that offers a new direction for Asian consumer research.

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*Montclair State University and Rowan University*

*Montclair State University and Rowan University*  
**Accounting: Pensions**

Accounting for pension and other post-employment benefit (OPEB) costs represent one of the more complex areas in accounting requiring companies to make many judgments. These affect the amounts of the interest cost added to the pension expense of the period and the expected return on plan assets which are deducted from this expense. These choices give managers room to adjust the amounts of the expenses they report in each accounting period, especially in difficult economic times where the incentives to understate the expenses would be high. We examine the changes in the amounts of these costs for 2005 and 2011 for a random group of U.S. companies to verify this proposition. The results of our study will help policy makers in the U.S. in considering whether the current standards for pension costs need revisions.

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

**Monmouth University**  
**Economics: Underemployment**

Since the “Great Recession,” which started in December, 2007 and ended in June 2009 (National Bureau of Economic Research, 2010), the United States has experienced an unprecedented sluggish economic recovery. Although the official unemployment rate has lowered in most states over the last four years, a number of factors continue to exert a powerful impact on the entire workforce; one of these factors being underemployment. This paper will define the meaning of underemployment, explore the reasons why several constituents within both the government and private sectors should be concerned about it, and offer recommendations for easing underemployment’s grip on the nation’s future economic prosperity.

*Patrick O’Halloran and Michaeline Skiba are members of the faculty at Monmouth University.*

**Rutgers University-Camden**

**Management: Subjective Well-Being**

For decades, scholars in various disciplines have studied which variables affected subjective well-being (SWB) or happiness. More recently, specific attention has turned to studying the effect that political orientation has on happiness. Consistent with previous research, we found that more liberal countries had higher SWB yet more conservatives reported higher SWB. To reconcile these paradoxical findings, we proposed and found that measurement moderated the relationship between political orientation and SWB at the country level. Our findings suggest that indeed, it is really important for governments to invest in their citizenry to protect them—at least to some extent—from socioeconomic hardships because these have important implications for citizens’ happiness. Additionally, our findings suggest that governments may need to do more to explain to citizens why certain investments and policies may be needed and how they are actually beneficial to citizens overall. On the other hand, citizens may also need to be more informed of just how our personal political orientations may affect our happiness and just how our individual beliefs can have an important impact not only on our lives, but the lives of many other citizens. Governments and business organizations should take this study into account because governments and organizations play an important role in the happiness ratings of citizens.

(Continued on next page)
Governments and organizations work together to provide jobs/careers, benefits, and other protections and opportunities for people that allow them to provide for themselves and their families. As stated above, governments should make it clearer to citizens why certain investments into the citizenry (e.g. public education, healthcare, job opportunities, etc.) are not only important overall for the country, but also how they affect people in their individual lives. The main takeaways from the study are that citizens generally benefit greatly (and arguably conservatives the most) in the form of increased SWB from more liberal governmental policies, and scholars need to take into account the complexities and contradictions that may occur when constructs are measured at different levels of analyses.

*Adam Okulicz-Kozaryn and Oscar Holmes, IV are members of the faculty at Rutgers University-Camden.*

**Seton Hall University**  
*Pedagogy: Blended Learning*

With the advent of laptop technology, the conventional classroom delivery of an introductory class to quantitative decision making has to be re-evaluated. Two distinct forms of instruction are presented: a) completely online delivery and b) a blended approach. Using the same course material, content and course learning outcomes, we observe that in the online mode, students found the course intensive and only the extremely dedicated students completed the course successfully. The recordings were found to be an essential part of the learning experience. For the blended mode, where recorded lectures were optional, students reported that the recordings improved their confidence in the material being mastered and helped in achieving overall course objectives. For both forms of instruction, an electronic homework delivery system was used. A strong correlation was observed between course grade and average homework grade for both the online and the blended model.

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

**Seton Hall University  
Decision Sciences: Supply Chain**

The insertion of either a Bare Metal (BM) or Drug Eluting (DES) stent is a procedure which is being performed on a constant basis. The ability to forecast accurately, the amount of stents required is a complex one particularly in the context of balancing supply and demand. If inventory levels are inaccurate and a stock-out occurs, the loss incurred may not only be financial, in some cases it might lead to patient fatalities. By contrast, if the number of stents on hand is too large, the holding costs can be significant, especially for drug-eluting stents, which are also affected by expiration dates. The issue of perishable inventory then plays an important role. By examining the data, we aim to determine the degree to which the demand for stents can be forecasted.

*Penina Orenstein is a member of the faculty at Seton Hall University. Alyson Nardi is a recent graduate of Seton Hall University.*

**Rider University and Seton Hall University**  
**Pedagogy: Teaching and Learning**

This paper will examine migrating traditional legal studies courses to hybrid and online courses, the challenges, the differences inherent in the delivery of course content, steps taken to learn best practices in these new learning environments, the various technologies implemented, outcomes experienced, student attitudes toward technology integration, and lessons learned. Our conclusions are that students benefit from these learning environments; students experiment and practice their technology skills while honing critical thinking and communication skills necessary for success in today’s global social, legal and business environments. Instructors also benefit by increasing their technology skills and staying current with new course delivery methods. Recommendations, based upon our extensive experience teaching in traditional, hybrid and online environments, are made for legal studies instructors to enhance their own courses while making the leap from a traditional course delivery to a hybrid mode and then to a full online course.

*Susan A. O'Sullivan-Gavin is a member of the faculty at Rider University. John H. Shannon is a member of the faculty at Seton Hall University.*

*Monmouth University Management: Group Practice*

The Physician Group Practice (PGP) Demonstration Project was designed to try to establish whether high quality healthcare can be delivered to Medicare patients, while simultaneously lowering overall Medicare costs. In this project, participating healthcare organizations were provided a portion of any savings achieved, provided that certain quality goals were also achieved. The results of this project were used to provide evidence as to the feasibility of Accountable Care Organizations (ACOs), a healthcare delivery approach which is rapidly becoming more prevalent. While the quality measures were achieved by the vast majority of participants in the PGP Demonstration Project, the financial performance of these organizations was quite mixed. Many participating organizations achieved no shared savings, while one received more “shared savings” payments than the others combined. Problems with the evidence supporting PGP’s cost savings are discussed, and, based on these concerns, the future success of ACOs is questioned.

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

*Rider University
Finance: Admired Companies*

This study investigates financial performance and compensation of chief executive officer (CEO) of the world’s 50 most admired companies and their matched not-admired peers during 2007-2009 recession. The study has two purposes. The first purpose is to examine whether these 50 high-reputation companies are truly admirable, i.e., outperforming their competitors during this worst recession since World War II. The second purpose is to investigate how well these companies aligned the compensation of their CEO with firms’ performance during this recession. Financial performance is based upon financial statement data, seven financial ratios, and changes in these ratios that measure profitability, solvency and CEO power. There are two significant findings. First, most admired companies had significantly better financial performance, i.e., higher profitability, solvency and CEO power than their matched firms during the recession. Second, most admired companies’ CEO compensation had a stronger correlation with their net income and revenue than that of their matched peers. The first finding has an implication for investors, and the second finding has an implication for other companies to emulate this exemplary compensation practice. This study contributes to corporate reputation literature and is the first one to focus on performance and CEO compensation of these 50 most admired companies during these tough and trying years.

*Obeua S. Persons is a member of the faculty at Rider University.*
In organizational management, researchers and managers study separations or faultlines that occur in diverse teams when members form subgroups based on the alignment of multiple demographic characteristics. The team faultline concept is operationalized using multivariate cluster analysis—analysts use faultline measures to identify subgroups/clusters in a team and to quantify how subgroups/clusters are separated. Unfortunately, these measures have limited capacity to enable users to observe and explore faultlines and subgroup structure across the examined attributes efficiently. We address this problem and make three contributions. First, we propose a visual representation for communicating faultline information that is based on multiple linked, stacked histograms in an axis-parallel layout. Second, we evaluate the effectiveness of the proposed technique in a controlled user study, comparing it to the two other common multivariate representations of clusters: parallel coordinates and scatter plot matrices. While we chose faultline-related tasks based on the requirements by domain experts in organizational management, the study findings can be generalized to representations and tasks involving distributions of clusters of multivariate objects in mixed-type data. Finally, inspired by geological faultlines, we propose several visual enhancements to stacked histograms to further facilitate the task of identifying “cracks” within work teams.

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

**Rutgers University-Newark and New Brunswick**  
**Taxation: Intercompany Transactions in Intangibles**

International tax issues are concerned with base erosion and profit shifting (“BEPS”) through tax arbitrage and aggressive tax planning strategies, including transfer pricing policies relating to intangibles. These issues could jeopardize the integrity of tax administration in the United States and among other major countries, contribute to double taxation and misallocation of international investments, and distort global trade flows and economic activities. Recognizing the potential economic and political perils stemming from a dysfunctional global tax system, the Group of 20 and the OECD have proposed ambitious revisions of international tax practices relating to BEPS. Intercompany transactions in intangibles raise several questions relating to their type, rights, the price charged, and value; and are most often both challenging and disputed. The OECD study on transfer pricing aspects of intangibles was published on June 6, 2012, and a Revised Discussion Draft on the Transfer Pricing Aspects of Intangibles (Revised Draft) was issued on July 30, 2013. The work on intangibles is performed in the broad context of the BEPS Action Plan and other work on transfer pricing. This paper reviews the OECD’s proposed regulations relating to intercompany transactions in intangibles and the implications on transfer pricing policies of multinational corporations. The proposed framework on intangibles transfer pricing constitutes a new paradigm that could have significant implications for multinational enterprises and tax authorities.

