Proceedings of The 2014 International Academy of Business Disciplines 26th Annual Conference

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Edited by John Fisher

Welcome Message

The International Academy of Business Disciplines…

Acknowledgements

The 2014 organizing committee would like to thank all those people who were involved in making the conference a success. A great amount of planning and organizing is required to hold a successful conference, so we are indebted to those who volunteered their time and energy.

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TRACK CHAIRS – listed by Track in the Conference Abstracts section

About IABD

The International Academy of Business Disciplines (IABD) is a worldwide, non-profit, organization established in 1991 to foster and promote education in all of the functional and support disciplines of business.

IABD's objectives are:

- to stimulate learning and understanding and to exchange information, ideas, and research results from around the world;
- to bridge the gap between theory and practice, and to increase individual awareness of business problems and opportunities in the international marketplace;
- to create an environment where the learning, teaching, research, and practice of management, marketing, and other business disciplines can be advanced. The paramount focus is on extending knowledge in these areas so that creativity and practical application can be enhanced;
- and to cooperate whenever possible with government agencies, academic organizations, and businesses for the furtherance of the above objectives.

IABD will not adopt a partisan position or the ideals of any particular interest group. Furthermore, IABD will not co-sponsor or otherwise be identified with any government agencies, profit oriented organizations, or other non-academic organizations which may compromise the intellectual integrity of its members.

Membership in IABD is open to scholars, practitioners, public policymakers, and concerned citizens who are interested in advancing knowledge in the various business disciplines and related fields.

Conference Awards

The IABD Award for Best Paper

The IABD Award for Best Student Paper

Conference abstracts

Track: Advertising & Marketing Communication

Track Chair: Louis K. Falk, University of Texas at Brownsville

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ADVERTISING TENDENCIES OF DEGREE GRANTING INSTITUTIONS IN THE UNIVERSITY SYSTEM OF MARYLAND DURING ECONOMIC DOWNTURNS

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During a period marked by dwindling support, budget cut, decline in enrollment and increased competition, it is incumbent on administrators and higher education leaders in colleges and universities to let the public know who they are, what they have to offer and how their offerings are better than those of the competition. One of the promotional tools that can be used to do this is advertising. Advertising communicates the features, advantages, and benefits of a product in a way that will motivate customers and prospective customers to buy the product. Like companies, colleges and universities have a product (service) to offer and also use advertising to gain competitive advantage. Colleges and Universities, like companies, also have to make decisions as to which budget to cut during periods of economic downturns. Since budgets are short during period of economic downturns, and advertising in some cases is viewed as an expense instead of investment, increasing budget for advertising may be a hard sell. Although the issue of advertising during a period of economic downturns has prompted some studies, studies that examine the advertising tendencies of universities and colleges are scarce. The purpose of this paper therefore is to determine how much degree granting institutions in the University System of Maryland spend on advertising during the period of economic downturn.

CAN ADVERTISERS REACH MILLENNIALS WITH RADIO?

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Recent studies have shown that the predicted demise of radio during the mid-2000s may have been overstated. Just like in the past, radio has adapted to new media and survives. Throughout the history of radio, new media including television and the Internet were developed. Rather than going away, radio adapted to maintain a hold on the market and the listener's ear. Radio stations have adapted to the current media environment by turning to delivery through multiple channels, including expanding operations online. Advertisers have also lamented the

difficulty of reaching the "millennials" because of their use of a wide variety of media sources. The current investigation surveyed students attending two public universities located within the Great Plains region of the United States and attempts to determine if radio is a viable means of reaching millennials. A total of 485 students completed questionnaires designed to ascertain their radio listening habits, as well as music listening habits. The research attempts to answer a number of questions concerning college student use of radio. The primary question is whether they are listening to the radio? If they are listening, additional questions focused on when are they listening, where are they listening and with what technology are they listening? Also uncovered in the research are answers to why millennials choose the stations that they currently listen to and why they choose to listen with their preferred technology.

FEMALE AGENCY OWNERS: FORGING PATHWAYS AND MEETING CHALLENGES

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In the past two decades, women have dominated the public relations practice, leading to a feminization of the field. Studies on women in public relations have focused on the field's loss of status, salary disparity, discrimination, stereotyping, and practitioner roles. Few studies, however, have investigated women who broke through the glass ceiling and forged their own pathway in the practice. This study used a phenomenological approach to investigate the pathways of women entrepreneurs in public relations, those women who founded their own public relations firms and bypassed the glass ceiling by constructing their own reality. Ten women who head top public relations firms in Southern California were interviewed in depth about their motivations, ethical considerations, and models of practice. Participants also completed a questionnaire about their modes of practice. The career pathways of the participants were forged by formal education, on-the-job learning experiences, business opportunities, and familial influences. A passion for the business and the freedom to create their own work environment were motivators for the women. Ethical dilemmas involved client credibility, billing, and various employee issues. Key words used to describe public relations were bottom-line results, relationship building, and communication. Participants described their relationship with clients and employees as professional and personal. Although the participants practiced a coalescence of the four models of the practice, the women leaned more heavily toward the two-way symmetrical model. Requiring courses on ethics and gender issues in public relations was recommended for undergraduate and graduate programs, along with ethical training for professionals.

MOTIVATE TO PARTICIPATE: PROMOTING CAMPUS ACTIVITIES TO INCREASE STUDENT PARTICIPATION

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Like any business, colleges and universities must build relationships with new students and retain relationships with current students to enhance their chances for economic success. More recent studies continue to demonstrate that participation in campus activities encourages greater student retention rates as well as personal growth and satisfaction. Campus (experiential) events promote interaction between students and the university, helping to build longer-term bonds between the student and the college or university. Thus, campus events begin to develop relationships with the students and reinforce the brand through interaction and the qualities of the events themselves. However, offering programs and events that help to cement this relationship only works if those students know about and attend the events. A survey of 516 students at a Great Plains, public university was conducted to uncover student attitudes toward the current program offerings, what they would like to see in the future, as well as suggestions for what prevents and encourages them to attend the events. Results of the survey suggest that student participation in campus activities was extremely low, a small percentage of students on the campus were likely to attend these events, and that these students were likely involved in other campus organizations. Differences were also found based on the students' year in school and whether they lived on campus or commuted. The major reasons that students identified for not attending, being motivated to attend and suggestions for preferred program types are also discussed.

READJUSTING MARKETING COMMUNICATIONS FOR A DIFFERENT ERA: THE TURN OF THE IMC WHEEL

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Integrated marketing communications (IMC) as a core marketing concept and strategic marketing practice is a relatively recent phenomenon. The topic was noted merely as an emergent managerial practice in the late 1980's but no overall review concerning the emergence and development of IMC has been conducted yet. We attempt to remedy this lacuna by: (1) assessing the historical development of integrated marketing communications, (2) expanding its conceptual and theoretical foundations, and (3) offering a critical discussion of IMC's contribution and its future directionality. Despite the growing acceptance of IMC, the authors argue that businesses lag well behind theory in terms of its implementation. They posit that IMC can: (1) achieve greater consistency among messages and functions, (2) lead to cost savings, (3)

make working relations between different departments easier, and (4) use media and promotional mix with greater efficiency and enhanced returns. The authors point out that early commentators dismissed IMC as a managerial fad but evidence of its widespread adoption among practitioners and theorists has remained strong. They conclude that IMC is an emerging discipline, its fundamentals are becoming established and its future is filled with opportunities for marketing practitioners and academics in the new century of empowered consumers. This suggests that new research potentialities and methodologies lie ahead. It may also mean an end, or at least significant amendments, to the dominance of old marketing and marketing communication models designed for a different market place.

WEBSITE & MOBILE USABILITY

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Website Usability is often described as how easy a system is to learn, remember, and use. Making a website easy to use requires more than following a checklist of "best practices." It is important that the purpose of the site be pre-determined prior to the start of the "design" process. In the past, users were tethered to a desk by power and communication cords in order to do their work. Advances in technology have enabled the development of "mobile computing." Mobile devices no longer need to be chained to a desk. As a consequence, the constructs underpinning Usability have evolved. More emphasis is placed on the characteristics of hybrid devices such as: weight, size, battery life, reception (bars), number of buttons, and touch screen capability. Traditional themes to include load time, screen size, single hand operation, browser compatibility, color schemes, and contact links also need to be considered. For the most part, if all these elements are taken into account a website has a strong chance of being successful however, there is no guarantee.

Track: Applied Management Science & Decision Support Systems

Track Chair: Zahid Y. Khairullah, St. Bonaventure University

A GROUP-BASED LEAGUE CHAMPIONSHIP ALGORITHM FOR THE MANUFACTURING CELL FORMATION PROBLEM

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The cell formation problem determines decomposition of the manufacturing cells of a production system. This paper proposes a new algorithm for grouping problems which is a grouping version of league championship algorithm (GLCA) and we used it to solve benchmarked instances of cell formation problem posing as a grouping problem. To evaluate the effectiveness of our approach, we borrow a set of 20 most widely used benchmark problem instances from literature and compare the performance of GLCA and several well-known algorithms published. Our computations reveal that the proposed algorithm can reach the best-known solution for 17 of the 20 benchmark problems, and improve the best-known solution of three others with the 1.4% average gap. Considering the performance of the GLCA algorithm on all test problems, the proposed algorithm should thus be useful to both practitioners and researchers.

BIG DATA – OLD WINE IN A NEW BOTTLE?

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Decisions made purely based on structured information often lack the required discretion and flexibility. Effective decision makers layer domain knowledge, reasoning and judgment on structured information to come up with a decision. The domain knowledge relates to “facts” that are widely shared and agreed upon by experts in the field. These are derived from experience and are a function of the quality of knowledge and experience accumulated over time.
One can say Big Data = Facts +Visual Analytics + Algorithms. Facts are a complex set of data points often nested within each other. The Analytics shape how we see these facts and Algorithms help us extract value from the data. As such Big Data is old wine in a new bottle now using computing power and technology to do what was, and is, done in the human brain. It

is only limited by human intellect and imagination. Therefore there is a great potential for Big Data. Massive amounts of data can and are being captured and stored today. This has created technology to help uncover relationships existing within unstructured data to gain business advantage. The ability to use Big Data comes with concerns about its security and misuse. The paper focuses on the nature, use and potential abuse of Big Data.

CLOUDS AFTER THE STORM: A LOOK AT A CLOUD-BASED COMPUTING AND WIKI TYPE PAGES AFTER NATURAL DISASTERS

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Much has been written on using cloud based computing as a recovery tool from the business or organizational side. Less has been written on using cloud based computing as a means of organizing and collecting information and matching needs after disasters on the city or regional level disaster. In this paper we will focus on several case studies of how cloud based and social media (blogs and wiki pages) have been used in the aftermath of natural disasters to document the scope of the disaster, determine needs, facilitate resource allocations, enlist volunteers, and track recovery efforts. We will both document what was used and interview participants what worked and what did not work. We will show that used correctly cloud based computing is not only an easy and inexpensive option, but that it can efficiently hasten recovery efforts by reducing redundancies, improving accuracy of forecasts, and facilitating information dissemination. Cases studies used will include the New Orleans and the Gulf Coast area following Hurricane Katrina in 2005, the Catskill NY area after Hurricane Irene in 2011, and the Long Beach NY area after Hurricane Sandy in 2012. In some of these areas we will hope to compare the recovery rates for cities that used cloud based computing as compared to those areas that did not. Additionally we will look at how disaster volunteer groups use the same technology to help respond after these disasters.

