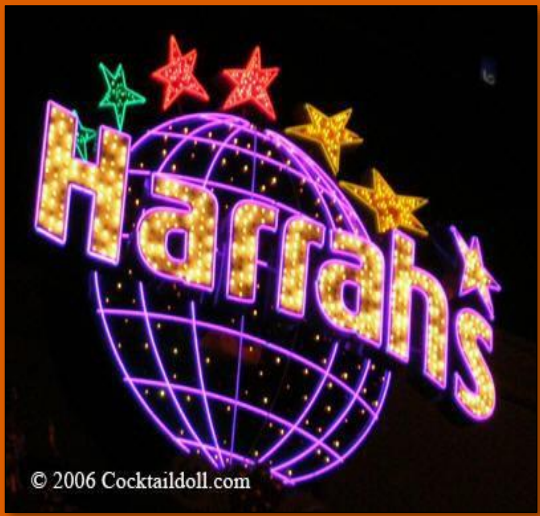

INTERNATIONAL ACADEMY OF BUSINESS DISCIPLINES
28TH ANNUAL CONFERENCE – LAS VEGAS, NEVADA
MARCH 31-APRIL 2, 2016

CONFERENCE PROCEEDINGS

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Proceedings of The 2016 International Academy of Business Disciplines 28^{th} Annual Conference

Edited by
John R. Fisher
Utah Valley University, Orem, Utah, USA

Proceedings Liaison
James E. Weber
St. Cloud State University, St. Cloud, Minnesota, USA

Conference organized by
International Academy of Business Disciplines

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Proceedings of the 2016 International Academy of Business Disciplines 28th Annual Conference

Edited by John Fisher
Proceedings Liaison, James Weber

Welcome Message

It is a pleasure to welcome you to the 28th annual International Academy of Business Disciplines (IABD) conference in Las Vegas, Nevada. I hope that I will have an opportunity to meet you, if I do not already know you from past conferences. Please seek me out and introduce yourself if you are a new member.

As in past years, the page numbers for papers will be published as footnotes in the Conference Program so that you will be able to read the date and time of a presentation in the Program, find the abstract in the Proceedings, read it, and come to the presentation ready to discuss with the author(s) and audience to further enhance a person's research through feedback and conversation.

We hope that you will have an opportunity to speak with John Fisher, editor of the Proceedings, and Jim Weber, our Liaison between authors and the editor, to thank them for their work and to discuss your ideas for making the Proceedings even better (if possible) next year. As always, many minds improve all projects.

We thank our Track Chairs for their diligence in finding authors in their area of expertise, for reviewing abstracts, and for their integral part in making IABD better each year. And we thank our Board of Directors for their continued support.

It has been a pleasure to be the President of IABD over this past year as we continue to grow and transition. It has been exciting to see the conference expand its member base from one year to another and to welcome so many new members, as well as, the many members who return to the IABD conference each year.

IABD is continuing to evolve and move forward. We welcome you to become a part of our continuous improvement process. Thanks for another wonderful IABD year and enjoy yourselves in Las Vegas!

Sincerely,

Paul Fadil, President of the International Academy of Business Disciplines

Acknowledgements

The 2016 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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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.

INTERNATIONAL ACADEMY OF BUSINESS DISCIPLINES

MISSION STATEMENT

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Conference Abstracts

ACCULTURATION AND MARKETING DECISIONS

Durriya H. Z. Khairullah, Saint Bonaventure University
Zahid Y. Khairullah, Saint Bonaventure University

The paper reviews several studies that examined the influence of acculturation on decisions related to various areas of marketing including advertising; consumption/buying behavior; and media preferences. In marketing literature, culture and ethnicity are related to the study of two concepts – consumer acculturation and marketer acculturation. Consumer acculturation takes place when consumers come in contact with a new culture and resulting changes that takes place due to intercultural contact (Penaloza, 1989, 1994). Marketer acculturation refers to changes that marketers undertake to cater to consumers of new cultures (Penaloza and Gilly, 1999, Penaloza, 1994). Several researchers support the notion that ethnic minority subcultures are growing in Europe, United Kingdom, and United States of America and the globalization of world markets makes both consumer acculturation and marketer acculturation important decision-making criterion for devising marketing strategies (e.g., Berry, 2005; Cleveland & Laroche, 2007; Jamal, 2003). The review of the previous studies in this paper provides insights for marketing managers in making marketing decisions.