*Harvey Poniachek is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**Montclair State University**  
**Taxation: Internet Commerce**

This paper discusses the current issues on Internet commerce sales tax. The main issue is whether an Internet retailer is responsible for collecting sales tax. An out-of-state seller is not required to collect sales tax from buyers who reside in states in which there is no minimum connection between the seller and the state. This paper summaries judiciary decisions in the past and points out that physical presence was the principle to satisfy the requirement of minimum connection. And, in 2008 the New York State legislature enacted the so called “Amazon Tax” that requires an Internet retailer to collect sales tax from buyers in New York if the retailer has affiliates in New York that put the retailer’s website link on the affiliates’ websites so that shoppers could order merchandise from the retailer by using that link. In this case, the minimum connection was extended from the physical presence of the retailer to include the physical presence of the retailer’s affiliates. Moreover, in February 2013, a bill (the Marketplace Fairness Act of 2013) was introduced in both houses of the Congress that would give states the option to require the collection of sales and use taxes already owed under state law by out-of-state businesses, rather than rely on consumers to remit those taxes to the states.

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**Montclair State University**  
**Finance: Index Tracking ETFs**

This paper explores the effects of firm size and financial distress on the liquidity of the most popular ETF that tracks the Standard and Poor’s 500 market index: the SPY. We use the financial crisis of 2008 as a natural episode to assess the liquidity shock in this index-tracking ETF. This period is compared to the least volatile quarter within a two-year window of the 4th quarter of 2008, which happens to be the 2nd quarter of 2007—a proxy for normal times. Our metric for liquidity is the Amihud illiquidity measure. Within these two extreme market conditions we ask whether firm size may trigger group-specific liquidity strains that spread to the ETF as a whole. Our findings point to a clear increase of the effect of firm level illiquidity on the SPY’s overall illiquidity during market turmoil for all firm sizes, and also highlight the higher liquidity impact of smaller firms on the SPY regardless of market conditions.

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**New Jersey Institute of Technology**  
**Finance: Financial Contracts**

Many financial analysts, policymakers and regulators have forcefully argued that over $700 trillion in derivatives and other contractual risk management tools are a clear and unambiguous good for financial markets and economic growth because they transfer risk from organizations and individuals wanting stability and less volatility managing principal and cash flows to those with stronger more knowledgeable hands managing such risk. This wisdom thus argues that through contracts risk is shifted to those better able to handle these uncertainties while dispersing the risk across more participants. The recent global financial crisis, however, brings these claims and assumptions into doubt. Indeed these financial instruments may add to and concentrate the amount of risk that must be managed and regulated rather than transferring it to more and stronger hands. Indeed recent experience with situations such as the near collapse of AIG and the bankruptcy of Lehman has caused regulators to instigate new regulations such as the Volker Rule to limit contractual risk exposure. Further some financial firms have exploited their greater sophistication to shift contractual risk to those with little understanding of the actual risks involved as in Detroit’s recent bankruptcy filing. Therefore in explaining how contractual risk occurs this chapter also indicates why the laws and regulations requiring more capital, separate trading entities and the use of exchanges may not be enough to limit global contractual exposures and the related financial systemic risk.

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

*New Jersey Institute of Technology
International Business: International Product Cycles*

The systematic migration or “Flying Geese” pattern of shifting competitive advantage in particular industries from innovators in one country to producers in other countries first proposed by Kaname Akamatsu for the global textile and apparel industries and then extended by Ray Vernon and others to additional industries including steel, ships, and automobiles gained much attention in the 1960s through the 1990s as Japan, Taiwan, Korea, the ASEAN Nations, and finally China sequentially entered and exited industries such as textiles, apparel, toys, electronics, steel, ships, and cars. However as China has emerged over the last decade and a half as the world’s factory, the International Product Cycle or Flying Geese theory seemingly lost its relevance as analysts appeared to assume China’s export competitiveness in low wage industries would continue indefinitely. But perhaps nothing continues indefinitely. That is more recently China is experiencing the same economic forces in terms of increasing per capita incomes, labor skills, wages, land prices, and price inflation as its predecessors such that textiles, apparel and similar low skill, low pay industries after first shifting to lower wage areas within China itself are now migrating to lower wage countries such as Bangladesh, Cambodia or Indonesia. Thus China now too seems to be following the same “Flying Geese” pattern. In addition some parts of traditional industries such as textiles and apparel are experiencing factor reversals and changes in economics related to time management and lean production that has restarted the IPC for these sectors in innovator countries such as the U.S. with the actions of MNEs impacting both processes.

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**Montclair State University and Rider University**  
**Finance: Earnings Manipulation**

This study examines two aspects of earnings manipulation using inventory and related accounts: manipulation via the income statement and in response to poor financial results. We extend the current research, much of which focuses on inventory reserve accounts, to include manipulating inventory via sales and cost of goods sold. We also assess earnings mismanagement in response to poor financial results. We examine the pre-machination financials for corporations that have sanctions by the SEC for earnings manipulation via inventory to similar companies that have not. Our results show significant differences between the two groups in the years directly before the SEC reports the earnings misstatements began. This study should be of interest to financial regulators, academics teaching financial or business ethics, chief financial officers, and chief ethics officers.

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*William Paterson University and Felician College*

*Management: Americans with Disabilities Act*

The Americans with Disabilities Act (ADA) requires employers to make reasonable accommodations for disabled employees. The law has not been changed significantly in more than two decades and the requirement for reasonable accommodations has remained the same. However, the interpretation of what constitutes reasonable accommodations has evolved considerably. Many technologies have developed that have drastically changed the workplace in general and the types of accommodations that can be made. This paper will explore some of the changes in technology that have impacted the idea of reasonable accommodations. The paper starts with an overview of the ADA. It continues with an exploration of how technology had raised the bar. An argument is made that everyone benefits from the new enabling technology. Potential problems and groups left behind as technology changes the workplace is discussed next. The paper ends with some recommendations for practitioners and researchers.

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**Montclair State University**  
**Accounting: Corporate Social Responsibility**

The purpose of this paper is to investigate how users perceive the quality of the assurance statement (AS) for sustainability reports (SR). The paper also tests the validity of a previous model by evaluating whether the results of its statement of quality agree with the users’ perceptions. A survey was conducted among 253 master-level business students and advanced undergraduate accounting students in two countries, Spain and the USA, as a proxy for users of SR. To capture their perceptions of quality, the participants were asked to evaluate a measure of quality based on previous research. We found an agreement between the students’ perception and the quality measure tested. This paper also encounters differences in perception between participants in the two countries studied as well as between accounting and non-accounting students. The results have implications for regulators by providing a framework that could be used to require the submission of SR.

*Silvia Romero is a member of the faculty at Montclair State University.*

**Montclair State University**  
**Accounting: Sustainability in U.S. and European Countries**

Sustainable initiatives are vital factors in the decisions of corporations worldwide. While Europe has well-established sustainable reporting standards, the U.S.A. is still in development phase with no consistent standards. Prior research has shown that sustainable initiatives in corporations are positively related to higher company profitability and value. These factors raise the question of whether there are differences between corporations in Europe and the U.S.A. We find that companies in the European Union are ranked higher than the rest of the world in sustainability reporting in areas related to regulation, and have a weaker relationship between sustainable initiatives and profitability. Companies in the U.S. have a stronger relationship between sustainable initiatives and profitability than the rest of the world, and are ranked higher in areas related to disclosure of carbon emissions and footprint. Our research adds to the existing literature in the understanding of the factors underlying commitment to sustainability reporting. Our analysis confirms that greener companies are more profitable than non-green companies and the difference is more noticeable in U.S. than European companies.

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Sustainability reporting has been an important topic for more than two decades. The demand for environmental, social, and governance (ESG) disclosures has grown with the public awareness of such issues. At the same time, more and more governmental organizations, industry groups, and corporations are voluntarily producing sustainability reports in order to project an image of social responsibility. Reporting on sustainability has become so important to stakeholders that it has evolved into a marketing tool, to the extent that some companies advertise green initiatives in order to win public acceptance, even if their day-to-day activities do not reflect those practices (Jahdi and Acikdilli 2009; full citations are available in the sidebar, References). Even though such reporting practices have been adopted all over the world, there are differences in their development. This discussion reviews relevant research on the reporting practices that have been conducted in the sustainability arena. This information can provide an appreciation for the development of sustainability reporting and can be useful to managers, stakeholders, practitioners, researchers, and others as they evaluate the enactment of sustainability initiatives in organizations.

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**Seton Hall University**  
**Economics: NASCAR**

When corporate sponsors want to maximize their exposure, they often focus sponsorship dollars on events, teams, and athletes that will prove to be reliable, respectable, and, most important, repetitive advertising outlets. Analyzing the factors that increase a broadcaster’s propensity to display a sponsor during television broadcasts is often hard to measure. Using a unique data set describing NASCAR broadcasts, we indirectly analyze what influences the value of a sponsorship contract through a proxy for driver sponsorship value: the value of time on camera (VTOC). We find that the value of time on camera is influenced by driver performance and their celebrity status, as measured by driver experience and inherited brand-name capital. Although the values of individual sponsorship contracts are generally not reported, the evidence herein suggests that driver performance and status likely influence the value of NASCAR sponsorship contracts.