DECISION-MAKING CRITERIA FOR STANDARDIZATION VERSUS ADAPTION OF INTERNATIONAL ADVERTISING STRATEGY

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This paper discusses several factors that international marketers might find useful to consider before they can decide to what extent they can standardize or adapt their advertising strategy in their international markets. The factors selected are adapted from the previous research studies. The factors identified by the studies constitute several economic factors, social and cultural factors, political and legal factors. Factors such as development of infrastructure, media availability, and nature of the products being advertised are also considered by previous studies to be important variables in decision-making of international advertising programs. Several country specific examples will be discussed for each of the factors. Each of these factors

are interrelated but based on the findings of the past research studies it is possible to suggest that international advertisers do have an opportunity to standardize some factors of their international advertising programs thus reaping the advantages of standardized programs. They also have to adapt to some factors to show social and cultural sensitivity, and economic reality affecting their decisions in developing successful advertising strategy to reach their international audience.

ECONOMIC STATISTICAL DESIGN OF VARIABLE SAMPLE SIZE SIMPLE LINEAR PROFILES IN PHASE II

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The purpose of economic design of profiles is determination of the parameters of profiles so that total cost of implementation is minimized. In economic-statistical design, the statistical measures of designed profiles are constrained along with the optimization the total cost. In this paper, main parameters of a variable sample size (VSS) simple linear profiles are determined through an economic-statistical model. The Lorenzen-Vance cost function is extended to embed the total costs of linear profiles. Average run length when the process is in control, ARL0, and average run length when the process goes to an out of control state, ARL1 are proposed as two main statistical measures of profiles and are constrained in the developed model. A genetic algorithm (GA) is developed for solving proposed economic-statistical model. The result of this paper show that using an appropriate economic-statistical model for designing VSS linear profiles lead the quality engineer team to determine the optimal parameters for application of profiles in which total costs are minimized while statistical measures of designed VSS profiles are maintained in good situations.

EFFECT OF ESTIMATION ERROR ON THE PERFORMANCE OF EWMA/R CONTROL CHARTS

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Numerous practical cases define the quality characteristic of interest by a functional relationship between a response variable and one or more explanatory variables. This relationship is usually referred to as profile and has a functional form with parameters that are rarely known and have to be estimated in phase I analysis of control charting. The Phase II analysis of control charting is performed after a statistically in-control condition is established and parameters of the underlying distribution are estimated. It is likely that errors in the estimated parameters would affect phase II analysis of control charting. In this paper, we study the effect of estimation error on the performance of the EWMA/R method which is a frequently used technique in phase II monitoring of simple linear profiles. The in-control and out-of-control performance are evaluated using average run length (ARL) criterion.

ENDOSCOPY CLINIC AS A BUSINESS: PAST, PRESENT & FUTURE

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The presentation focuses on successful running of a Diagnostic Endoscopy Clinic. It discusses about the motivation for a physician with a successful professional career for setting up such a business. Providing service to the community remains a single important reason. Issues related to setting up such a clinic are discussed, including: (i) Review of community needs, (ii) Accessible environment, (iii) Maintenance of Quality care, (iv) Competition with nearby hospitals providing the same service and (v) Wait times for such procedures. Smooth running of such a clinic can pose challenges. In Canada, where there is socialized healthcare, financial gain remains limited. Strict guidelines, maintenance of quality and scrutiny by the regulatory body are necessary. Sophisticated marketing strategy, large pool of referring physicians and centralized administration are keys to its success as this is a volume driven business. Long-term strategy, upgrades of equipment, technology upkeep and continual upgrade of knowledge and skills are necessary for the future success and sustenance.

ESTIMATING CUSTOMER VALUE BY DM APPROACH: IRAN APPLE CENTER CHAIN STORES CASE STUDY

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Customer value issue is an important part of CRM. Different customer types have different interests, so retailers should firstly segment customers in to various groups and then apply right marketing strategies. The main purpose of this paper is to clustering chain store customers based on Value. We used a modified two-stage method, which first applies the self-organizing feature maps (SOM) to determine the number of clusters and the starting points and then employs the *K*-means method to find the final solution base on weighted RFM and demographic variables. It has been implemented in Iran Apple Center chain stores. The data used in current research are related to 12 months of customer interactions and personal profiles in 2012. Finally the performance of this approach will be compared with the conventional k-means method, so the implications will be approved.

INNOVATIVE PROJECT MANAGEMENT FOR INFRASTRUCTURE ENGINEERING DESIGN

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Large multi-disciplinary infra-structure projects are by its very nature not limited to engineering disciplines but also transcend traditional boundaries to include other business areas such as information technology, finance, taxation, regulatory, communications, human resources, etc. A seamless integration of elements from various traditional disciplines using a Systems Design and Engineering approach into a functioning whole are imperative requirements to meet overall project objectives. Solutions to infrastructure engineering design often require modification of existing systems and expansion with new and often unique systems. This process requires the application of creative problem solving and interdisciplinary teamwork to synthesize an innovative design solution. Systems design and engineering, characterized by its philosophy, methods, and approaches to creating solutions for problems that are intrinsically multi-disciplinary provide effective tools for delivery of complex projects. Modern infrastructure engineering projects which are intricately entwined in multiple disciplines broadly comprise of several phases such as conceptualizing, design phase, procurement phase, design delivery and construction and commissioning phase. For efficient delivery of a total project solution, discrete project management of the various phases tends to provide a deeper integration and a greater ability of the specialized services for technological innovation in design and engineering for project delivery. This presentation highlights unique features of project engineering using

selected experiential examples in the design of complex projects, tools for project planning and control and post-design support during the delivery phase. This essentially calls for technological leadership in a complex interdisciplinary setting for balanced decision-making and systematic and effective project delivery.

VOLUNTEERING AND HELPING WOMEN IN DEVELOPING COUNTRIES

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The presentation focuses on issues relevant to volunteering in general and to helping improve the lot of women in developing countries in particular. The topic is addressed in the context of an initiative sponsored by IDRF in 2013. Volunteering takes one into a different environment, perhaps in another country and different cultures. Respect for people, an appreciation of their skills and of the resources available to them are all important. An open mind and skills of the volunteer are also important. Issues related to the health, education and means of earning a livelihood are among the subjects addressed in the context of helping women in developing countries. Respect for their skills and appreciation of their limited resources and their daily difficulties is necessary before attempting to provide solutions.

Track: Communication & Technology

Track Chair: John C. Tedesco, Virginia Tech University

SMS USAGE PATTERNS AND RELATIONSHIP INTIMACY

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This study explores the relationship between the usage patterns of Short Message Service (SMS) and the level of perceived interpersonal intimacy. Prior research in computer mediated communication (CMC) suggests that CMC can be impersonal or hyperpersonal depending on the media characteristics/richness, communication goals, and how individuals use the media for communication. Being semi-synchronous and text-based, SMS is capable of relational communication to develop intimate interpersonal relationships. SMS usage patterns are closely related to SMS usage behaviors, communication content, and involvement in SMS experience, and hence may influence relationship intimacy among SMS users. An online survey targeted to the users of SMS was conducted to investigate which usage patterns of SMS are most conducive to the enhancement of relationship intimacy. The results of the study showed the use of SMS for ubiquitous communication and social communication are significant predictors of relationship intimacy. The study also revealed a positive relationship between the amount of SMS use and relationship intimacy.

SOCIAL MEDIA COMMERCE AND THE REAL HOUSEWIVES OF NEW JERSEY

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Reality television's roots, seeded in MTV's The Real World and cultivated in the present with topics ranging from gold prospecting to celebrity apprentices, have become a cultural phenomenon. Launched in 2006, Bravo's Real Housewives franchise has captivated audiences with its depiction of groups of housewives from various cities in the United States who represent themselves as attractive and wealthy, but also include more serious issues such as bankruptcy, divorce, and suicide. This article examines social media marketing and related activities as it relates to Bravo's hit reality television program, The Real Housewives of New Jersey. Social media behavior in the consumer environment is explored utilizing Tracy L. Tuten and Michael R. Solomon's Four Zones of Social Media, which include social community, social publishing, social entertainment, and social commerce. The article investigates two of the four zones in-depth– community and commerce – as it relates to products, services, and philanthropic efforts of cast members of the series.

Track: Cross-Cultural Marketing

Track Chair: Ziad Swaidan, University of Houston - Victoria

CROSS CULTURAL DIVERSITY: A MOSAIC APPROACH TO INTERNATIONAL EDUCATION (EDUMARKETING)

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Cross cultural diversity, as a mosaic edumarketing, is directed across demographic and social groups to appeal to students' cultural similarities rather than differences. By contrast, traditional multicultural diversity is directed at specific demographic student groups in terms of curricula planning and other academic activities and events. And instead of perceiving of distinct student segments in a multicultural setting, a cross- cultural diversity, as a mosaic approach, is a means to introduce global academic programs, albeit within the framework of "glocalization," which embraces the –"think globally act locally" paradigm. The focus of this approach is to develop cohesive learning and interactive environments among various student groups, and to overcome the traditional focus on multicultural diversity in the global higher education, and gain a greater entrepreneurial and competitive spirit. This paper intends to encourage both faculty and administration to take a fresh look and embrace the strategic value of diversity in a cross-cultural context, as a blueprint for change.

IMPLICATIONS OF THE AMERICAN CULTURE ON INTERNATIONAL MARKETING

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Through comparative analysis of current U.S. cultural characteristics with those indicated in existing literature as desirable for true globalization, this paper supports the need for an underlying cultural change in U.S. organizations which aspire to obtain the advantages of global integration. An integral part of the process for such cultural change is a critical self-awareness evaluation and a constant loopback reminder of broad and long-term objectives. Going global to gain a competitive advantage; this has been the recent rage in U.S. business. The decision to extend business beyond national borders may take on varied forms such as exportation, informal cooperative agreements where no equity is exchanged, joint ventures with equity exchange, branch offices, mergers and acquisitions or becoming a global organization. Businesses may determine which form is best for their international endeavors and quite often there are multiple forms of cross border arrangements in large organizations. The strategy of an organization may be to diversify and expand through acquisitions/mergers or to proceed gradually toward a long run globalization while testing the water and getting familiar with an industry, country, potential partner, etc. through contracts or other arrangements of lesser control and investment. The focus of this paper is to explore existing literature on globalization as a form of multinational strategy and develop an understanding of the underlying implications that the American culture has on a U.S. organization whose policy makers decide to transform it into a global organization.

INTERNATIONAL MARKETING: GEOGRAPHIC CLUSTERS AS A MEANS FOR RURAL ECONOMIC GROWTH

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Students from an international marketing course at Lake Superior State University identified potential international markets based on personal knowledge, cultural backgrounds, and personal connections. The project examined a rural regional cluster in terms of geographical setting rather than in terms of the common industry categorization. A website was created with products from Eastern Upper Peninsula manufacturing firms and numerous country specific marketing campaigns were employed. The visitor data was recorded and then analyzed. The findings pointed towards an increased international audience for the EUP and showed initial

support for the geographic cluster paradigm. The project also offered a framework as well as suggestions for future rural regional exporting initiatives.

MORALITY AND CSR OF CONSUMERS

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This research lays the theoretical foundations to explore the relationship between morality and perceptions of corporate social responsibility among consumers. Personal moral philosophies will be used to study consumers' morality along two dimensions (i.e., idealism and relativism) (Forsyth, 1992). Perceptions of CSR questionnaire (CSQ) will be used to assess consumers' perceptions of CSR along four dimensions (i.e., economic, ethical, legal, and philanthropic) (Carroll's, 1999). The two dimensions of morality will be the independent variables, and the four dimensions of CSQ will be the dependent variables. This study reviews the theory of morality and CSR constructs. The past research that explored morality and CSR constructs (independently) is used to develop the hypotheses of this study. Based on theory and literature review, this study predicts a positive relationship between idealism and consumers' perceptions of CSR and a negative relationship between relativism and consumers' perceptions of CSR. The theory, literature review, and hypotheses of this study should prove valuable for marketing managers because personal moral philosophies help identify differences in perceptions of CSR among consumers.