ADEQUACY OF OBESITY CONTENT FOR THE GENERAL PUBLIC ON STATE PUBLIC HEALTH DEPARTMENT WEBSITES

Linda M. Gallant, Emerson College
Gloria M. Boone, Suffolk University
Jane Secci, Suffolk University

This applied research study investigates the current state of online obesity information available to the general public as content on state public health department websites. The study was undertaken to provide insight into whether or not these sites provide access to consumer-targeted obesity prevention information to combat the current obesity epidemic in the United States. The states with the ten highest obesity rates were examined and included: Arkansas; West Virginia; Mississippi; Louisiana; Alabama; Oklahoma; Indiana; Ohio; North Dakota; and South Carolina (CDC, 2014). Most of these state public health departments did not mention obesity on their home page, lacked clear navigation for the word "obesity," or failed to provide current obesity-related consumer information. For many of these sites, health practitioners and public health officials rather than consumers were the primary target audiences. To help combat the obesity epidemic in the U.S., state public health department websites in these states need to increase their focus on obesity information for the general public. They need to have links to obesity information on the home page, improve navigation to obesity content, increase the quality of obesity content, and have more interactive features either on the site or on auxiliary sites to engage consumers. To improve consumer-oriented obesity health information on state health department website, recommendations are presented for audience analysis, user experience, information design, user engagement, and content strategy.

ADVANTAGES AND DISADVANTAGES OF FREE HEALTH CARE IN USA AND HOW ITS COST AFFECTS TAX PAYERS IN COMPARISON TO CANADA

Reza Fadaei, National University
Arcadia Cruz, UC San Diego

Evaluating the quality of the health care system in United States of America (USA), under the current Obama administration, uniquely positions the country in a controversial debate, as its cost strongly affects tax payers. Is the new emerging ideology spearheading the most powerful nation in the world into a paradigm shift? Health provision is challenging due to the cost required and its imminent influence on social, cultural, political and economic conditions; affecting the very core of American society. Health provision varies around the world and wealthiest developed nations provide universal health care, with the exception of USA. A comparative analysis between the already established health care system in Canada and the emerging health care system in USA, will be analyzed. Clearly, there isn't one single answer to health care provision, but a number of systems and issues seem to be emerging, as a response to a basic human right in modern society. The Constitutional rights of most developed nations recognizes health care as a principle of international humanitarian rights; the right to health care guarantee to every person without distinctions of race, religion, social or economic status. Health care is one of the most important and basic requirements in any country; as it is the pillar that sustains in great part, the core of any nation-its people. Health care has a direct effect on the well fare of human beings worldwide. As diverse as our global society is, there are different health policies for any given country in this planet.

ADVICE NETWORKS: PERSONAL TIES, ELECTRONIC TIES, NETWORK POSITION AND INDIVIDUAL PERFORMACE

Cindi Smatt, University of North Georgia

This study investigates the relationship between an individual's advice networks and individual performance in knowledge-intensive work tasks. We develop a series of hypotheses examining 1) the influence of the diversity of an individual's personal ties, 2) an individual's use of electronic ties, e.g., email and electronic communities, and 3) the individual's position in the overall advice network position on that individual's performance. Moreover, we treat individual performance as multi-dimensional, developing three underlying components: efficient performance, creative performance, and organizational commitment. Using survey and social network data from a multinational new media consulting company, we recreated the informal advice networks of 1434 individuals spread across 28 offices (84.7% response rate) to test our model. To summarize, the results suggest that the diversity of personal ties is not a very strong predictor of individual performance; however, electronic ties play an important role for creativity and organizational commitment and individuals who are central in the organization's advice networks can effectively obtain creative and relevant knowledge for problem solving.