*Kurt W. Rotthoff is a member of the faculty at Seton Hall University.*
Section 2: Citations and Abstracts


**Rowan University**  
**Management: Gender**

The purpose of this paper is to enhance the understanding of employers’ responses to the restroom requests of transgender employees, and to assess the ability as educators to reduce transphobia in the students. Subjects were 194 undergraduate business students at a medium-sized public university in the northeastern USA who were enrolled in an undergraduate course in organizational behavior. During class, they read a brief case which asked the students to play the role of a CEO in Little Rock, Arkansas, receiving a complaint from a female employee about using the same restroom as a coworker who is transitioning from male to female. The most inclusive response was also the rarest, with only 27 percent of students recommending unisex bathrooms. Hostile actions, forcing the transitioning employee to use the men’s restroom, were recommended by 38 percent of those who correctly realized that an employee would be unprotected by sexual orientation discrimination law in this case and by 30 percent of those who thought that she could sue for that type of discrimination in that jurisdiction. Transphobia is so powerful that a substantial percentage of the students recommended courses of action that they believed to be illegal even though the study was designed to discourage a hostile response. Employers that are concerned about transgender rights will need to do a lot more than just grafting the word “transgender” onto their extant set of policies. The hostile responses usually indicated greater acceptance of transgender employees who have completed gender reassignment surgery. This seems difficult to reconcile with a conception of transphobia as a generalized distaste towards all those who transgress gender norms.

*Joel Rudin, Linda Ross, Andrea Farro, and Tejinder Billing are members of the faculty at Rowan University.*

**Rutgers University-Camden and Rowan University**  
**Management: Dynamic Capabilities**

This study empirically tests whether MNCs leverage and exploit existing innovative capabilities to penetrate foreign markets by international diversification. MNCs then utilize these international diversification strategies to develop future new knowledge resources and skills being increasingly developed around the globe. The analyses used a sample of the largest MNCs' from Europe, Japan and North America representing nine industries. Results indicate that MNCs initial innovative capabilities are positively related to future international diversification. Our analyses showed that international diversification, in turn were positively and significantly related to the MNCs’ future R&D intensity, number of patents, and Technological Impact Index.

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*Rutgers University-Camden*  
**Marketing: Deal Proneness**

Although there has been ample research on the correlates of consumer deal proneness, there has been little research on how deal proneness develops. In two studies of parent/adult–child dyads, considerable parent–child similarity both in overall deal proneness and in the pattern of preferences for particular types of sales promotions was found. Further, the second of these two studies indicates that parent–child similarity is mediated by communication between parents and their children and tends to be stronger among parents with a permissive parenting style. These results provide evidence that consumer enthusiasm for sales promotions is, to at least some extent, transmitted from parents to their children.

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**Rowan University**  
**Legal Studies: United States v. Alvarez**

The article examines the U.S. Supreme Court decision in *U.S. v. Alvarez*, 132 S. Ct 2537 (2012), which held that the Stolen Valor Act of 2005, making it a crime to falsely claim receipt of military medals or decorations and providing an enhanced penalty for offenses involving the Congressional Medal of Honor, was unconstitutional under the First Amendment. Xavier Alvarez, attending his first public meeting as a member of the Three Valley Water District Board, a government entity headquartered in Claremont, California, introduced himself as a “retired marine of 25 years” who had been awarded the Congressional Medal of Honor. Because those statements were false, Alvarez was indicted under the Stolen Valor Act for lying about the Congressional Medal of Honor. Alvarez pleaded guilty to one count, reserving his right to appeal his First Amendment claim. The U.S. Supreme Court in a plurality opinion applied the exacting scrutiny standard, held that the government failed to meet its “heavy burden” of demonstrating the restriction actually advances the government interest and does so in the least restrictive manner, and therefore decided that the Stolen Valor Act was unconstitutional. The concurring opinion, applying the intermediate test, reached the same conclusion.

While it does not break new ground, *Alvarez* is an important First Amendment case, because it reinforces the principle the First Amendment protects unpopular and even repugnant speech, captures the categories of speech that remain outside the ambit of First Amendment protection, addresses inconsistent language in prior opinions dealing with First Amendment protection of false speech, declines to add false speech to those categories of speech lacking First Amendment protection, and permits the First Amendment to protect false speech. Following *Alvarez*, the starting point in determining whether government prohibitions against false speech is that all lies are protected at least to some degree by the First Amendment.

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**Fairleigh Dickinson University**  
**Management: Healthcare**

The delivery of high-quality service, rendered by health service professionals who interact with customers (patients), increases the likelihood that customers will form positive evaluations of the quality of their service encounters as well as high levels of customer satisfaction. Using linkage theory to develop our conceptual framework, we identify four clusters of variables which contribute to a chain of sequential events that connect organization climate to personal and operational work outcomes. We then examine the perceptual differences of service professionals, grouped by intensity of customer contact, with respect to these variables. National data for this project were obtained from multiple sources made available by the Veterans Healthcare Administration (VHA). Cross-group differences were tested using a series of variance analyses. The results indicate that level of customer-contact intensity plays a significant role in explaining variation in perceptions of support staff, clinical practitioners, and nurses at the multivariate and univariate levels of analysis. Contact intensity appears to be a core determinant of the nature of work performed by health service professionals as well as their psychological responses to organizational and customer-related dynamics. Health service professionals are important resources because of their specialized knowledge, labor expense, and scarcity. Based on findings from our research, managers are advised to survey employees’ perceptions of their organizational environment and design practices that respond to the unique viewpoints of each of the professional groups identified in this study. Such tailoring should help executives maximize the value of investments in human resources by underwriting patient satisfaction and financial sustainability.

*Dennis J. Scotti and Joel Harmon are members of the faculty at Fairleigh Dickinson University.*

**Ramapo College of New Jersey**  
**Management: Work Orientation**

This study explored the various meanings an individual attributes to work using a work orientation framework. We explored how the individual attributes of proactive personality, concern for others, concern for self, preference for challenging work, and work enjoyment related to job, career, and calling work orientations. For this study, we used an online survey of full-time blue-collar and corporate employees (n = 251); two populations not normally compared in a single study. This study contributes to the understanding of the meaning of work in several important ways. It shows preference for challenging work appears to differentiate job, career, and calling orientations. The perception of one’s employment security is more of an influence on differences in work orientation than one’s work enjoyment. Finally, consistent with prior studies, this study found age was associated with individuals’ work orientation profiles, but in distinction to prior research, this study found income was not associated with work orientation. This study contributes to the management literature by suggesting a broader definition of calling that encompasses any type of work, not just helping or higher income occupations. Our findings have implications for not only work meaning research, but also career development and job-person fit.

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**Montclair State University**  
**Taxation: Internet Commerce in China**

In the past four years the Internet commerce in China has taken off at an exponential rate. Its business volume has been growing at 53 percent a year. The Internet commerce now accounts for 6.3 percent of the entire retail sales. Both rates surpass the current status in the U.S. The Internet users in the U.S. account for as much as 81 percent of total population, while it is only 42.3 percent in China. This article points out a great potential of the Chinese Internet commerce market in the near future. This article further investigates the commodities of the Internet commerce market. It reveals that, in China, clothing takes the first spot that accounts for 35 percent of the entire Internet commerce market, while, in the U.S., it is the electronics that takes 30 percent share. This aspect shows the different market preference. This paper further examines the tax law governing the Internet commerce transactions. It finds that, in lieu of sales tax, the Chinese government imposes value-added tax to be levied at each stage of the transaction. The tax rate is 17 percent as opposed to 6.75 percent in the U.S. This paper demonstrates an example to show how the value-added tax system is carried out. This paper further offers some planning strategies for those international Internet commerce marketers who attempt to explore the Chinese market.

*James G. S. Yang and Beixin (Betsy) Lin are members of the faculty at Montclair State University.*
This article discusses the tax problems of a foreign individual working in China. It focuses on the differences between China and the U.S. The tax considerations concern tax base, taxable income, tax rate, tax liability and tax exemption. Under the Chinese tax law, income is classified into two categories: employment and business income, and investment income which includes interest income, dividends and capital gains. The former is taxed at progressive rates ranging from 3% to 45%. The latter is taxed at a reduced flat rate of 20%, with no deductions allowed. A foreign individual taxpayer is generally taxed only on China-sourced income, not on foreign-sourced income. The net tax liability takes into account the residing period, the employee’s position as an ordinary employee or as a manager, whether the wages are earned in China or in a foreign country, and whether the wages were paid by the employer in China or in a foreign country. This article presents many examples for illustration purposes.

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**Rutgers University-Camden**  
**Accounting: Accruals**

This paper investigates how analyst cash flow forecasts affect investors’ valuation of accounting accruals. We find that the strength of the accrual anomaly documented in Sloan (1996) is weaker for firms with analyst cash flow forecasts, after controlling for idiosyncratic risk, transaction costs and firm characteristics associated with the issuance of cash flow forecasts. We further show that this reduction in mispricing of accounting accruals is at least partially attributed to the improved ability of investors to price earnings manipulations imbedded in accruals. We investigate several non-mutually exclusive alternative explanations for this improvement in investors’ ability and demonstrate that the increased investor attention and the improved accuracy of analyst earnings forecasts both contribute to the mitigation of the accrual anomaly.