UNITED STATES STOCK MARKET VOLATILITY AND CRISES BETWEEN 1913- 2013: REVIEW AND ANALYSIS

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The research tries to investigate the causes of U.S. stock market crises and the volatility 1913- 2013. This study found that the major causes and interpretations of U.S stock market crises reside in different models. These models include overreaction model, adverse impact of related market's model, and adverse impact of related laws and econophysics model of stock market crises. The research suggests possible remedies to curb possible casus of U.S. stock market instability, based on the presented interpretations of U.S stock markets crises.

Track: Economics

Track Chair: Dale Steinreich, Drury University

LONG-TERM-MOVING-AVERAGE INVESTING: A SOUND STRATEGY FOR DEFINED-CONTRIBUTION RETIREMENT PLANS?

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Market timing is a strategy of making buy-and-sell decisions of financial investments by attempting to predict future market prices through measures of value, market sentiment (bullish to bearish), or moving averages. Analyzed in this study was the use of a simple moving average (SMA) as part of an investment strategy for employees with no more than novice financial understanding of defined-contribution retirement plans. This historical examination determined that using an SMA to decide whether to buy or sell mutual-fund shares resulted in significantly higher returns than using a traditional buy-and-hold strategy.

RELIGIOSITY, CORRUPTION, AND ECONOMIC GROWTH

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The World Bank views reducing corruption as a major goal to reduce poverty in the world (World Bank, 2013). Many studies have looked at the relationship between corruption and economic growth, while many others consider the influence of religion on corruption. However, few have considered their combined influence, and those that do have only considered the type of religion and not the level of religiosity's influence on corruption and economic growth. This study attempts to fill the void in the literature by combining these factors together to consider the influence of religiosity on corruption and its influence on economic growth within a nation. This study considered religiosity and corruption separately along with control variables to isolate their effects. In addition, an interaction term is added to see the impact that working together they can have on economic prosperity within a nation. The basic premise is that the more a nation's citizens practice their religion the more they will incorporate their beliefs in their personal and business lives and be less corrupt, hence promoting economic growth. The results suggest that a nation that is more religious reflects this in their ethics in their business dealings, leading to a higher level of economic growth.

VARIATIONS IN THE RETURN TO SKILLS ACROSS BACHELOR'S DEGREE OCCUPATIONS

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Utilizing a data set created by the author that merges data by detailed occupation on employment, earnings, educational attainment, and the importance of 35 separate job skills, the relationship between the importance of each of these skills and private average salary is explored for 84 different occupations identified as bachelor's degree dominant occupations. The analysis reveals that several job skills commonly regarded as important do not correlate across the selected occupations with private average salary. The largest impact skills are those which involve extensive abstract reasoning and mathematical rigor. For several of these skills, there are substantial differences in forecasted average salary for an occupation if the skill's importance rises from the 25^{th} to the 75^{th} percentile. These results help to explain the observed large differences in average salary across occupations associated with bachelor's degree workers.

Track: Emotional Intelligence & Mindfulness

Track Chair: Chulguen (Charlie) Yang, Southern Connecticut State University

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KIN ALTRUISM, PSYCHOLOGICAL CONTRACT AND COMMITMENT IN IMMIGRANT BUSINESSES: FROM AN EVOLUTIONARY PERSPECTIVE

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This paper explores underlying psychological mechanisms of employment relations in East Asian immigrant businesses in the United States. Positive functions of kinship and the impacts of kin altruism on psychological contract and commitment are conceptualized from a theoretical perspective of kin selection. In addition, the transmission of Confucian cultural values from home countries to the host country and their influences on employment relations in East Asian immigrant businesses are explicated from a sociocultural evolutionary perspective. Honoring filial piety in a patriarchal family structure is a traditional Confucian value, and such a cultural idea is understood as a unit of cultural transmission. This paper hence proposes a thesis that paternalistic Confucianism as a system of cultural values tends to reinforce biologically evolved kin altruism among East Asian immigrant entrepreneurs while helping them maximize their genetic as well as economic payoff. Several propositions are also presented for future empirical studies.

THE IMPACT OF AN EXPATRIATE'S HOME COUNTRY ON A HOST COUNTRY EMPLOYEE'S PERCEPTION OF QUALITY: MEXICAN MANAGERS IN CHINA

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Volkswagen had been manufacturing cars in Mexico for over fifty years when it decided to replace its German managers in China with managers from Mexico and other Latin American countries. These men and women were well trained and had held managerial positions for quite some time, however, although the work in China could be managed, the mindset of the workers could not. Volkswagen had in place an internationalization strategy for its executives worldwide, which included four principles: designing a formal process for talent scouts worldwide; a pool of internationally trained executives with international career plans; a chain of mentors that would help to develop international managers; and a formal plan of successors. The dilemma of introducing managers from various parts of the world to replace German managers underscored the fact that Chinese nationals did not have the same respect for managers from Mexico as they did for managers from Germany even with Volkswagen's internationalization strategy in place. This paper looks at cultural stereotyping vs. the impact of one's managerial position in the workplace. We think that the mindset of workers should be based on the managerial position itself not on the country of origin of the manager; however, in practice this has not proven to be true. Perceptions, attitudes, and the mindset of employees continue to pit the cultural values of one country against another.

Track: Ethical & Social Issues

Track Chair: Kellye Jones: Clark Atlanta University

ETHICS AND SUSTAINABLE CORPORATE SOCIAL RESPONSIBILITY

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Business ethics is a code of moral principles and values that seek to govern the behaviors of right or wrong. The factors of doing business (i.e. business processes, organizational behavior with customers, community relationships both domestic and global) should identify with ethical behavior. Although there are varying definitions of sustainability; the Tata Steel case definition, '*an enduring and balanced approach to economic activity, environmental responsibility, and societal benefit*' is clear and concise. The challenge is to ensure that future generations can enjoy the same kind of lifestyles enjoyed by people today. The most frequently quoted definition about sustainable development comes from the Brundtland Report: "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs"*. Ethics and corporate social responsibility (CSR) are important business issues. A commitment to

ethical behavior is often shown in the corporate social responsibility (CSR) policy of a business. This presentation will address: (1) domestic and global sustainability challenges; (2) ethical leadership; and (3) the role of ethics, sustainability, and CSR?

MEDIA, MONEY AND MORALITY: ANALYZING GENDER DIFFERENCES. AN ANALYSIS FROM A CELEBRITY OR ATHLETE ENDORSER

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Celebrities and athletes are considered by many to be experts in their field. From a marketing perspective, it's not enough to be thought of as an expert. Celebrities and athletes have a financial interest to go beyond expert status. They understand to achieve superstar status is to open the door for opportunities that is often closed to lesser known stars. They can reach superstar status based upon social media popularity, high ticket sales or involvement in a scandal. From a consumer perspective, this high popularity status translates to perceived credibility. Celebrities and athletes who are perceived to be credible carry more influence and are in favor for corporate sponsors. They are created, shaped, and molded into what advertisers think the public wants to see. Superstar celebrities and athletes are human beings who make mistakes or behave badly just like their lesser known colleagues. The big difference between superstars and the rest of us is for superstars, their mistakes can cost millions of dollars in endorsements, a loss in credibility or a blow to their stellar reputations. The real question is not if superstar celebrities and athletes are treated unfairly, but if gender plays a role in the treatment. This research looks at whether or not women celebrities and athletes are held to a higher standard than their male counterparts.

SOCIALLY RESPONSIBLE INVESTMENT RATING STANDARDS: WHO RATES THE RATERS?

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To better understand the potential impact of Socially Responsible Investment (SRI) ratings, I investigate how ethical funds select companies for investment. Using a case study and a review of the literature, I find that some SRI funds follow investment advice from third party raters and that, surprisingly, there is little knowledge of the sources and methodology used by these raters. This creates potential problems for companies that are deemed as not suitable to receive SRI funds, because the murkiness of the rating makes it difficult to challenge the assessment. The issue becomes more relevant as SRI (or ethical) investments become more popular in developed countries. In Europe in particular, government regulations aimed at reducing the overall risk of pension investments, have created very specific guidelines about non-financial criteria that large pension funds must follow when making investment decisions. Because this type of funds tends to be the largest asset managers in any stock market, public companies have an interest in being suitable SRI investment targets. Accordingly, I propose the creation of standards for the raters, and a strategy of "co-engagement" for companies interested in attracting SRI money.

Track: Finance

Track Chair: Phillip Fuller, Jackson State University

PRIVATE EQUITY PRACTICES IN THE GULF REGION: THE CASE OF KUWAIT

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This paper examines the characteristics of private equity (PE) practices in Kuwait and contrasts them with those in the U.S. and Europe. Unlike their relatively long history of development in the more developed regions, PE's experience in Kuwait is quite recent and there are major cultural, legal, and structural differences in Kuwait. The PE industry in Kuwait is comparatively small and the level of activities, similar to other regions, has been depressed since the financial crisis. In addition to reviewing the current best practices of PE in the U.S. and Europe, this study examines the major characteristics of private equity practices in Kuwait by way of a survey and on-site interviews. The survey findings are then discussed and contrasted with previous findings in the U.S. and Europe. In general, the investment style of PE in Kuwait is much more conservative. The investment professionals in the field are also more finance oriented rather than operations oriented as typically in the west. As a result, there are virtually no investments in early start-ups. In addition, the decision to fund an invested company seems to focus much more on the entrepreneur's familial reputation than on the entrepreneur's personal qualities, which are at once practical and cultural. Finally, the paper also examines the major reasons behind the current depressed level of PE activities in Kuwait.

Track: Global Corporate PR, Responsibility, & Culture

Track Chair: Enric Ordeix-Rigo, Ramon Llull University

HOW CORPORATE SOCIAL RESPONSIBILITY AFFECT FIRM VALUE AND CORPORATE GOVERNANCE FIRM STRATEGIES

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This study explores the rational behavior of the firm to adopt ethical principles. Recently, a company can no longer ignore that financial investors increasingly include social arguments in their choice. In this paper, we attempt to test whether the value of the firm and its governance mechanisms depend on ethical strategies adopted by the firm. Our findings, contrary to mainstream empirical studies, show that the dissemination of CSR has a positive and significant influence on the firm value when measured by the Q-Tobin. We further show that ethical behavior and corporate governance mechanisms are significantly related. We found that having a wider institutional investors' ownership are more likely to adopt ethical principles.

ORGANIZING PUBLIC DIPLOMACY IN CATALONIA. CASE STUDY: THE APPROVAL OF THE DRAFT OF THE 'CATALAN FOREIGN AFFAIRS LAW (CFAL)'

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For the first time in thirty years of democracy in Spain, the regional Government of Catalonia, La Generalitat, develops a text with the rank of law that makes a comprehensive definition of the foreign action of all agents of Catalonia. The text establishes the guiding principles of foreign affairs, sets out what are the subjects of this action, determines the planning and monitoring instruments and defines how to establish institutional relations of the Government abroad. It introduces the concept of public diplomacy, cultural diplomacy and economic diplomacy. The rule also establishes the structure and organization of the representation of the Government in order to ensure that it carries out its activity in a coordinated manner and effective. Based on the review of the text, this article presents the state of the art related to the new rules of international competences and representativeness that are going to be executed by the Government of Catalonia with the approval for this law.