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**Seton Hall University**  
**Information Technology: Internet Usage**

This study examines several important factors of Internet usage and postal service performance in Australia from 2006 to 2010, using data from secondary sources. The results on Internet usage indicate increasing trends in domain name registrations, Internet user population, Internet usage duration, and e-commerce value. On the other hand, the results on postal service performance show stagnating trends in mail volumes, revenue, pre-tax profit, rate of return, and labor productivity growth during the same period. While we need more data to investigate systematically any causal relationships between the factors of Internet usage and those of postal service performance, the results taken together suggest that the increasing trend of Internet usage had some negative impacts on postal service performance. This study is expected to help understand the trends of Internet usage as associated with the performance of postal service and set the stage for the future of postal service in Australia and other countries.

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

**Seton Hall University**  
**Legal Studies: Eminent Domain**

Within the past twenty-five years, a substantial number of professional and semi-professional sports organizations have been established in or relocated to new cities, where they have created new fan bases, immersed surrounding communities in a new-found sports frenzy, and increased the visibility of these cities on a national level. In fact, Michael Birch, a sports lawyer who was a Sports Law Fellow at Northeastern University, noted “Since 2000, thirty-one major sports teams have opened a season in a new facility.” Prominent sports franchises, such as the Dallas Cowboys and Brooklyn Nets, have built multi-billion dollar sports venues to draw fans and create a buzz that will, at some future point, create significant value for the surrounding communities. However, at the same time, it has become increasingly difficult to amass the necessary funding for these types of operations. The majority of the funding for these new facilities comes from a mix of private investment and an infusion of state tax revenues, which is often necessary to secure the land, pay construction and labor costs, and any other overhead costs associated with building the facility. This paper provides a defense of the use of the power of eminent domain for the purposes of constructing these facilities.

*Jonathan G. Simansky is a recent graduate of Seton Hall University. Richard J. Hunter, Jr. is a member of the faculty at Seton Hall University.*

*Fairleigh Dickinson University
Taxation: Estate Planning*

This chapter is included as part of this 5 volume national treatise and covers a variety of subjects including: types of wills, elements of a will, formalities for executing wills, testamentary intent and capacity, undue influence, uses of trusts, fiduciary duties and powers, exclusion of heirs, In Terrorem or No-Contest Clauses. The chapter also includes over 85 forms of will and will clauses.

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**Fairleigh Dickinson University**
**Taxation: Passive Activities**

To avoid the classification of an activity as passive, taxpayers engaged in the rental of real estate must overcome two hurdles. First, the taxpayers must establish that they qualify as real estate professionals to avoid the general rule that all rental activity is per se passive. Second, if the taxpayer qualifies as a real estate professional, the taxpayer must establish that the taxpayer materially participated in the rental real estate activity. If the taxpayer does not meet both of these requirements, any losses that arise from the rental activity will be considered passive and will be subject to the passive activity loss limitation. In a number of recent cases, the rental real estate activities were deemed passive because the taxpayers were unable to substantiate that they were real estate professionals.

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**William Paterson University**  
**Economics: Housing**

The recent downturn in the U.S. has created the worst downturn in the U.S. economy since the Great Depression. The recent recession encouraged Congress and the President to institute a temporary $8,000 tax credit to new home buyers, which was eventually extended to all home buyers. While this tax credit may have been helpful in stimulating demand for homes in some regions, other regions appear to have had little impact from the tax credit. Thus, the tax credit may have had different impacts on a persons’ decision to buy a home in the four different regions in the U.S. Thus, it is unclear what the impact of the tax credit was on the housing market in the different regions. In this paper, we examine the regional impacts of the tax credit on the regional median sales price of housing, the regional housing quantity measured as housing sales, and the regional incomes. Specifically, we examine the impact of the housing tax credit on housing and its prices and if there was a statistically significant impact in the four regions of the U.S. defined as the Midwest, South, Northeast and West from 1977 to 2012.

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**Rutgers University-Newark and New Brunswick**  
**Taxation: Public Policy Doctrine**

Over a half-century ago, the Fourth Circuit in *Commissioner v. Procter* fashioned out of whole cloth what has become known as the public policy doctrine. This doctrine declares void certain tax-savings clauses—those clauses that taxpayers strategically use to negate the risk of additional taxes, interest, and penalties—that simultaneously undermine the ability of the Internal Revenue Service (IRS) to enforce the tax laws and thwart the judiciary’s ability to render justice. As taxpayers have tested the boundaries of the public policy doctrine via their continued use of select tax-savings clauses, the public policy doctrine has evolved. In this analysis, we first explore taxpayers’ use of such tax-savings clauses. Next, we review the courts’ responses to taxpayers’ actions and critique these responses. Finally, we lay the groundwork for the institution of important reform measures in this area of the law. We acknowledge that, in some instances, taxpayers have legitimate reasons to use tax-savings clauses. In many instances, however, reliance upon such clauses poses either a serious public policy threat whereby the very administration of the tax system is at stake or a less serious, but nevertheless important, policy concern whereby taxpayers can readily circumvent their bona fide tax obligations. A line therefore needs to be drawn between permissible and impermissible tax-savings clauses; this line must strike the appropriate balance between the taxpayers’ quest for certainty and the IRS’s mission to secure tax compliance.

*Jay A. Soled is a member of the faculty at Rutgers University-Newark and New Brunswick.*

**New Jersey Institute of Technology**

**Pedagogy: Management Education**

There have been ongoing concerns about the relevance of management education to management practice. In addition, the socialization of business schools, especially MBA’s, have been called into question. To address these concerns, the professional model of education has been proposed as a new approach to management education. This paper explores what that means for business schools in terms of changes in philosophy and changes in pedagogy. Both the advantages and challenges of adopting the professional model are explored.

*Mark J. Somers, Katia Passerini, and Jose Casal are members of the faculty at New Jersey Institute of Technology.*

**New Jersey Institute of Technology**
**Pedagogy: Mind Maps**

Concerns have been raised that business school pedagogy has limited students’ intellectual development with respect to integrative thinking, synthetic reasoning and the ability to analyze complex problems. Mind maps were used in this study to explore these concerns. Specifically, undergraduate and MBA students, and business school faculty performed a mind mapping exercise for a complex, multifaceted problem. Results supported concerns about students’ intellectual development. Mind maps indicated that advanced undergraduate and advanced MBA students partitioned knowledge into distinct silos and that their knowledge bases were thin. In contrast, business school faculty developed rich mind maps characterized by dense connections among concepts. Implications of these findings for business school pedagogy were discussed.

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Montclair State University

Finance: Cash-Based Compensation

This article examines a particular form of executive compensation, to wit executive incentive compensation paid in cash, a compensation practice susceptible to particular forms of moral hazard and conflict of interest. In a given year a firm may show an accounting profit, pay out substantial cash compensation, but in the following year that same firm may incur substantive losses as the estimates, valuations and projections turn out to have been significantly wrong. Beginning in 2007 and continuing throughout 2008 and 2009, many firms in the financial services industry incurred enormous losses while in the years immediately preceding these losses many executives received substantial cash-based compensation. This substantial divergence of economic outcome between shareholder and executive is the focal point of the analysis. The analysis developed in this paper is particularly relevant given the provisions of the Dodd-Frank Wall Street Reform and Consumer Protection Act (the “Dodd-Frank Act”) which require shareholder vote on nonbinding resolutions to approve executive compensation plans.

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**William Paterson University**

**Decision Sciences: Inventory**

In reality, a seller (e.g., a supplier or a manufacturer) frequently offers his/her buyers trade credit (e.g., permissible delay in payment). Trade credit reduces the buyer’s holding cost of inventory and hence attracts new buyers who consider it to be a type of price reduction. On the other hand, granting trade credit also increases the seller’s opportunity cost (i.e., the loss of capital opportunity during the credit period) and default risk (i.e., the event in which the buyer will be unable to make the required payments on his/her debt obligation). In addition, it is a well-known fact of learning-by-doing that production cost of a new product declines by a factor of from 10 to 50 percent each time the accumulated production volume doubles. Therefore, we propose an economic production quantity model from the seller’s prospective to determine his/her optimal trade credit period and production lot size simultaneously in which (i) trade credit increases not only sales but also opportunity cost and default risk, and (ii) production cost declines and obeys a learning curve phenomenon. Then the necessary and sufficient conditions to obtain the seller’s optimal trade credit and order quantity are derived. Finally, we use some numerical examples to illustrate the theoretical results and to provide some managerial insights.

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Rowan University and Rider University
Finance: Mergers and Acquisitions

Mergers and acquisitions (M&A) is one of the most popular research topics in finance. The synergistic benefits of and market reaction to mergers have been studied extensively. Most merger studies deal with specific countries. Cross-country mergers and acquisitions have not received sufficient attention. The impact of financial crises on M&A activities has not been studied sufficiently. In this empirical study, we make a contribution on these subjects by comparing the financial characteristics of U.S. target companies acquired by U.S. companies with the financial characteristics of U.S. target companies acquired by foreign companies before, during, and after the 2008 financial crisis. We find that the overall financial characteristics of the two groups of targets were significantly different before the crisis. However, the financial characteristics of the target companies have become quite similar during and after the crisis. Before the crisis, U.S. acquirers preferred smaller size targets with greater liquidity, higher profit margins, and lower debt ratios compared with foreign acquirers. Our MANOVA test statistics indicate that the overall financial characteristics of the two target groups were not significantly different during and after the 2008 crisis. Our univariate test statistics show that U.S. acquirers preferred smaller size targets during the crisis and targets with a greater total assets turnover both during and after the crisis.