THE INFLUENCE OF THE SPANISH JOURNALISM IN POLITICAL ACTORS OPINION-MAKING: WHO IS BEHIND THE FACTS AND FIGURES?

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The aim of this article is to analyze the level of influence and boundaries that media exert on politics. Specifically, we studied the power of media to set the public agenda, to set the political agenda determining decision-making processes and to generate political disaffection through politicians' and journalists' perceptions. We used a methodology based on in-depth interviews surveying a large sample of 45 individuals. The analysis was focused on the European context, specifically that of Spain. The results show a high level of mediatization of politics but also reveal limits to the political influence of the media. These constraints on the media's influence on politics affect political agenda-setting and the ability to generate civic engagement. Moreover, we detected four media engagement boundaries that boost citizens' political cynicism.

Track: Human Resources Management

Track Chair: Kaushik Chaudhuri, Sybiosis International University SCMHRD

FROM COLLEGE TO CAREER COMPETENCE: BUSINESS PRINCIPLES FOR LIFE

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University students accumulate a variety of college knowledge. Upon graduation, these young professionals must now apply their knowledge and training in the workplace immediately. In this post-modern landscape, limited time is afforded to meet deadlines, become productive and perform at a high level, particularly for new graduates, so these individuals often struggle and/or fail to keep pace with the seasoned veterans. This next chapter for graduates is often replete with some fear and trepidation of the unknown. Although the workplace environment can be turbulent, ever-changing and even chaotic, there are timeless principles for immediate application for newly-hired employees. These concepts can help calm the waters, so new employees will not just survive, but thrive. The wisdom of these sound principles for career progression and success in the workplace will be shared through the lens of the author's business experience and current literature. This conceptual model will provide a foundation and tools for career success with insight into business principles as the building blocks. Both employees and employers will benefit, as the individuals can contribute faster, while applying elements of the model in their daily performance.

STRATEGIES FOR AGING AMERICA GIVEN SENIORS SHOULD WORK

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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 US 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.

Track: Information Systems & E-Learning

Track Chair: Saurabh Gupta, University of North Florida

DECENTRALIZED DISK STORAGE: AN EVALUATION OF PERFORMANCE AND SCALABILITY TO ASCERTAIN THEIR APPROPRIATENESS FOR REAL TIME BUSINESS APPLICATIONS

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The growth of the Internet and the volume of data that it both transports and creates have increased the need for effective database models. One of these models is Cassandra, an open source database system developed by the Apache Software Foundation, which offers both cost effectiveness and features ease of use, high scalability, and the ability to run on inexpensive commodity hardware. Because mechanical hard drives still dominate the marketplace, and this is the bottleneck in the data retrieval process, it is reasonable to investigate optimization by storing data on multiple disks, distributed across multiple devices or nodes. This methodology suggests a reduction of data access time can be achieved using Cassandra as it purports to have a high degree of linear scalability. Therefore, research is needed to delineate the advantages that can be obtained through the use of distributed databases and this study addresses this with data obtained from a basic configuration of a Cassandra database. Data collected from the Cassandra test bed revealed that in general, a distributed database using additional nodes could reduce latency and add efficiency. However, as more nodes were added to the Cassandra database, diminishing returns were observed and the continued addition of nodes added only slightly to the efficiency of the database.

E-COMMERCE DEVELOPMENT: A CASE STUDY EXPLORING WEB DESIGN AND DEVELOPMENT

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A real-world project oriented case study is presented to design, create, test, and debug a fully functional web based transaction processing e-commerce application that includes the use of an e-solution shopping cart. Students are asked to design and develop an e-commerce site

which improves a small business' online presence and boosts online retail sales by emphasizing professional web design skills and effective e-business rules. In addition, this case will explore the benefits of using an e-commerce solution provider versus building a shopping cart from scratch, highlighting features one can leverage to attract customers and increase conversion rates. This case can be used in a course where the students have little or no prior programming or relational database experience, as well as a more intermediate/advance level of experience. Teaching notes containing suggested guidelines, deliverables, and the resulting e-commerce website containing HTML, CSS, and search engine optimization codes are provided upon request.

IT DISCONFIRMATION JUDGMENTS, SATISFACTION AND TRUST

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The purpose of this study is to develop and test a research model that investigates the effects of different disconfirmation judgments about information technology (IT) on users' satisfaction with and trust in the technology. The research model distinguishes between different disconfirmation judgments (i.e., expectation disconfirmation, desire disconfirmation, and norm disconfirmation) and examines their distinct effects on IT satisfaction and IT trust. A survey was conducted to test the research model and its associated hypotheses. The results indicated the predominant effect of desire disconfirmation on IT satisfaction. Desire disconfirmation was found to be a better predictor of IT satisfaction than expectation disconfirmation and norm disconfirmation. The results also revealed the significant effect of norm disconfirmation on IT trust and the full mediation effect of IT satisfaction between desire disconfirmation and IT trust. The findings of this study suggest that IT products/services should be designed to meet or exceed users' desired performance and normative standards to foster IT satisfaction and trust.

TECHNOLOGY DIFFICULTIES? AN EXAMINATION OF THE RELATIONSHIP OF TECHNOLOGICAL AND POLITICAL EFFICACY ON SATISFACTION

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Technology difficulties refer to the failures to make best use of technology. In this paper, we examined how the interactive relationship of perceived technology difficulties and political efficacy affected an employees' job satisfaction. We hypothesized that political efficacy, which we define as success at achieving outcomes by influencing others, would minimize the harmful effects of technology difficulties on employees' job satisfaction. The sample consisted of 385 individuals working in various environments. Respondents reported working in their

organization for roughly 9 years while supervising an average of 8 employees. A wide range of occupations was included in the sample including human resources manager, salesperson, and nurse. The results were supportive of the main hypotheses that an individual's perceptions of politics will interact with technological difficulties to determine the degree of job satisfaction experienced by the employee. Specifically, individuals with low levels of political efficacy reported lower levels of job satisfaction as technology difficulties increased. Further, job satisfaction increased for high political efficacy individuals as technology difficulties increased. Implications of these results, strengths and limitations of this research, and directions for future research are offered.

Track: Interdisciplinary Studies

Track Chair: Nada Farhat, Tufts University

DIALOGUE THROUGH ART: A RETROSPECT ON THE BAJA MEXICO AND BOSTON ARTIST COLLABORATION

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Diplomacy in recent years has taken shape to include various forms of art. In 2008, Boston-based Saudi artist and medical doctor conducted a series of art workshops for local art and design students in the Baja Mexico region as part of her public diplomacy efforts. Through the support of local community, the Baja Art Festival was created. Over five years, the festival has grown to attract local Mexican artists and collaborations with Boston-based artists. This paper chronicles the artist collaborations and focuses on art as a vehicle for diplomacy between cultures.

INCLUSIVENESS AND SATISFACTION IN MARITAL RELATIONSHIPS

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This study analyzed spouses' self-reported measures of inclusiveness (intimacy and confirmation) and satisfaction in communication with their mates (N=266). In general, only partial support was found for the hypotheses. No support was found for a difference between males and females in reported marital inclusiveness or satisfaction, although moderate to strong correlations between measures were found for paired samples. Partial support was found for a

relationship between length of relationship and reported inclusiveness, although no support was found for a relationship between length of relationship and reported satisfaction. Partial support was found for a difference between subjects' first and subsequent marriages in reported marital inclusiveness and satisfaction. Findings were stronger for male subjects than female subjects. Implications for these findings are discussed.

ART AS CULTURAL DIPLOMACY IN WAKE OF THE BOSTON MARATHON BOMBINGS

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On April 15, 2013 in Boston, terrorist attacks took place near the finishing line of the Boston Marathon killing 3 people and injuring over 260. Nearly one week later, artist and physician, Nada Farhat, created an instillation of her artwork to commemorate the victims, challenge assumptions against Muslims and to suggest alternate interpretations of certain Muslim practices. This paper sheds light on the power of art as diplomacy during crises.

LIVING THE HEAVY METAL LIFE: A PHENOMENOLOGICAL EXPLICATION OF MUSIC AS IDENTITY

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To answer the question why do individuals choose a particular genre of music as a favorite, the lived experiences of music listeners were explored. The researcher interviewed five adults about their music listening. In-depth interviews were recorded and transcribed. Empirical phenomenology was used to analyze responses. Respondents experienced life-changing moments in the selection of music genre preference. Themes common to all respondents are described. Implications of music listening to health are discussed.

MONSANTO: THE FLIGHT TOWARD "MEDIATED REALITY"

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Monsanto, a biotechnology company with products widely used around the world, claims to help farmers, the environment, and world hunger; however, the public is increasingly becoming resistant to its products and believe that they are doing more harm than good. Monsanto has learned through trial and error how to best respond to articles, documentaries, individuals and groups throughout the last few decades, especially starting in the 1990's. Through many avenues, including litigation, social media responses, website updates, and programs, Monsanto has consistently rebutted all claims against it with as much information as possible in order to frame its reputation in a different light, and therefore sustain its own "mediated reality." Of course, as seen online, Monsanto's reputation is not seen by a majority as

a “good” company, despite its efforts with programs, grants, research, and more. As Monsanto changes with time, it changes for the sake of its own survival and most often in response to the current environment. It is in a constant state of crisis, and its future survival will depend on if it will successfully defend itself, or inevitably take heed to the demands of the public.

PREDICTING THE LEARNING EFFECTIVENESS IN BUSINESS ETHICS CLASS BY EXPERIMENTAL MEASURE

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Many universities are trying to impart ethical knowledge in the graduating business majors, by offering one single course in business ethics. It is the interest of our lady of the Lake University, due to their Catholic value system, to impart best business ethics to graduating students. The teacher of the course (yours truly) is also very interested in knowing whether or not students have learned significantly at the end of the class, so he proposes to test and to predict performance of these students. So an experiment was designed to test the efficacy of such business teaching. After teaching about three months the instructor has the results of exam1 objective test, as well as an essay test on applications of ethics. Before the end of the semester the instructor would like to know if he has correctly ranked those students from the combined score of the objective and essay tests 1 (for acid tests of ethical knowledge). Before he gives the second and final exam, he wants to determine if there is a correlation between the rank order of performance of these students that the instructor has determined, with the comprehensive exam number two. He has formed two hypotheses: one of which is that (H0): the rank order of performance in exam 1 has no relationship to the comprehensive exam score. And the alternative hypothesis (H1) is: that better rank in the exam1 is related to the higher comprehensive exam score. His experiment will be tested with alpha of .05.

TERROR BY REMOTE CONTROL
EXPOUSING EXTREMIST IDEOLOGY IN THE AGE OF THE INTERNET

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In our increasingly globalized society, the Internet has been celebrated as mankind’s greatest advancement in communication. Like any tool, however, it has the capacity to be used to advance dangerous agendas. Recent changes in the conduct of extremist groups worldwide demonstrate that the Internet has been used to great effect by radical elements to promote their causes, discredit their opponents, and most disturbingly, recruit and indoctrinate sympathizers. By contrasting the conduct of terror campaigns that occurred prior to the age of prevalent internet access against those that have been conducted with the aid of online resources, this article aims to highlight the new threats to global stability posed by the increased connectivity that is taken for granted by many contemporary first-world citizens. The increased capability of insurgent groups demonstrates the reality of what this article shall refer to as ‘remote instruction,’ the wide dissemination of guerilla paramilitary training online. To promote coordination and rally individuals to take up their causes, extremists have repurposed existing indoctrination techniques via the Internet to globalize their respective ‘terror brands.’ The success of these brands is due to what the author terms ‘remote indoctrination:’ the result of the ubiquitous blanket broadcasting of radical messages by extremist provocateurs, combined with self-indoctrination by individuals susceptible to such messages – those disaffected members of any population most vulnerable to these strategies of agitation. This article concludes that Internet access enables competent radical groups appear anywhere and with little forewarning, and addresses potential future concerns regarding security and stability worldwide.