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

**Rowan University and Rider University**  
**Finance: Mergers and Acquisitions**

Market reaction to mergers and acquisitions is a popular research topic in finance. It has been well documented in empirical literature that target companies earn significant abnormal market returns in corporate acquisitions. However, the effects of stock market crashes, and the effects of whether the acquirer is a domestic firm or a foreign firm, on target firm abnormal returns have not been studied sufficiently. In this paper, we make a contribution to the extant literature on these subjects by studying the abnormal market returns earned by U.S. target firms acquired by domestic and foreign firms after the 2008 stock market crash. Our test results indicate that U.S. targets that were acquired by other U.S. firms earned significantly higher abnormal returns, compared with targets acquired by foreign firms, after the crash. We also find that the target companies earned greater abnormal returns in non-friendly acquisitions than in friendly acquisitions during this period.

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**Rutgers University-Camden**  
**Finance: IPOs**

Most companies making an Initial Public Offering (IPO) underperform the market over the long term. Is this because investors are so enamored with IPOs that hope triumphs analysis? If investors are willing to invest in companies likely to underperform the market, someone will take them public. This raises the question as to whether there are simple indicators that can be used to identify IPOs likely to under or over perform the market over the long term. This study is based on publicly available information on Compustat, Hoovers On-line IPO Central, and the U.S. Securities and Exchange Commission website www.sec.gov. This study analyzes the long term performance of 820 companies that went public in the United States from 1998 to 2007 and tracks their performance for an average of three and a half years. About 48.41% beat market returns defined as the Standard & Poor’s 500. Companies with the best and worst quintile of Underwriter Reputation, Assets, Revenue, EBITDA and EBITDA to Assets were compared, as were industries. The following factors were found to be statistically significant in identifying IPOs likely to outperform the market: (i) Underwriter Reputation (P <.01), (ii) Industry statistical significance varies among the 17 industries in the study, (iii) Assets (P <.01), (iv) Revenue (P <.01), (v) EBITDA (P <.01), and (vi) the ratio of EBITDA to Assets (P <.01). Simulation analysis using the Wilcoxon Sign Rank test confirms that by avoiding companies likely to underperform, a superior portfolio of IPO companies can be constructed (P = .05). This study found there are simple indicators for identifying IPO companies likely to outperform the market. No prediction is made as to specific companies, but results can be used to construct superior portfolios.

David E. Vance and Briance Mascarenhas are members of the faculty at Rutgers University-Camden.

**Seton Hall University**  
**Decision Sciences: Data Analytic Techniques**

Today we all have access to a lot of data. Even more crucially, we also have easy access-through our personal computers and powerful free software packages-to the means to process the corpus of data and extract intelligence from it. Quite needlessly though, the necessary knowledge skills remain the exclusive preserve of a few, which this book sets out to change. Although most data analytics techniques have a mathematical basis, people with a grasp of high school mathematics can gain a deep intuitive understanding of the underlying techniques and apply them correctly and effectively. To make this possible, the book: Focuses on intuitive and correct explanations with examples, while avoiding deep mathematics; Provides numerous examples, tables and figures (almost 170 figures and 105 tables), to help readers grasp the concepts and techniques.

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

**Seton Hall University**  
**Decision Sciences: Single Machine Scheduling**

In this paper, we consider the single machine scheduling problem with quadratic penalties and sequence-dependent (QPSD) setup times. QPSD is known to be NP-Hard. Only a few exact approaches, and to the best of our knowledge, no approximate approaches, have been reported in the literature so far. This paper discusses exact and approximate approaches for solving the problem, and presents empirical findings. We make use of a graph search algorithm, Memory-Based Depth-First Branch-and-Bound (MDFBB), and present an algorithm, QPSD_MDFBB that can optimally solve QPSD, and advances the state of the art for finding exact solutions. For finding approximate solutions to large problem instances, we make use of the idea of greedy stochastic search, and present a greedy stochastic algorithm, QPSD_GSA that provides moderately good solutions very rapidly even for large problems. The major contribution of the current paper is to apply QPSD_GSA to generate a subset of the starting solutions for a new genetic algorithm, QPSD_GEN, which is shown to provide near-optimal solutions very quickly. Owing to its polynomial running time, QPSD_GEN can be used for much larger instances than QPSD_MDFBB can handle. Experimental results have been provided to demonstrate the performances of these algorithms.

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

**William Paterson University**  
**Decision Sciences: Supply Chain**

Due to evaporation, obsolescence, spoliage, etc., some products (e.g., fruits, vegetables, pharmaceuticals, volatile liquids, and others) not only deteriorate continuously but also have their expiration dates. To attract new buyers and increase sales, a seller frequently offers its buyers a trade credit period to settle the purchase amount. There is no interest charge to a buyer if the purchasing amount is paid within the credit period, and vice versa. On the other hand, granting a credit period from a seller to its buyers increases default risk. In this paper, we propose an economic order quantity model for a seller by incorporating the following relevant facts: (1) deteriorating products not only deteriorate continuously but also have their maximum lifetime, and (2) credit period increases not only demand but also default risk. We then characterize the seller’s optimal credit period and cycle time. Furthermore, we discuss a special case for non-deteriorating items. Finally, we run several numerical examples to illustrate the problem and provide some managerial insights.

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

**William Paterson University**

**Decision Sciences: Inventory Management**

Soni 2013. *Int. J. Prod. Econ.*, 146 (1), 259–268 proposed optimal replenishment policies for non-instantaneous deteriorating items (i.e., the product starts deteriorating after a period of no-deterioration) with price and stock sensitive demand. With a stock-dependent demand, it is desirable to have non-zero ending inventory due to potential profit resulting from the increased demand. However, Soni 2013. *Int. J. Prod. Econ.*, 146 (1), 259–268 treated those ending inventory as fresh stocks to go through another period of non-deterioration again. Additionally, he assumed for simplicity that the replenishment cycle time \( T \) must be longer than the period of non-deterioration \( t_d \) (i.e., \( T > t_d \)). In reality, one should consider all possible replenishment cycle time to maximize the profit. In this note, we complement the shortcomings of his model by (i) selling those ending inventory as salvages, and (ii) considering all possible replenishment cycle time, which may be shorter than the period of non-deterioration. With these modifications the repeatability of the replenishment cycle is ensured and the applicability of Soni’s model is strengthened. The numerical examples indicate that the global optimal solution is indeed possible in the case of \( T \leq t_d \).

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

**Rider University**

**Pedagogy: First Course in Accounting**

The ‘first course’ has been designed and defined in a variety of ways to meet programme and stakeholders’ needs worldwide. In this chapter many viewpoints on the roles played and to be played by the first course in accounting are explored. The first course has been an avenue of research enquiry by educators for many decades, and is the focal area of consideration in several calls for accounting education reform.

*Donald E. Wygal is a member of the faculty at Rider University.*

*Rider University*

*Pedagogy: Teaching Effectiveness*

This paper summarizes the views, obtained via a survey instrument created by the authors and reported in studies by Stout and Wygal, of 22 accounting educator teaching exemplars from Australia. Each of these individuals has been cited for teaching excellence through receipt of one or more formal teaching awards. The paper responds to calls in Australia for increased attention to the dimensions of teaching effectiveness and to initiatives in the United States calling for a broader sharing of information among members of the academy regarding the characteristics of teaching effectiveness. Little direct evidence from the field of accounting education is available to date regarding such characteristics or antecedents of teaching effectiveness in the student learning environment. Our research therefore extends in a fundamental way the work of Stice and Stocks and Stout and Wygal. Specifically, perceptions from a sample of award-winning non-U.S. faculties regarding the ‘drivers of teaching effectiveness’ in accounting education are recorded and analyzed. In decreasing order of perceived importance, drivers of teaching effectiveness are: having a student focus; commitment to teaching (as a profession); high levels of preparation/organization; the ability to link subject matter to the practice environment; and, instructor skills and attributes. This paper adds to our understanding of the drivers of teaching effectiveness and begins the process of creating a worldwide knowledge base in accounting education. The paper should be of interest to accounting faculty members interested in improving their teaching effectiveness and/or mentoring junior faculty members.

*Donald E. Wygal is a member of the faculty at Rider University.*

**Montclair State University**

**Taxation: E-Business in China**

The E-business market in China is growing at an exponential rate. In 2013, the business volume is expected to reach $285 billion which surpasses the level in the U.S. As a result, there is a gold rush to China to participate in the market. This article discusses the potential but also points out the perils. This paper also focuses on the competition in the Chinese E-business market, and reveals that the Chinese online business is almost completely monopolized by only one seller, Taobao, which accounts for 81.2% of the whole E-business market. This article further considers the tax burden of the Internet commerce transaction which found that the Chinese government imposes a value-added tax at a rate of 17%. This rate is much higher than the sales tax rate at 7% in the U.S. Additionally, this article investigates the problem of counterfeited products and infringement of intellectual property rights. It discovered that this problem is rampant in China. The losses in international trade amount to $360 billion a year. Eighty percent of the counterfeited products were originated in China. The problem is extremely serious. Moreover, this article offers many planning strategies for operating an E-business in China. Despite the perils, this article concludes that the benefits of running an E-business in China outweigh the risks.