Track: Instructional & Pedagogical Issues

Track Chair: Amiso M. George

GAME ON? ATTITUDES TOWARD AND EVALUATION OF BUSINESS SIMULATION STRATEGIES

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Simulations have widely been recognized as an effective approach to assist the learning process in academic environments. These tools replicate real-world events and provide an opportunity to facilitate and enhance learning by connecting theory and practice. Approaches to introducing a simulation vary and subsequently, there may be differential attitudes about the simulation as a result of the method of introduction. Moreover, simulation outcomes may also differ based on method of introduction. This study examines and compares the strategies associated with introducing a business simulation into the capstone business course. Attitudes toward the simulation will be assessed and simulation outcomes will be compared. Students will complete a self-report questionnaire and professors will supply simulation outcome scores. The ANOVA technique will be used to analyze the data.

PEDAGOGICAL EFFECTIVENESS USING DESIGN, TEACH, AND EVALUATE WITH CASE BASED REACTION, LEARNING, BEHAVIOR RESULT

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Many universities are trying to impart ethical knowledge in the graduating business majors, by offering one single course in business ethics, instead of series of courses. The teacher of the course is very hard pressed to show learning outcomes. A design of syllabus effectiveness will be shown and a mix of teaching methodologies will be modeled. Finally evaluation of learning effectiveness will be done by an experiment. Using the quizzes, cases and exams it will be determined whether or not student performances were predictable. The result of such experiment will shed light on whether or not practical applications of exemplary ethical cases do

impact student behavior by way of Reaction, Learning, Behavior, and Result. Two hypotheses will be tested: one of which is that (H0): the rank-order of performance in cases has no relationship to the comprehensive final exam score. And the alternative hypothesis (H1) is: that rank-order of performance in cases is related to the higher comprehensive exam score. This experiment will be tested with significance level of .05.

STUDENTS' ESTIMATES OF EARNINGS BY MAJOR: ASSESSING THEIR USEFULNESS IN THE CLASSROOM AND THE IMPLICATIONS OF THEIR ACCURACY

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This research project introduces a short in-class learning exercise involving students' forecasting the likely earnings for their selected major that has been very well reviewed by the students. The data collected establishes that for this sample from a regional public university, many students make sizable errors when estimating median earnings for their selected major. The evidence weakly supports the view that students with business-related majors have more accurate earnings forecasts than do students with non business-related majors. Stronger support is found for the hypothesis that students selecting lower earning majors are more likely to overestimate earnings for their major than are students selecting higher earnings majors. There does not appear to be any robust linkage between students' grade outcomes and the accuracy of their earnings forecasts. The potential implications for students of large earnings forecasts errors are also examined.

VIRTUAL PUBLIC SPEAKING CASE STUDY: MAINTAINING RIGOR AND ENHANCING RELEVANCE FOR DIGITAL NATIVES

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This case study reveals the development of a successful online public speaking course over a three-year period. Designers reviewed current approaches to online Public Speaking and considered the challenges identified across institutions and those specific to this southeastern research university. In order to meet student and faculty needs, this Virtual Public Speaking with a Professional Focus model includes traditional principles of public speaking, while capitalizing on current technology commonly used in the workplace to deliver the course online and to teach online professional presentation strategies for synchronous and asynchronous delivery. The course design is described, including the learning outcomes, the nature of specific assignments, and opportunities for student interaction. The logistics for implementation, especially technology training, are also discussed. Finally, student and faculty feedback are provided, including the current survey of students participating in the most recent iteration of the model. Findings highlighted students' positive perceptions of growth regarding their expanded skills with public

speaking and the use of technology. Although the challenges seemed great, the current model maintains rigor while providing a highly relevant course to business students who learn development and delivery strategies not only for this class, but also for their future oral presentations in college and careers.

Track: International Business

Track Chair: Philemon Oyewole

REGULATORY STRATEGY ANALYSIS INBIOTECHNOLOGY/PHARMACEUTICAL INDUSTRY: A CONCEPTUAL FRAMEWORK

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The current paper aimed to elaborate a conceptual framework for the regulatory function's strategy identification in industries heavily exposed to regulation, such as biotechnology/pharmaceutical industry. The scope was to synthesize applicable prior existing fundamental theories and concepts, to apply them to the regulatory field and develop taxonomy for use by academic research and industry. The TCE (Williamson, 1981), bargaining power of customers (Porter, 1980), organizational adaptation (Hrebiniak and Joyce, 1985), and institutional theory were employed as primary tools for the framework development. The paper presents four types of regulatory environment that may exist in biotechnology/pharmaceutical industry. Relevant strategies, research and managerial practice implications are presented. The contribution to academia and industry practice is the conceptual framework for regulatory function analysis and development of deployable recommendations.

THE DIPLOMACY OF INTERNATIONAL BUSINESS EDUCATION

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As he addressed the craft of diplomacy, Powell (2004) characterized diplomacy as "persuasion in the shadow of power" (p. 63). Specifically, diplomacy seeks to influence without the use of conflict. Most recently, we see an agreement between the United States and Iran that designates limits on the creation of nuclear arms by Iran while lifting economic sanctions from Iran. This agreement was the result of prolonged diplomatic efforts to persuade Iran to forego the creation of nuclear arms. Similarly, throughout the world, American university professors are delivering business education in a manner that has the opportunity to influence students world-wide toward adopting a set of American standards and a rule of law that is consistent with this characterization. While Powell (2004) also posits that not everyone is a diplomat, the practices of the international, American-led, business classroom and business ideals are continuously supported through classroom activities that are grounded in American ideals. However, many international business instructors have no grounding for the work of diplomacy yet through this public diplomacy the classroom relationship is developed. Faculty members lacking the necessary training to avoid problems in other countries may be at risk. Knowing and understanding the social and cultural aspects of the host country and effective approaches to teaching may include knowledge of culturally appropriate and engaging content. The purpose of this paper is to examine teaching practices as public diplomacy and to lay the groundwork for a stronger understanding of the public face that is portrayed by international business educators.

Track: Leadership

Track Chair: John Fisher, Utah Valley University

THE MYTH OF THE OVERPAID, UNDERWORKED AND UNDER-QUALIFIED BUSINESS PROFESSORIATE: A CASE STUDY

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In the aftermath of the recent economic recession, many state supported institutions of higher learning faced significant budget reductions. Among the ways suggested to cope with these reductions were public calls for pay cuts for highly paid university professors, and business professors are typically among the highest paid faculty at many public colleges and universities. Moreover, there is often a general perception that business professors are not as qualified as other professors, work less and do less research, while producing poorer students than other campus units. While these perceptions were, and perhaps still are, widely held, the facts are less clear. This case study examined data from a single mid-sized Midwestern public comprehensive university with an AACSB accredited business program in order to explore the question of whether business professors there are overpaid, underworked and under-qualified. Data compiled from the university's internal report system, public salary databases, faculty lists and union seniority rosters were used to create a database to examine the equity issues listed above. From the perspectives of salary per credit hour generated, total credit hours taught and terminal degree achievement, claims that business professors overpaid, underworked and under-qualified were not supported. Implications for future research and important limitations of the research were discussed.

EMERGENCY SERVICE LEADER PERCEPTIONS OF ETHICS

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This study continues the qualitative analysis of student reports on emergency service officers' perceptions of leader characteristics under the LEAP model proposed by Maxfield (2012). A previous study examined leader perceptions of legitimacy. This study looks at leader view of ethics in the emergency services. The data results from emergency service students'

interviews of leaders in their career fields. In interviews the students asked leaders, "What role do ethics play in good leadership?" The three accepted branches of ethics – meta-ethics, normative ethics, and applied ethics – were used as a framework to filter responses. These are important to understand, as they help define why, what, and how decisions are made. A modified grounded theory approach (Glasser & Strauss, 1967) was used for sorting and analysis of leader comments. Responses were examined for themes. Themes and leader comments were summarized in the findings. Using inductive reasoning, hypotheses (or propositions) were generated from the findings and reported in the conclusions. Analysis of the data confirmed that emergency services leaders view strong ethical values govern leadership decision making.

STUDENT REFLECTIONS ON SERVANT LEADERSHIP IN THE EMERGENCY SERVICE

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This qualitative study explored the influence a distance learning servant leadership course had on the emergency service students' understanding of leadership. The research study utilized a case study design to tell the story of the lived experiences of six participants, majors in emergency services at a Utah university, who took a 15-week distance learning servant leadership class. Analysis of participants' online reflective journals revealed two themes that supported findings from the literature review and formed the individual case descriptions presented in the results section. The literature review acknowledged the problem of bureaucracy within the emergency services and identified the practice of servant leadership as a possibility for overcoming the often-bureaucratic approach towards leadership. In addition, the literature review identified commonalities between established constructs of servant leadership and the emergency services. Propositions developed from the findings suggest that taking an online class in servant leadership overall was a positive experience for the student and can leave lasting impressions on becoming a servant leader.

Track: Managerial Accounting

Track Chair: Majidul Islam, Concordia University

ASSESSMENT OF STUDENTS' PERFORMANCE IN A MANAGERIAL ACCOUNTING COURSE TAUGHT ONLINE AND IN A CLASSROOM SETTING OVER THREE SEMESTERS

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The purpose of this empirical research study was to compare students' performances in an online setting versus in a traditional classroom setting in an introductory managerial accounting course. The research question is whether there is a significant difference in the learning outcomes, which occurs in these two different settings. The methodology used in this study includes scores from 12 weekly online assignments, a final examination held on campus and total marks. The data collected represents three classes taught in the fall 2011term (two in classrooms and one online), two classes taught in the winter 2012 term (one class in classroom and one online) and two classes taught in summer 2012 term (one class in classroom and one online). This study confirmed the findings of previous studies that students having only online instruction were as successful as students having classroom instruction. It concluded that course instruction and pedagogy are more important for student learning than the type of media delivery and instructors of online learning environment should focus their effort on quality in designing and developing online courses.

JOB STRESS RESEARCH IN THE MIDDLE EAST: A MANAGERIAL ACCOUNTING PERSPECTIVE

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Managers are generally concerned with the effective and efficient operation of their organizations by applying systematically the principles of managerial accounting. The present study examined the relationship of newly proposed two dimensions of job stress, challenge and hindrance stress, with burnout, job satisfaction and health problems among hospital employees (N=335) in the Gulf States, Middle East. A model was presented highlighting the proposed relationships among challenge-hindrance stress and burnout, job satisfaction and health problems. Data were collected by means of a structured questionnaire and the response rate was approximately fifty-five percent. Multiple regressions and hierarchical moderated multiple regressions were used to analyze the data. Both hindrance stress and challenge stress were significantly related to employees' burnout, job satisfaction and health problems. No differential effects of challenge and hindrance stress on three dependent variables was found in the present study. Both proposed moderators (i.e., Type-A Behavior and Social Support) significantly moderated more than fifty percent of the relationships between challenge/hindrance stress and outcome variables. Overall, the results of the present study supported the convergence as

opposed to divergence perspective in international management research. Implications of findings are discussed for future research in international and cross-cultural management.