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

**Montclair State University**

**Accounting: Ponzi Scheme**

When an investor suffers a loss from a Ponzi scheme, the investment involves the tax question as to whether the loss should be deducted as a theft loss or a capital loss as well as the amount of tax deduction. The IRS has issued two rulings that govern its treatment, and offers options depending on whether the taxpayer intends to seek potential third-party recovery and file an amended tax return. The most important item in this process is the treatment of phantom income. This article addresses these issues and offers tax-planning strategies. The decision depends on the amount of possible potential third-party recovery as compared to the tax savings on loss deduction. Despite the notorious Madoff case, Ponzi schemes are still thriving today. This article further offers investment-planning strategies. The critical decision depends on the equilibrium point of a Ponzi scheme, which consists of the investment growth rate, dividends payout rate and the surviving period.

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**Montclair State University**  
**Taxation: Foreign Tax Credit**

This article discusses tax law changes under the American Taxpayer Relief Act of 2012. It focuses on its impacts on the foreign tax credit. The Act has raised the maximum tax rate on ordinary income from 35% to 39.6%, and the tax rate on qualified dividends and long-term capital gains from 15% to 20%. These tax rate increases have completely changed how the foreign tax credit is determined. These two foreign-source incomes are taxed at a reduced rate; hence, the amount of income eligible for claiming the foreign tax credit must also be reduced by a “rate differential portion.” Since there are two prevailing tax rates for qualified dividends and long-term capital gains, there are also two “rate differential portions.” This article presents many examples for illustration. This article further investigates whether the current tax law, in determining the foreign tax credit, is fair or not. It points out that the current tax law is flawed at the disadvantage of the lower income taxpayers. This article further offers many tax planning strategies. It demonstrates that, by maneuvering the amounts of income, qualified dividends, and long-term capital gains or losses, a taxpayer’s tax burden can really be alleviated.

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

**Montclair State University**

**Taxation: Loss Sales Strategy**

There was a huge stock market downturn and upturn during the period between 2007 and 2012. This paper attempts to explore the best strategy that an investor can take advantage of during these big swings. It points out that short-term capital losses can save income by as much as 35%, while long-term capital losses by as low as 15%. On the contrary, short-term capital gains entail income tax liability at a maximum rate of 35%; whereas, long-term capital gains at a tax rate of only 15%. This paper shows how to coordinate and maneuver among these variables in minimizing the tax liability and thus maximizing the investment value. This paper further investigates what could have happened to investment value had the best strategy not been adopted. The difference in investment value between two different strategies measures the value of the best loss sales strategy. It can also be determined by comparing net profit or loss between two different strategies. It is found to be 30.43% of the initial cost of investment. This paper also formulates a model in determining the final investment value under each strategy.

*James G. S. Yang is a member of the faculty at Montclair State University.*
Since 2010 three important pieces of legislation have been enacted that will have a significant impact on high income taxpayers beginning in 2013 and continuing forward. This article analyzes the provisions that will have the most impact immediately. The new laws raise the highest income tax rate to 39.6% on most income and the top rate on dividends and long-term capital gains to 20%. It increases the employee share of the Medicare tax to 2.35% and increases the medical expense deduction floor to 10%. It reinstates the phase-out of total itemized deductions and personal exemptions. A new 3.8% tax is imposed on unearned income and a 2.3% excise tax is levied on the sale of medical devices. It also imposes penalties on those who are uninsured. This paper scrutinizes some details and illustrates many examples. In addition, this article also offers many tax planning strategies so as to alleviate the tax burden on these tax increases.

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**Seton Hall University**  
**Management: Corporate Social Responsibility**

Understanding firms’ behavior across countries—a key concern in the international business literature—requires the joint consideration of both institutional influences and firms’ profit maximization goals. In the corporate social responsibility (CSR) area, however, researchers have utilized theories that take into account only one or the other—institutional theory, which explains CSR as legitimacy-seeking activities in line with national-level institutions, or economic-based approaches that consider CSR effects only in terms of firm profitability. While an institutional argument implies convergence in CSR behavior among firms in similar institutional contexts, profit maximization logic treats CSR as a firm-specific behavior. We integrate these perspectives by demonstrating the moderating effects of firms’ economic motivations for seeking legitimacy on the relationship between institutional environment and CSR responsiveness. We argue that variations in firms’ economic visibility and economic vulnerability can bring about differences in their need for societal goodwill, and in turn, their legitimacy seeking. Findings on a database of apparel firms’ employee-related CSR across 23 countries support this overall argument. The integration of such fundamentally different theoretical perspectives allows us to contribute new theoretical insights to international business on the influence of national institutions on firms’ behavior.

Susan L. Young is a member of the faculty at Seton Hall University.

*Rider University*

*Decision Sciences: Competitive Strategy*

The emergence of a de facto standard in a product class depends on technological, competitive, and market factors. The question is whether or not a firm can strategically manipulate various factors to help determine the winner. To address this question, three factors, technological superiority, openness, and compatibility, are examined with regard to their influence on the emergence of de facto standards. Hypotheses are tested with an analysis of 78 historical cases in 39 market categories. Results indicate that in setting de facto standards, technological superiority is uniformly important, suggesting the logic of technological determinism. Moreover, results also suggest that the influence of technological openness may be contingent on the nature of competition. Thus, strategic managers may need to incorporate a contingency perspective into the selection of an appropriate strategy.

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

**Rutgers University-Newark and New Brunswick**  
**International Business: Networked MNCs**

We argue that a federative internal and loosely coupled external network of a multinational corporation (MNC) offer opportunities for recently-formed subsidiaries to become competence-creation nodes at an early stage of their development. By comparing technological knowledge inflow and outflow patterns of subsidiaries in China and counterparts in industrialized countries, we find that subsidiaries in China are not only involved in competence creation, but also contribute to building their MNC’s competitive advantage. The results suggest that instead of being ‘born dependent’, recently-formed subsidiaries in networked MNCs can be ‘born interdependent’ as competence-creation nodes of MNCs.

*John A. Cantwell is a member of the faculty at Rutgers University-Newark and New Brunswick.*
SECTION 3: TEACHING NOTES

This section contains examples of excellence in the classroom.

Consulting Projects: Critical Companion to Teaching Marketing Research

Dana M. Benbow
Centenary College

While an undergraduate course in marketing research is a core component of the program for marketing majors and concentrations, it is also a fertile opportunity to introduce field experience integrated with conceptual development in a controlled manner. Marketing research concepts seem best understood by students in practice and application, and only take on deeper meaning for students when performed. Marketing research’s disciplinary rules and procedures are designed to facilitate decision-making and analysis focused on end results for the firm. However, marketing research is as much a set of skills as it is a conceptual or theoretical framework. This teaching note outlines the use of a research-consulting project as a companion and integral part of teaching an undergraduate marketing research course.

Background

Operating on the personal professional observation that the mistakes or missteps made by researchers generate the true “teachable moments” and create lasting learning, research consulting projects are introduced in the marketing research course to achieve three specific goals. First, research consulting assignments with live clients bring concepts and processes alive for students. Connection of academic process to practical results increases the commitment of the student to engagement with and understanding of course concepts. In addition, students practicing in a live business environment gain both confidence and comfort with the uncertainties found in the marketing research process. Few project paths are straight, and often there are multiple potential answers.

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Secondly, an actual beginning-to-end experience with the research process in a live client setting provides the student with experience that can add depth to their résumé and deepen employment interview responses. While it’s not a substitute for direct work experience such as an internship, the project work provides a foundation that the student can utilize in either employment or internship settings to strengthen preparation for post-graduation employment.

Finally, the semester structure is ideal for the time-bound nature of the actual research process in practice. Most projects arrive in the marketing research organization with operational but not research definition, and more often than not with dauntingly tight time frames. Thus, students are given a practical understanding of the need to organize, stay on task, and focus on clearly defined deliverables in order to complete the project within the time provided by the academic calendar. This increases the student’s understanding of the business context within which research is actually practiced and performed.

These three goals – engagement, experience, and business context – form the backdrop for the completion of research projects within the marketing research course structure.

**Project Background**

Given the stated goals, there are several practical steps taken in the course project design that mirror the framework of marketing research in the marketplace and create an applied approach to instruction.

- The overarching objective was the design of an activity or project that spanned the entire course and permitted students to *perform tasks covered in the text/lecture in a business context*. This theme follows a general belief that the most significant challenges in teaching business at the undergraduate level are connected to the undergraduate student’s general lack of business experience or context. The alignment of text progression with the project tasks and steps for producing a finished marketing research report created a strong parallel of instruction and application.
  - Lectures highlighted client activities to parallel course material and discussion is focused on actual concurrent or planned client activities.
  - Project team updates were a central part of the course structure to encourage peer-review and broader sharing of ideas and perspectives. Because projects were not overlapping, competition and “zero sum game” conflicts were avoided.
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- The marketing research project performed with a live client also permitted students to engage in actual transactions that mirror the transactions in the marketing research profession. For example, development and negotiation of a non-disclosure agreement when dealing with sensitive and proprietary client information, development of proposals and engagement letters, and presenting final research in both written and presentation formats all create learning experiences that enable students to clearly demonstrate application of knowledge in a market setting.
  - Each student was required to complete the National Institutes of Health-sponsored training for Protecting Human Subject Research Participants (PHRP) and submit a copy of the PHRP certificate as evidence of completion.
  - Each student participated in the review of a non-disclosure agreement completed with the client/client’s representative and reviewed by the college’s CFO. All students, the instructor, the college CFO, and the client(s) were signatories to the agreement. This step has proven critical for the students’ to obtain access to critical confidential and proprietary information and, additionally, provided a platform for discussion of legal and ethical issues associated with marketing research.