STUDIES OF CRM: MANAGEMENT CAPABILITIES AND THE MEDIATING ROLES OF CUSTOMER SATISFACTION

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Although service capabilities have long been recognized as a primary means of achieving customer relationship management performance, little attention has been devoted to explore the possible mediators between them. To address this gap, the current study constructed a related model to examine this issue. Utilizing multiple sources from customer service centers in the bank industry of Taiwan, the empirical findings show that the mediator, i.e., customer satisfaction, strengthens the influence of the three service capabilities-human service capability, information technology service capability and marketing knowledge service capability on customer relationship management performance. New insight clearly shows the contributions which aid in understanding the essential service applications for customer satisfaction implementation of customer relationship management.

Track: Manufacturing & Service

Track Chair: Mohammad Z. Bsat

PROFITABILITY AND SUPPLY CHAIN EFFICIENCY

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Business organizations have been increasingly focusing their attention on supply chain management as a primary vehicle for value generation and cost savings. Companies with successful supply chains have observed that supply chain management is also a major value driver and helps them in creating competitive differentiation. Recent research studies have shown that the manufacturing firms attest to the validity of this argument and react favorably to the announcements about firms' adoption of new methods, tools, and processes to increase their supply chain efficiencies (Hendricks and Singhal, 2003). This paper will attempt to establish a linkage between the firms' supply chain efficiencies and their output. This paper will further

discuss that identification of the most efficient supply chains can be of prime importance to value assessors for the purpose of competitive selection, and that the data envelopment analysis statistical technique can be a valuable tool that supply chain organizations can utilize to compete in the marketplace.

QUANTITATIVE ANALYSIS AND EXTRA CREDIT

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Almost every undergraduate business curriculum requires students to take a class in Introduction to Quantitative Analysis, which tends to be the student's first contact with quantitative techniques employed in business settings. The most common pedagogic methods of delivery include lectures, homework assignments, quizzes, and tests. Previous studies have analyzed factors that determine the success or failure of a student in a quantitative business analysis course. This paper will examine if the performance of any additional voluntary homework(s) by a student might influence the student's final grade in the Introduction to Quantitative Analysis course.

Track: Marketing Research

Track Chair: Talha D. Harcar, Penn State - Beaver

BRAND EQUITY- CULTURE INTERFACE IN DIFFERENT CULTURAL CONTEXTS: A COMPARISON OF GLOBAL VERSUS LOCAL BRANDS

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It is posited that branding is a key marketing strategy that when implemented effectively can create loyalty on the part of the customers and leads to company success. Past marketing literature indicates that there are various elements which build brand equity. The main research question hinges upon the brand equity elements of loyalty, awareness, association and quality on which cultural factors have profound effects. How can we conceptualize and measure those effects? Generally, the impact of culture is so embedded in people's minds that its influence on behavior is generally taken for granted. Why do people choose brand 'A' over brand 'B'?. It is an imperative of brand managers that they are willing and able to clarify the reactions of foreign cultures. It is argued that there are cross-cultural differences in styles of thinking which stem from social differences. Asian and Latin societies (low-context culture), which emphasize social relations, promote holistic thinking, involving an orientation to the context as a whole, and a preference for explaining and predicting events on the basis of relationships. Western cultures (high-context culture), in contrast, promote analytic thinking which involves a tendency to focus on attributes and categories to draw inferences and make assumptions. As such, cultural differences show themselves in different ways. Eating habits, for instance, is heavily influenced by the culture in which we are brought up particular feelings (likes and dislikes). Culture should be considered as a factor affecting brand equity. In this research, a metaphor for synthesizing the conceptual approach as well as to communicate the importance of understanding culture for branding. Metaphors are used to characterize a culture's "personality" and to provide insight into likely reactions by a culture given certain scenarios.

DOES BRICK AND MORTAR STORE SHOPPING EXPERIENCE EFFECTS OF ONLINE SHOPPING PREFERENCES?

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Due to recent advances and developments in the past decade in electronic commerce, the way consumers shop has significantly changed. Besides shopping at physical stores, with the aid of interactive electronic technology, consumers are now able to shop via the Internet. Many of in our day's consumers depend on the Internet to search for products, to make comparisons between different brands, receive feedback by other consumers and most importantly to shop online. There might be several reasons consumers prefer online shopping over traditional brick and mortar shopping like; convenience, lower price, detailed product information, availability of variety of products, enjoyment and time saving. On the other hand many consumers are still most comfortable when they buy merchandise at brick and mortar stores. In this research it is hypothesized that one of the reason to shop online other than cited above might be the consumers' shopping experiences of the brick and mortar stores. In this paper, the authors discuss and provide the preliminary findings of an empirical study how perceived store characteristics; such as safety and privacy, appearance, logistics, and store atmosphere of brick and mortar stores effect overall shopping experience of consumers and how this experience lead to leads to the online shopping preference.

DOES CORPORATE SPONSORSHIP OF NCAA SANCTIONED EVENTS IMPACT CONSUMER ATTITUDES AND PURCHASES?

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Sponsorship has become a crucial promotion tool in a highly cluttered and fragmented communication setting. It presents a policy for companies to (re)connect with their customers who are usually very involved with the event where sponsorship is in effect. It is obvious that a company's communication strategy that emphases on sponsorship generates a significant effect on the consumer's buying behavior. This study attempts to examine consumers' brand preference for and attitudes toward companies that sponsor National College Athletic Association (NCAA). Our research is conducted in greater Pittsburgh area and addresses a) consumer awareness of the NCAA sponsorship, b) perceived fit between sponsors and NCAA, c) consumers' attitudes toward the sponsor firm/brand, and d) preference for a sponsoring firm's brands. Survey results indicate that approximately most of the respondents are not aware of firms' NCAA sponsorship. Further, we found that when consumers' involvement with the sporting event is high, the awareness and preference for the sponsoring company's brand tends to increase.

ELECTRONIC WORLD OF MOUTH (e-WOM) AND ITS EFFECT ON CONSUMER'S DECISION TO BUY PRODUCTS AND SERVICES AT TRADITIONAL STORES IN JORDAN

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Although buying over the internet is not matured in Jordan, available internet technology and infrastructure enabled Jordanians to utilize the internet to communicate with the virtual world using social networks and blogs. This research aimed to find out how to utilize electronic Word of Mouth (eWOM) over the internet to affect future consumer purchases in traditional stores and to explore the factors that contribute to the success of this phenomenon. The paper started by conceptualizing word of mouth and investigating the difference between traditional word-of-mouth (WOM) and electronic word-of-mouth (eWOM).Next, the paper researched those factors that affect the diffusion and effectiveness of eWOM. A sample of 1600 undergraduate students was researched. The researcher found that variables such as: message source credibility, level of product involvement, message content, and homophily play an important role in eWOM acceptance and effectiveness. This research came out with several findings and recommendations that would benefit both academics and business owners. Suggestions for future research were also revealed.

Track: Operations Management

Track Chair: Shakil Rahman, Frostburg State University

REENGINEERING AND ITS VITAL ROLE IN THE ECONOMIC GROWTH IN THE U.S.A

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Large companies have dominated the literature and research on business process reengineering implementation. Many consultants focus their attention on medium to large companies because these companies provide the opportunity for greater personal financial wealth. Yet these organizations find it more difficult attempting to make change due to their sheer size. Small businesses are integrally important for the U.S economy with 28 million companies in 2010. That accounts for 49% of U.S. private sector jobs and made up 99.7% of US employers. Small businesses need to be equipped with the tools to compete and create sustainable business models in the startup and growth stages of the company. With increasing international free trade and global competition, the pressure is on small businesses to find new ways to maintain a competitive advantage in the face of the low-cost labor advantage possessed by many larger firms. The aim of this paper is to develop a suitable framework and provide insight to the roots and essence of the process. The initial research involved a critical review of the concepts and proposes principles to provide a base for further investigation of the critical success factors for business process reengineering implementation in small businesses.

WOMEN AND LEADERSHIP POSITIONS: AN ANALYSIS OF YOUNG ADULTS OUTLOOK

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The purpose of this study is to examine the general perception about the role of women in leadership positions through a literature review. This paper examines specifically the views of university students and their opinion of women in leadership positions. Even though great strides have been made by females in various industries, women still account for only 4.2 percent of the Fortune 500 CEOs and 4.5 percent of Fortune 1000 CEOs (Knowledge Center, 2013). Since women make-up only a fraction of top management in industry and many of today's female undergraduates worry that the "Glass Ceiling" is a real obstacle. In addition, the researchers will survey the differences in the views of female and male students currently enrolled at a Mater-I university in either an undergraduate or graduate management program including their opinions' analysis on the positive and negative labels many men and women use to describe themselves. A sample of 136 students was randomly surveyed to find out who they currently view as leaders and visionaries of today's society, as well as, their forthcoming challenges many female graduates view in their future. Finally, students were asked to develop a timeline of their future, which included getting married, having children, climbing the corporate ladder, and seeking personal fulfillment.

IS MANAGEMENT THE REAL PROBLEM?
NEGLIGENT RETENTION AND PERFORMANCE MANAGEMENT

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Managers are responsible for employees, yet some managers are reluctant to deal with underperformance, poor performance and problem employees. Organizations may be risking the loss of productive employees if managers fail to manage employees who are not preforming in addition to incurring costs associated with keeping nonproductive workers on the payroll. In addition, US courts are holding employers responsible for the acts of employees at state and Federal levels and liability has not been limited to the execution of job responsibilities, but also to employee behavior in general. The concept of negligent retention is reviewed in a management context, including performance issues for managers and employees. Organizational liability may be an issue if managers know about negative employee behavior and fail to act to protect stakeholders, including other employees and customers. Organizations are responsible for preparing and training managers to deal with employees and may need to further develop managers who can effectively and consistently evaluate and develop employees. Proactive management includes due diligence at all levels of management, not limited to training, addressing performance issues, addressing policies and procedures, establishing behavior standards and enforcing accountability. Confronting poor management practices and poor performers immediately, when training and development of managers and employees may have a positive impact, may also reduce potential future legal problems, improve management practices, improve performance, and help retain productive employees.

Track: Political Communication & Public Affairs

Track Chair: John Mark King, East Tennessee State University

SEX TRAFFICKING: A PUBLIC AFFAIRS PLAN TO HELP CURB A FORM OF MODERN SLAVERY

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Human trafficking is undeniably one of the most immoral crimes afflicting our civilization. In fact, it is the single fastest growing criminal offense. Most victims of human trafficking are forced into the sex trade by coercion and deception. Other forms of trafficking involve forced labor in sweatshops, factories, migrant agricultural work, and even domestic servitude. This public affairs plan focuses on human trafficking in the sex industry. The main purpose is to highlight the severity of global human trafficking and raise awareness of this ever-growing issue among specific target publics in the United States. The plan draws on personal interviews with knowledgeable sources and an online survey. Based on research findings, the plan articulates some techniques to raise awareness of human trafficking among members of the U.S. Congress, the Armed Forces, the general public, and the media. The plan also addresses the horrors of transnational human trafficking and attempts to enable people to reach out those who become victims. It is hoped that the plan will generate sympathy for the victims and persuade governments around the world to take a swift and decisive action to severely punish trafficking oppressors, abusers and offenders. The plan revolves around the theme, “A free society cannot be born of slave mothers. Help stop the trade of humans today.” To measure the outcome of the plan, the authors recommend multiple research techniques such as focus group sessions, surveys and media monitor.

Track: Project & Knowledge Management

Track Co-Chairs: Michael Baechle, Baden Wuerttemberg- Cooperative State University
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AGILE PARTNERSHIP CHART – A TOOL TO DEVELOP HIGH PERFORMANCE TEAMS IN AGILE PROJECTS

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Scrum is an iterative, incremental framework for agile projects to manage complex product development. It is not a process or a technique for building products; rather it is a framework within you can employ various processes and techniques. Efficient communication and collaboration is a prerequisite for successful agile project management. The main objective of this article is the introduction of a tool to develop and monitor high performance teams in agile projects. The applicability of the tool is shown in a use case at a big internet company in Germany.

CONCEPTION OF A HOLISTIC AND LONG-TERM PERFORMANCE MANAGEMENT: 5 PART DISCIPLINES AS SYSTEMATIZING FRAMEWORK

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Many companies practice performance management in the framework of a heterogeneous, grown mix of numerous separate decisions, instruments, processes and systems and not in terms of a strategically and systematically planned management system. Due to the inefficiency of the above mentioned performance management style, a holistic and integrated approach is key. Performance management must be able to meet central objectives and requirements and sets the groundwork for long-term corporate success. This article presents a central approach of the conception of a holistic and long-term performance management. The 5 equal part disciplines (Management of Companies and business units, projects, processes, employees and of holistic and long term approach), are illustrated and demonstrate the issue and composition complexity of a performance management due to their characteristics and combination. The objective of this article is to display and communicate the performance management issue and its context through an easily comprehensible system without following a general recipe.

SOME COST-BENEFIT ANALYSIS ON THE USE OF ENTERPRISE 2.0 FOR BUSINESS PROCESSES

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Enterprise 2.0 is about the use of social software for communication and collaboration in and between companies. Consulting firms market the idea as more efficient and effective than "classical" tools like e-mail. But many companies are very reluctant in replacing e-mail as the main tool for communication and collaboration because they don't see the advantages. It is the main objective of this article to give some hints based on real figures of cost-and-benefit estimations in selected German companies. This is done by presenting two case studies which show that Enterprise 2.0 has two possible positive impacts for business processes: (1) business processes can be redesigned to be more efficient and effective and (2) even already optimized business processes can benefit from improvements in productivity, execution time and information quality by Enterprise 2.0.

Track: Public Relations & Corporate Communications

Track Chair: Bonita Dostal Neff, Valparaiso University

BEST PRACTICES WHEN TEACHING EMERGING PUBLIC RELATIONS PROFESSIONALS

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The purpose of this study was to discover any difference in student motivation when instructors of public relations courses substitute the phrase "public relations colleague-in-training" for "student." No literature closely correlates with the hypothesis: "Students referred to by their instructor as 'public relations colleagues-in-training' will feel higher senses of motivation than will students referred to as 'students'." In the spirit of the researcher's interest, a formal email request was made of the Public Relations Society of America asking for research records of felt student motivation and instructor references. The PRSA Research and Content Manager (2014) replied with the following statement: "None of the academic research that we've run recently on the PRSSA students matches this." Student motivation itself has long been a popular conversational and research subject; explorations of motivation and verbal immediacy most closely align with the intent of this study. Assuming that the "public relations colleague-in-training" referent has some relationships to verbal immediacy, and following the lead of verbal immediacy researcher C. Christophel (1990), the "student motivation scale" was selected for use in this study. Upperclassman students at a Midwest university were invited to respond to a Qualtrics-delivered 16-item scale. They were asked to indicate experience with being referred to as a "public relations colleague-in-training" and the effect that it did or did not have on their motivation. The results suggested that the "public relations colleague-in-training" referent did

have a motivation effect. They promise interesting future discussions for public relations pedagogy.

"DON'T FRACK OUR FUTURE": THE DYNAMICS OF ADVOCATING AND CHALLENGING NEW INDUSTRIAL TECHNOLOGIES AND ASSESSING FOR RISKS

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In the push to develop now recoverable reserves of "unconventional" oil and natural gas "trapped" in shale rock deposits expands worldwide, the "oil and gas industry has largely failed to appreciate social and political risks, and has been repeatedly caught off guard by the sophistication, reach and influence of anti-fracking activists" employing "a highly effective advocacy campaign based on four points: grassroots mobilization, online and social media, direct action, and networking." Understanding this global grassroots opposition "becomes central to government energy policy and corporate investment strategy." The Risk Control document reminds industry executives that one reason for the intense grassroots anti-fracking activism is the long-running "cozy relationships" between industry, policy makers, power brokers, and regulators that creates a "crippling trust deficit" with citizens. (Risk Control, 2012). Because conflicts centered on new technologies, the Dueling Definitions of Uncertain Risk Model (DDM), a policy sciences-based model that incorporates risk communication and issue management principles, is applied. As one public relations executive wrote of the nearly $1 million the industry spent—compared to about $25,000 by the activists—for the four Colorado moratoria: "activists dominated the narrative online…They built content-rich microsites that clearly and succinctly laid out the supposed dangers" and used social media to rally support "in ways that neutralize any advantage that industry money once provided." Strategic bottom line: "Activists understand that the marketplace of ideas has evolved—and they are evolving—and leading—right along with it." (Levick, 2013)

EFFECTIVE COMMUNICATIONS, SATISFIED EMPLOYEES: A GUIDE FOR LEADERS

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The influence of leadership and communication style on employee communication satisfaction and productivity is mainly ignored by academicians in Turkey. There can be found limited studies for this subject. It is very well known that employee satisfaction plays a vital role for business productivity. When supervisors communicate effectively with employees, employee loyalty and satisfaction will increase which, in turn, links to employee productivity.

This research aims to reveal the impact of supervisor communicator capabilities and concept of leadership of employees' productivity and communication satisfaction. The research was carried out in a leading Turkish company with a sample size of 133 respondents comprising 59 male and 74 female. The questionnaire comprises a few main parts. In the first part, the demographic information establishes key characteristics of the sample, and in the second part, the questions relating measurement of variables of communication, the outcome of the factor of satisfaction are generated. The other parts documented employee' productivity, communicator's capabilities, and concept of leadership style is estasblished. The findings point out a strong relationship between the supervisor's communication skills and communication style with the employee's productivity and communication satisfaction.

HIT OR MISS? HOW ONE NEWS STORY CAN AFFECT AN IMAGE OF A PUBLIC FIGURE

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While Gerbner's Cultivation Theory provides evidence that extended exposure to media affects public perception, this intuitive study examined how the tone of one article and the time that has passed since exposure influences an individual's perception of a public figure. A sample of College students (N=147) read an article about a public figure and was surveyed either two days or two weeks later. Findings show that the tone of the article affected respondent's perception of the public figure. The individual's level of ability to relate, sympathize and believe the celebrity was a good person was affected by the time between reading the article and being tested. Additionally, this study investigated respondents' perceptions of the effect media coverage has on public opinion. The results from this study provide underscore the impact media, even limited media coverage has on the public agenda.

PUBLIC RELATIONS CLASS'S CAMPAIGN ACHIEVES TOBACCO-FREE CAMPUS

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More than 80 percent of America's smokers begin the habit before age 18, and 99 percent by age 26. Given the clear connection between young adult onset and habitual adult use, it is vital that youth limit their exposure to cigarettes in order to prevent long-term health consequences for themselves and for non-smokers who breathe second-hand smoke. Recognizing the importance of creating a smoke-free campus, students in a public relations class at California State University, Sacramento (CSUS), devised and executed a smoke-free-campus campaign that entailed positive messaging (staying healthy rather than avoiding cancer), experiential learning,

and the principles of emotional intelligence popularized by Goleman. The 10-week campaign was met with positive feedback (86% of 826 survey respondents favoring a smoke-free campus, collection of 1,400 signatures of support, and endorsement by the vice mayor of Sacramento and presidents of all 23 campuses in the CSU system). Prompted by the campaign, CSUS's president signed a memorandum to create a tobacco-free campus by the fall of 2015.[5, 6] The campaign also captured the attention of the CSU chancellor, who is now considering making all 23 campuses smoke-free. Dubbed Hornets for a Healthy Hive (CSUS's mascot is the hornet), the campaign incorporated 1) professional public relations standards and practices; 2) experiential learning as opposed to mere discussion of the campaigns of others in a classroom setting; and 3) the principles of emotional intelligence, including but not limited to, service orientation, political awareness, leadership, influence, conflict management, and team capabilities

THE EVOLUTION OF SOCIAL MEDIA: MISREMEMBERING THE PAST; FORGETTING ABOUT THE FUTURE

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According to Ray Hiebert, editor of Public Relations Review, new technology scholarship is now the biggest area of the field in public relations, accounting for more submission than any area, even crisis. Although the study of new technology goes back more than half a century to the work of scholars like McLuhan, Lasch, Postman, Mosco and Wasco, Levinson, Brand, and others, in public relations, scholarship on new technology really took off about a decade ago. The range of technology scholarship in general has included futurism, social and rhetorical criticism, theory building, and practical examinations of tools and processes. In public relations, most of the research has been platform based (Twitter Facebook, etc.), and much of the research has focused on studying how journalists and public relations practitioners have used the tools, rather than what is possible with them. Based on the results of a recent Delphi study of new technology conducted with communication and technology professionals from seven countries, this essay explores the implications of some of the trends in new technologies and offers suggestions for mature scholars and young professionals regarding how to safeguard stakeholders and publics while still moving forward with the tools as they evolve. As professional communicators, public relations professionals should blaze a trail for new technology, rather than follow in the footsteps of business, marketing, and journalism.

VALUE OF SOCIAL MEDIA FOR PUSHING ACTIVIST ORGANIZATOINS SOCIAL AGENDAS: IMPLICATIONS FOR PUBLIC RELATIONS THEORY AND PRACTICE

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Social media have emerged as the "must have" communication tool for all types of organizations regularly linking people to people, people to organizations, and organizations to organizations. The fields of advertising, journalism, marketing, and public relations all claim some part of social media as their own unique way to build relationships. Corporate uses of social media for advertising, marketing, and public relations, are quite common, and we see the discussion of social media touching on the not-for-profit and activist sectors. For example, social cause groups, not-for-profit and "third sector" groups are now using social media to reach publics, media, donors, government officials, and corporations. Is the traditional model of social media, initially employed by for profit seeking firms, applicable or even desirable for activist groups? Can tools developed to sell products be used to sell pro social ideas or as Wiebe (1951–1952) suggested, sell brotherhood? How activist organizations are adapting social media practices developed in the corporate sector do new models need to emerge to fit the type of relationship sought by activist organizations that sell ideas, not products or services. It draws on the most recent scholarship across public relations, marketing and advertising. Then the applicability of the corporate model of social media for the social activist sector documents this possibility with four case studies of social media to show what works, what fails and how models need to evolve to capture new opportunities made possible by the diffusion of social media into the activist sphere.

Track: Service Marketing

Track Chair: Paloma Bernal Turnes, Universidad Rey Juan Carlos, Spain

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ASSESSING HOW ECUADORIAN AND ARGENTINIAN FANS PERCEIVED SERVICE QUALITY AT A MAJOR "FUTBOL" MATCH IN NEW YORK CITY

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Following in the academic literature about sports fandom and service quality, the researchers developed and implemented a survey in English and Spanish that was administered to fans at the international friendly futbol (soccer) match at MetLife Stadium in the fall of 2013. Questions covered perceptions of service quality, influences of language, the extent to which these people were soccer fans and why they came to the game. Grounded theory was used to analyze differences in responses from Hispanic and Anglo fans. A sports fan service quality

model was developed that accounts for multicultural differences, especially among Hispanics in the USA.