- While communication skills are discussed as general learning goals, there is no substitute for practicing those in a task setting with a real client across the table. Students scheduled and conducted client meetings on their own. However, where appropriate, instructor observation of client meetings enabled unique coaching and counseling with respect to teamwork and communication skills. Additionally, brief practice or walk-through settings in advance of the actual meeting provided opportunities to create context and strategies for the students prior to walking into a meeting.

- Students also demonstrated organization and task management in coordinating meeting schedules, creating work plans, and ensuring the client is updated on progress towards delivery of project end-products. Furthermore, debrief sessions permitted focus on areas where future improvement will improve outcomes and communication.

- The project also provided opportunity to focus on teamwork and the importance of role definition and clear-cut responsibility and accountability to ensure end-product delivery by the team.

- To avoid over-dependence on group activities and ensure students demonstrated the capability of producing the research report itself, each student was required to develop and submit their own report for the client. All of the submitted reports were available to the client for review.

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The project concluded with a formal presentation to the client. The presentation was followed by a formal Q&A process that provided an excellent opportunity to observe students’ critical thinking in a free-form environment.

The project worked best where effectively aligned with the course syllabus and thus coupled skill practice with concept development.

**Project Design Considerations**

The choice of clients proved central to the design of course projects. While there is opportunity to utilize a broad array of relationships to support this course, the initial set of clients were directly connected to Centenary College in some manner. These relationships facilitated clear establishment that this was student research and, as such, no guarantee of the caliber or quality of the end product could be made. This seemed an important component of the design since students need to have room to fail and, therefore, learn from the failure.

Furthermore, the instructor met with the clients prior to engaging the students to ensure that the project was clearly framed and, as importantly, to ensure that the client had sufficient access and latitude to contact the instructor if and when there were process issues. Since these are existing institutional relationships, it seemed prudent that the instructor stay close to the client to ensure no lasting damage to the college’s relationship with the company.

As in the marketplace, not all clients had clarity on what research they really wanted or sometimes even what market research is or could provide. This gave the students an opportunity to communicate the substance of the discipline in a real and non-academic fashion. It also resulted in some projects that were more qualitative than quantitative. However, in each instance the projects enabled students to apply some, if not all, of the research techniques developed in the course.

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Conclusion and Opportunities

While there are any number of refinements that might improve the student experience, two stand out. First, it is absolutely crucial to work with each group to ensure that they stay “on task” and “on schedule” as there is a natural tendency for students to try to complete these tasks in the same fashion applied to other more traditional course preparation; i.e., at the last minute. Given the vagaries of client schedules and demands, more preparation and discipline is required for success on this type of project. This provides the added advantage of a platform for teaching project management principles.

Secondly, a formal process of gathering client feedback to assess the actual impact of student work and findings is important to build into the project planning. A debrief should be conducted with each of the clients to gather feedback and input in a structured manner. In addition, a three or six-month follow up would add depth to the impact of the research delivered, insight on implementation and perspective on how to better facilitate implementation. One use of this feedback in the course structure could be integrating a session specifically focused on utilizing prior project feedback in the student development of current project plans.

The latter point emphasizes how fertile this instructional approach appears for the creation of dynamic and evolving course structures that not only develop conceptual foundations but also develop skills and experiences in support of occupational pursuits post-graduation. The evolutionary nature of these projects ensures currency.
Learning Opportunities from Classroom Exercises: Linking Class to Business

Berrin Guner
Rowan University

Introduction

Students provide marketing consultancy to small to mid-size organizations as part of the requirements of the Marketing Plan course. The class was comprised of senior marketing majors and minors. On average, five teams work on a marketing plan for three different organizations during the fall and spring semesters. Students have the freedom to choose the client projects based on their interest and career goals.

Project Description

In fall 2014, Millennium Dance Complex, a major international dance studio located in Los Angeles, sought assistance in expanding the Millennium brand nationwide in four different channels while avoiding cannibalization and brand dilution. The firm was also interested in effectively expanding the brand’s social media presence and delivering a consistent message across all different communication platforms. The ultimate goal of Millennium was to establish the world’s first dance lifestyle brand.

Classroom Instruction

The team had two meetings with the client via Skype. The first meeting was dedicated to understanding the marketing needs of the company. The second meeting focused on discussing the existing market conditions and marketing ideas that the team was considering. All students were exposed to a step-by-step marketing plan process each week. They were told to complete certain sections of the marketing plan in each class. They started with the industry and market analysis first, then moved onto the marketing strategy section. The instructor provided and explained all the tools that were necessary to design the most methodological marketing plan for their client. She played the role of a project manager and an external consultant.

Data Tools

Students completed 3 Lynda.com training modules (a total of 18 hours): Search Engine Optimization, Google Analytics, and Social Media Marketing. They also utilized mainstream public and private data including Census, Policy Map, Pew Research Center, National Endowment for the Arts, Reference USA, IBIS World, and Euromonitor.

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Project Delivery

The team designed and presented a complete, actionable marketing plan complete with the identification of the primary, secondary, and tertiary target markets, marketing strategy specific to these target markets, taglines, a new website, and a social media strategy as well as heat maps showing the location of potential customers, and data visualization summarizing the industry and market conditions.

Outcomes Assessment and Client Evaluation

Students developed and demonstrated competence in soft skills, scientific approach to marketing process, and professionalism. They further understood that every proposed strategy has an impact on financial and non-financial performance of the firm. Feedback received from Millennium Dance Complex indicated that the ideas presented in the marketing plan were original, creative, well planned, data-driven, and actionable.

Conclusion

Undoubtedly, client-based projects present an excellent learning opportunity for students as they are exposed to every step in design and development of a full marketing plan. They develop skills and competence in applied marketing and professionalism and become problem solvers. The clients, too, benefit from such projects as they get access to creative, tech savvy, and unbiased talent at no cost.
SECTION 4: PUBLICATIONS BY COLLEGE

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


Economics: Difficulty Bias
**Fairleigh Dickinson University:**


**Accounting: Coopers & Lybrand**


**Management: Healthcare**


**Management: Sustainability Management**

Skarbnik, J. H. (2014) Basic estate planning and will drafting considerations. In M. Bender (Ed.), *Murphy's Will Clauses, Volume 1, Chapter 2.* LexisNexis.

**Taxation: Estate Planning**


**Taxation: Passive Activities**
Felician College:


*Management: Americans with Disabilities Act*
Monmouth University:


Economics: Underemployment


Management: Accountable Care Organizations


Management: Group Practice


Management: Tele-Intensive Care Unit
Montclair State University:


**Accounting: Auditing**


**Accounting: Conflicts**


**Accounting: Corporate Social Responsibility**


**Accounting: Corporate Social Responsibility**


**Accounting: Forensic Accounting**
Montclair State University (continued):


**Accounting: Global Reporting Initiative**


**Accounting: Objectivity & Independence**


**Accounting: Pensions**


**Accounting: Ponzi Scheme**


**Accounting: Restructuring Charges**
Montclair State University (continued):


**Accounting: Sustainability**


**Accounting: Sustainability**


**Accounting: Sustainability in U.S. and European Countries**


**Accounting: Sustainability Initiatives**


**Accounting: Valuation**
Montclair State University (continued):


Economics: Affirmative Action


Economics: Efficiency


Economics: Impatience Condition


Economics: Infinite Utility Streams


Economics: Social Welfare Orders
Montclair State University (continued):


**Economics: Social Welfare Orders**


**Finance: Cash-Based Compensation**


**Finance: Earnings Manipulation**


**Finance: ESG Investing**


**Finance: Index Tracking ETFs**
Montclair State University (continued):


Finance: Smart Beta ETFs


Marketing: Single-Brand Apparel Retailer


Taxation: E-Business in China


Taxation: Foreign Tax Credit


Taxation: Internet Commerce
Montclair State University (continued):


**Taxation: Internet Commerce in China**


**Taxation: Loss Sales Strategy**


**Taxation: Qualified Dividends**


**Taxation: Tax Base**


**Taxation: Tax Inversion**
Montclair State University (continued):


**Taxation: Tax Inversion**

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**Taxation: The American Taxpayer Relief Act**
New Jersey Institute of Technology:


Decision Sciences: Strategic Decision Making


Finance: Financial Contracts


International Business: International Product Cycles


Management: Aging America


Management: Global Teams


Pedagogy: Management Education
New Jersey Institute of Technology (continued):