WANTED: CONTAGIOUS GAMEDAY STAFF.
TESTING THE EFFECT OF SMILING ON FAN RESPONSES

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In services marketing, the interaction between the provider and the customer is crucial. To the customer, the service provider is the firm and perhaps nowhere is this more true than with sport events where service providers have limited opportunities and high expectations to contend with. Anecdotally, factors as simple as smiling might be the difference between a successful or unsuccessful exchange. This study sought to test the effect of smiling on key marketing outcomes by conducting an experiment and field study pertaining to sport event services. Results showed interesting and significant findings about the effect of smiling on sport fan perceptions of the service provider and their attitudes and behaviors.

Track: Strategic Management

Track Chair: Crystal L. Owen, University of North Florida

CEO'S PREFER INVESTMENT IN PRESENT CUSTOMERS
OVER NEW PRODUCT DEVELOPMENT

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Previously, we suggested that a conflict is created by the existence of a "Stability Paradox," where tensions are increased through the interaction of hyper-growth, hyper-complexity and hyper-competition. We posited that most organizations resolve this conflict by enhancing efforts related to hyper-growth, i.e., growing the customer base, rather than emphasizing new product development. One of the likely results, therefore, is the lack of promotion for those executives who argued for resolving this conflict by putting resources into either hyper-complexity or hyper-competition. Moreover, these same executives are likely to apply their efforts toward new product development by leaving their present organization and working on their preferred projects in other work environments. An international survey of CEOs provides support for our conclusion on conflict resolution and additional information on potential roles of managers who supported conflict resolution by enhancing new product development rather than expansion of present customer base. This survey also supports and expands on the conclusion of Bower and Christensen (1995) that indicates how present industry leaders often fail to maintain that leadership role when new product classes are created.

IDENTIFYING INFRASTRUCTURES OF SUCCESSFUL ENTERPRISES: CAPACITY BUILDING AS IT RELATES TO GOVERNANCE, FINANCE, AND RESOURCE DEVELOPMENT

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This preliminary study explored the initiatives that several consulting firms have taken to help build capacity and sustain successful enterprises. Rooted in concepts and theories presented in recent, yet reputable, research on capacity building, sustainability, and organizational development, this publication examined the lived experiences of seasoned consultants and an executive in the field of management. Several salient themes related to sustainability emerged from the data: 1) Alignment, 2) Role of senior leaders, 3) Marketing, 4) Consistency with procedures and policies, 5) Project-friendly environments, 6) Organizational effectiveness and human capability, 7) Identifying what capabilities to focus on and when, 8) Constantly learning, growing, and improving, and 9) Being prepared to overcome high-impact / low-probability (HILP) events. The author offered recommendations for participants in this study to consider when making plans for strategic integration and sustainability.

STRATEGIC ATTRIBUTES OF TECHNILOGICAL KNOWLEDGE IN THE AIDS PHARMACEUTICAL INDUSTRY

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The objective of this paper is to contribute to a better understanding of the relationship between knowledge and performance. Drawing from the resource-based theory (RBT) of competitive advantage, this study compares different kinds of technological knowledge according to their ability to affect the market outcomes of braded drugs in the AIDS pharmaceutical industry. Unlike previous papers in the RBT tradition which focus on measuring how much the resource (or its accumulate stock) affects performance, this paper examines how distinct attributes of the resource contribute to performance differentiation. This approach has the potential of providing a relevant insight into those characteristics the resource must possess in order to influence the competitive advantage of a firm. Results corroborate the assumption that technological knowledge is a highly differentiated resource and point to the fact that some knowledge attributes are more important than others. This empirical evidence suggests that the most effective way to generate a sustainable competitive advantage is not simply to possess a valuable and rare resource, but also to promote sources of resource heterogeneity.

THE IMPACT OF ORGANIZATIONAL TRANSFER CLIMATE FACTORS AND TRAINEES' CHARACTERISTICS ON TRAINING TRANSFER: THE CONTEXT OF MERGERS & ACQUISITIONS

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This empirical investigation attempts to study the correlates of training transfer in the post-merger phase. Four Organizations (N= 123) were selected where merger or acquisition had taken place in the recent past and had undertaken intense training program for employees during the post merger phase. The results indicate that there is a strong relationship between the organizational as well as individual factors and training transfer. The structural path modeling was used to determine the fit of a mediated effects model of how the variables would affect training transfer. The emerging organizational climate correlates of effective training transfer were- perception of organizational justice, perception of integration synergy & perception of quality of training while the individual correlates were – Training Transfer Implementation Intentions and Psychological Empowerment. The data were subjected to a stepwise regression analysis and structural path modeling. The emerging predictors of training transfer were training transfer implementation intention and psychological empowerment. This study has implications for practitioners and academicians. It would help chalk out more effective frameworks of training during Mergers & Acquisitions.

Track: Strategic Marketing

Track Chair: Harold W. Lucius, Rowan University

THE DETERMINANTS OF CUSTOMER SELECTION OF CELLULAR PHONE PROVIDERS AND SERVICES IN SUB-SAHARAN AFRICA

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The cellular phone has been widely accepted as a means of communication in the Sub-Saharan Africa. The market penetration of the cellular phone is about 70% in Nigeria while it's more than 90% in Ghana. The cellular phone technology provides connectivity, scalability, ubiquity, and affordability to the citizens of these countries. The potential growth of cellular phones in these countries is huge given the fact that this part of the world had no reliable public switched telephone networks as recently as fifteen years ago. The diffusion and penetration of cellular phone technology has stimulated the economic growth of these countries. The widely acceptance of cellular phone services is affected by both local and global cultures and technological advances. This research seeks to explore some demographic factors that influence

the selection of mobile phone providers, service level, usage, and satisfaction/dissatisfaction by the youth mobile phone subscribers in Sub-Sahara Africa with emphasis on Ghana and Nigeria.

Track: Sustainability

Track Chair: Gregory Robbins, Southern Connecticut State University

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GAUGING ISSUE INTENSITY VIA PUBLIC COMMENT ANALYSIS: THE CASE OF ORGANIC FOOD

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Various "e-government" initiatives are opening up opportunities for researchers as increased amounts of data about the Federal rulemaking process are becoming available. These data are of interest to anyone studying the business-government interface. I illustrate some of the possibilities using data on public comments filed with the USDA concerning the regulation of organic food. The promulgation of national organic food standards by the USDA has been a major factor in the growth of the industry from small regional niche markets populated by small players to a major and fast growing segment involving some of the largest firms of the wider food industry. Even minor changes in the list of allowed inputs or the standards of animal care can have significant impacts on firms and consumers. By examining the number and content of such comments as well as identity of the authors (both individuals and organizations), it is possible to gain insight into the political maneuvering behind the shifting definitions of "organic food."

PUBLIC SECTOR STRATEGIC ADAPTATION: TRANSITIONING SHELTERS TO END HOMELESSNESS

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Federal Policy drives the position that the homeless population experience. In 2000, the National Alliance to End Homelessness put out a call for this country to end homelessness in ten years. In 2002, under President Bush the program to end homelessness began in earnest. While long-term homeless single adults with a mental illness or substance abuse (chronic homeless) received unprecedented attention homeless families with children (acute homeless) were overlooked reflecting a drop by 11.5% for homeless singles and homeless families with children

continued to increase by 5.2%. This paper will address the process and policies that were implemented to benefit the homeless population. During this decade the financial decline, job losses and home foreclosures impacted families with children who became homeless for the first time. HUD's **"**best practice**"** was to address a minimal stay in the shelter and a swift transition to self-sufficient living in permanent housing. As the ten years have passed and homelessness declined the federal policies and funding are key to this success.

TOWARDS A SUSTAINABLE ENVIRONMENTAL AND ENERGY POLICY IN THE GCC REGION

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This paper investigates the long-run relationship between environmental performance, measured by Co2 emissions per capita, and energy intensity in the Gulf Cooperation Council (GCC) countries. It controls for the growing level of economic activity, the current policy emphasis on diversification and manufacturing, and differences in institutional qualities. I employ recent panel cointegration and unit root techniques that account for both heterogeneity and cross-country dependence over the period 1971-2010. I find that lowering energy intensity reduces emissions in the long-run in all six GCC countries. The prospects for positive environmental effects due to enhancing energy efficiency are more evident in Kuwait, Oman, and UAE. Evidence on a negative long-run relation between manufacturing and emissions is only established for the cases of Bahrain and Saudi Arabia, indicating a need for more stringent environmental policy for manufacturing. Judiciary independence is found crucial to the success of long-run environmental policies in the GCC.

Track: Tourism, Travel, & Hospitality

Track Chair: Nathan K. Austin

COMMUNITY SANITATION AND CORPORATE IMAGE IN THE HOSPITALITY INDUSTRY: A CASE OF GHANA'S TOP RATED HOTELS

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A congenial physical environment is a critical success factor in the hospitality industry. This study explores the influence of community sanitation on corporate image building in the hospitality industry in Ghana. In- depth interviews, observations and questionnaire were employed among clients in two of Ghana's best hotels (a five and four star hotels respectively) situated in a local community. The results indicated that while a blend of a perfect servicescape and perfect community environment is ideal, hotels can still insulate themselves from the less than perfect community environment and still develop a favorable corporate image based on the right strategies. Common themes identified in the strategies include: spick and span immediate environment, appealing servicescape, neatly-dressed employees and excellent customer service. The implication is that the hospitality industry should leverage the controllable factors to create a competitive advantage while they seek to minimize the threats they face.

MILLENNIAL JOB PLACEMENT IN THE HOSPITALITY INDUSTRY: WHAT THEY DON'T KNOW MAY HURT YOU

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Student job placement upon graduation is a persistent factor in the assessment of both academic programs and individual student success. This study seeks to explore what strategies and actions can be taken to make hospitality students more competitive in the job search process. By identifying these strategies, attempts can be made to execute them in academic programs, resulting in an increase in student job placement success upon graduation. In-depth interviews

with lodging industry recruiters yielded emergent themes to include a deficiency in professionalism and soft skills, as well as a need for more realistic career expectations upon graduation. Practical implications and remedies are explored for academics, industry, and the individual student. Further, the strategies offered may be applied to or modified for any student and/or job applicant in any job search situation. Possible benefits exist for academic programs, the individual student, the hospitality industry, and society as a whole.

PERCEPTUAL IMPORTANCE OF SOCIO-POLITICAL AND ECONOMIC ADVANTAGES VS. DISADVANTAGES ON INDIVIDUALS' ASSESSMENT OF INTRODUCING SLOT MACHINE GAMING AVAILABILITY IN-STATE

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In this paper, we conduct an empirical, exploratory study of factors contributing to individuals' overall assessment of the introduction of slot machine gaming in their state. We explored perceived economic advantages vs. disadvantages, as well as perceived socio-political advantages vs. disadvantages - and hypothesized predicted effects on people's overall perceptions of gaming's introduction in-state. An extensive survey was conducted with 484 respondents in an urban setting in the state of Maryland. We began by exploring the role of prior participation in gaming, and conducted a factor analysis of items contributing to overall perception of gaming. We were able to isolate components reflective of socio-political and economic advantages vs. disadvantages, and proceeded to conduct standard regressions on each component set. We then created a hierarchical multiple regression model, introducing justifiable control variables in addition to our component sets. The results of our combined analyses indicate that socio-political disadvantages and economic advantages were the primary components predicting individuals' overall perceptions; amongst these, perceived wastage of taxpayer funds along with expected local investment were the two most significant, unique variables in explaining individuals' perception of slot machine gaming's introduction in-state. Implications for policy makers and managers are discussed.

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