**Pedagogy: Mind Maps**
Ramapo College of New Jersey:


**Information Technology: Information Systems Education**


**Management: Earned Readiness Management**


**Management: Foundations**


**Management: Work Orientation**


**Marketing: Brand Pages**
Ramapo College of New Jersey (continued):


**Marketing: Cultures**


**Marketing: Values**


**Pedagogy: Classroom Technology**
Rider University:


**Accounting: Coopers & Lybrand**


**Decision Sciences: Competitive Strategy**


**Finance: Admired Companies**


**Finance: Corporate Finance**


**Finance: Corporate Finance**
Rider University (continued):


**Finance: Earnings Manipulation**


**Finance: Mergers and Acquisitions**


**Finance: Mergers and Acquisitions**


**Management: Applicant Faking**


**Management: Evaluating a Consultant**
Rider University (continued):


Management: Job Satisfaction and Life Satisfaction


Management: Work-Family Conflict Among Hispanics


Pedagogy: First Course in Accounting


Pedagogy: Teaching Effectiveness


Pedagogy: Teaching and Learning
**Rowan University:**


**Accounting: Pensions**


**Finance: Corporate Finance**


**Finance: Corporate Finance**


**Finance: Financial Ratios**


**Finance: Mergers and Acquisitions**
Rowan University (continued):


**Finance: Mergers and Acquisitions**


**Legal Studies: United States v. Alvarez**


**Management: Dynamic Capabilities**


**Management: Gender**
Rutgers University-Camden:


**Accounting: Accruals**


**Accounting: Executive Compensation**


**Decision Sciences: Cluster Separation**


**Finance: IPOs**


**Management: Dynamic Capabilities**
Rutgers University-Camden (continued):


**Management: Subjective Well-Being**


**Marketing: Deal Proneness**


**Marketing: Ranked Lists**
Rutgers University-Newark and New Brunswick:


**Accounting: Auditing**


**Accounting: Continuous Auditing**


**Accounting: Coopers & Lybrand**


**Accounting: Process Mining**


**Decision Sciences: Lean Manufacturing**
Rutgers University-Newark and New Brunswick (continued):


**Decision Sciences: Supply Chain**


**International Business: Multinational Corporation Subunits**


**International Business: Networked MNCs**


**International Business: Revisiting Marx and Social Evolution**


**International Business: Transnational Corporations**
Rutgers University-Newark and New Brunswick (continued):


**Management: Corporate Misconduct**


**Management: Interdisciplinarity**


**Management: Internationalization**


**Management: Resource-Based Theory**
Rutgers University-Newark and New Brunswick (continued):


Management: Technology Challenging Projects


Marketing: Student Loyalty


Taxation: Intercompany Transactions in Intangibles


Taxation: Pass-Through Entities


Taxation: Public Policy Doctrine
Seton Hall University:


**Accounting: Unredeemed Gift Cards**


**Decision Sciences: Data Analytic Techniques**


**Decision Sciences: Single Machine Scheduling**


**Decision Sciences: Supply Chain**


**Economics: College Athletics**
**Seton Hall University (continued):**


**Economics: Difficulty Bias**


**Economics: International Trade**


**Economics: NASCAR**


**Economics: Referee Bias**
Seton Hall University (continued):


Finance: Attitudes Toward Tax Evasion in Japan and Korea


Finance: Attitudes Toward Tax Evasion in Korea


Finance: Leveraged Exchange-Traded Products (LETPs)


Information Technology: Internet Usage


International Business: European Union
Seton Hall University (continued):


**International Business: Polish Economy**


**International Business: Polish Economy**


**International Business: Polish Tax System**


**Legal Studies: Eminent Domain**


**Legal Studies: Products Liability**
Seton Hall University (continued):


**Legal Studies: Warning Labels**


**Management: Corporate Social Responsibility**


**Pedagogy: Blended Learning**


**Pedagogy: Teaching and Learning**
Stevens Institute of Technology:


Management: NPD


Management: Technology Challenging Projects
The College of New Jersey:


*Legal Studies: Attorney Ethics*


*Legal Studies: Gatekeeping*


*Legal Studies: Normative Reasoning*
**William Paterson University:**


**Decision Sciences: Economic Order Quantity**


**Decision Sciences: Inventory**


**Decision Sciences: Inventory Management**


**Decision Sciences: Inventory Theory**


**Decision Sciences: Production & Inventory Management**
William Paterson University (continued):


*Decision Sciences: Supply Chain*


*Decision Sciences: Supply Chain*


*Decision Sciences: Supply Chain*


*Economics: Housing*


*Management: Americans with Disabilities Act*
William Paterson University (continued):


**Marketing: Local Market Knowledge Source**


**Marketing: New Product Performance**
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
Section 5: Publications by Discipline

**Accounting: Accruals**


**Accounting: Auditing**


**Accounting: Conflicts**


**Accounting: Continuous Auditing**


**Accounting: Coopers & Lybrand**

**Accounting: Corporate Social Responsibility**


**Accounting: Corporate Social Responsibility**


**Accounting: Executive Compensation**


**Accounting: Forensic Accounting**


**Accounting: Global Reporting Initiative**


**Accounting: Objectivity & Independence**

Accounting: Pensions


Accounting: Ponzi Scheme


Accounting: Process Mining


Accounting: Restructuring Charges


Accounting: Sustainability

Accounting: Sustainability


Accounting: Sustainability in U.S. and European Countries


Accounting: Sustainability Initiatives


Accounting: Unredeemed Gift Cards


Accounting: Valuation

Decision Sciences: Cluster Separation


Decision Sciences: Competitive Strategy


Decision Sciences: Data Analytic Techniques


Decision Sciences: Economic Order Quantity


Decision Sciences: Inventory

**Decision Sciences: Inventory Management**


**Decision Sciences: Inventory Theory**


**Decision Sciences: Lean Manufacturing**


**Decision Sciences: Production & Inventory Management**


**Decision Sciences: Single Machine Scheduling**

**Decision Sciences: Strategic Decision Making**


**Decision Sciences: Supply Chain**


**Decision Sciences: Supply Chain**


**Decision Sciences: Supply Chain**


**Decision Sciences: Supply Chain**

Decision Sciences: Supply Chain


Economics: Affirmative Action


Economics: College Athletics


Economics: Difficulty Bias


Economics: Efficiency


Economics: Housing

**Economics: Impatience Condition**


**Economics: Infinite Utility Streams**


**Economics: International Trade**


**Economics: NASCAR**


**Economics: Referee Bias**


**Economics: Social Welfare Orders**

**Economics: Social Welfare Orders**


**Economics: Underemployment**


**Finance: Admired Companies**


**Finance: Attitudes Toward Tax Evasion in Japan and Korea**


**Finance: Attitudes Toward Tax Evasion in Korea**

**Finance: Cash-Based Compensation**


**Finance: Corporate Finance**


**Finance: Corporate Finance**


**Finance: Earnings Manipulation**


**Finance: ESG Investing**

**Finance: Financial Contracts**


**Finance: Financial Ratios**


**Finance: Index Tracking ETFs**


**Finance: IPOs**


**Finance: Leveraged Exchange-Traded Products (LETPs)**

**Finance: Mergers and Acquisitions**


**Finance: Mergers and Acquisitions**


**Finance: Smart Beta ETFs**


**Information Technology: Information Systems Education**


**Information Technology: Internet Usage**

**International Business: European Union**


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**International Business: International Product Cycles**


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**International Business: Multinational Corporation Subunits**


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**International Business: Networked MNCs**


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**International Business: Polish Economy**


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**International Business: Polish Economy**

Section 5: Publications by Discipline

**International Business: Polish Tax System**


**International Business: Revisiting Marx and Social Evolution**


**International Business: Transnational Corporations**


**Legal Studies: Attorney Ethics**


**Legal Studies: Eminent Domain**


**Legal Studies: Gatekeeping**

Legal Studies: Normative Reasoning


Legal Studies: Products Liability


Legal Studies: United States v. Alvarez


Legal Studies: Warning Labels


Management: Accountable Care Organizations


Management: Aging America

Section 5: Publications by Discipline

Management: Americans with Disabilities Act


Management: Applicant Faking


Management: Corporate Misconduct


Management: Corporate Social Responsibility


Management: Dynamic Capabilities

Management: Earned Readiness Management


Management: Evaluating a Consultant


Management: Foundations


Management: Gender


Management: Global Teams


**Management: Group Practice**


**Management: Healthcare**


**Management: Interdisciplinarity**


**Management: Internationalization**


**Management: Job Satisfaction and Life Satisfaction**

**Management: NPD**


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**Management: Resource-Based Theory**


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**Management: Subjective Well-Being**


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**Management: Sustainability Management**


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**Management: Technology Challenging Projects**

Management: Tele-Intensive Care Unit


Management: Work-Family Conflict Among Hispanics


Management: Work Orientation


Marketing: Brand Pages


Marketing: Cultures


Marketing: Deal Proneness

Marketing: Local Market Knowledge Source


Marketing: New Product Performance


Marketing: Ranked Lists


Marketing: Single-Brand Apparel Retailer


Marketing: Student Loyalty


Marketing: Values

**Pedagogy: Blended Learning**


**Pedagogy: Classroom Technology**


**Pedagogy: First Course in Accounting**


**Pedagogy: Management Education**


**Pedagogy: Mind Maps**

Pedagogy: Teaching and Learning


Pedagogy: Teaching Effectiveness


Taxation: E-Business in China


Taxation: Estate Planning

Skarbnik, J. H. (2014) Basic estate planning and will drafting considerations. In M. Bender (Ed.), *Murphy’s Will Clauses*, Volume 1, Chapter 2. LexisNexis.

Taxation: Foreign Tax Credit


Taxation: Intercompany Transactions in Intangibles

Taxation: Internet Commerce


Taxation: Internet Commerce in China


Taxation: Loss Sales Strategy


Taxation: Passive Activities


Taxation: Pass-Through Entities


Taxation: Public Policy Doctrine

Taxation: Qualified Dividends


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Taxation: Tax Base


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Taxation: Tax Inversion


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Taxation: Tax Inversion


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Taxation: The American Taxpayer Relief Act