A FEW FIELD OBSERVATIONS ON THE ACADEMIC SEARCH PROCESS

Bruce Fortado, University of North Florida
Paul A. Fadil, University of North Florida

The academic search process legally should center on job related criteria, objective factors, bona fide occupational qualifications, and business necessities. Specified procedural steps and a diversified faculty search committee, in combination with provisions for open meetings and public records, are intended to lessen the potential for discriminatory administrative decisions. This orientation is consistent with managerial theories that describe decision making in rational, neutral and objective terms. Field observations, however, reveal tacit norms, informal communications, illicit attacks and shifting faculty alliances can occur in practice. Ironically, some of the processes that were implemented to reduce historic biases have sometimes played a role in introducing new biases. In sum, our fieldwork discovered in addition to what has been heretofore formally recognized, there can be subjective, political, and emergent aspects to the search decision making process. More research is warranted in this area, as selection methods and techniques are becoming the lifeblood of today's organizations.

ALUMNI PROFILE AND EVIDENCE PORTFOLIO OF A PUBLIC RELATIONS PROFESSIONAL

Isabel Quiroz, DuocUC

The training of a Public Relations Specialist requires the achievement of each of the key professional skills (CPCs), and from this point on, referred to as CPC graduation profile. This study describes the formation process of a Public Relations Specialist based on the competency-based training model of Duoc UC. A methodology called Portfolio Degree (MPT) is utilized. The aim of this study is to demonstrate the achievement of the CPCs of students in Public Relations and to reflect on their professional development. Under this approach, the student shapes their training process when reflecting on their learning and recognizing their strengths and weaknesses. This promotes a permanent metacognitive process, which helps to recognize and identify their interests in different areas of Public Relations. Through an internship experience, the results from the implementation of the first version of the MPT in the Public Relations major were examined. The group consisted of 20 students divided into three sections with three advisory teachers during 18 weeks. The study identified the shortcomings and the necessary adjustments to be made for the implementation of the MPT. In addition, the most and least achieved CPCs by the students were identified in order to make improvements through key course subjects. In conclusion, the study supports the training process of students of Public Relations and thus, the formation of high-quality professionals, complying with the mission of Duoc UC.

ANALYSIS OF CORPORATE POLICIES ON CONSUMERS' ONLINE REVIEWS

Harold W. Lucius, Rowan University
John H. Hanson, West Chester University

Americans value their First Amendment right of free speech and love to exercise that constitutional right as consumers by sharing their opinion of businesses, products and services via online reviews. The benefits of consumer online reviews are well documented. Besides encouraging the constitutional right of free expression, online reviews have been found to increase consumer support of businesses and corporations. In today's increasingly technological world, where consumers extensively use and rely on social media and smart phones for purchases, customer reviews are an important driver of offline consumer behavior. Most of these consumer reviews of products and services are positive, however, some business executives become distraught over a few negative reviews and do not know how to handle them. Should a business owner respond to negative online review? Should an executive defend the business or employees' actions or simply offer an apology /excuse for the customer's complaint? Whether or not businesses accept negative online customer reviews, not much can be done to prevent or censor without a well prepared corporate policy. This paper reviews corporate policies regarding online customer reviews. It also analyzes best corporate practices on how to manage negative online reviews, without resorting to actions that might rob customers of their constitutional rights. A carefully written corporate policy on online consumer review may not only be best for good corporate relations, but can be an effective tool for attracting and keeping customers and a successful business.

ANALYSIS OF DIVERSITY REPORTS WITHIN THE TECHNOLOGY SECTOR: REACTIONS AND REMEDIES

Kellye Jones, Clark Atlanta University

Technology firms such as Apple, Facebook, Google, and Twitter have recently released diversity reports. These reports reveal the gender and ethnic composition of their respective workplaces. Close examination of the data in many of these reports indicates that women and people of color occupy a limited presence within these firms. Moreover, representation of members of these groups plummets as senior positions are examined. Various insights and commentary have been offered by senior executives of these firms as well as representatives from traditional media outlets in attempts to explain this occurrence. Scant attention, however, has been placed on reactions to these reports within the blogosphere. This study examines blogged comments associated with the lack of diversity within the technology sector. Thematic analysis is used to explore the nature and frequency of posted comments.

BEST PRACTICES IN WRITING CORPORATE EMERGENCY COMMUNICATIONS PLANS

John R. Fisher, Utah Valley University

This presentation offers a summary of best practices for writing corporate emergency communications plans. The best practices were developed from a synthesis of research for student projects in an advanced level crisis communications class. Students were asked to create a corporate emergency communications plan that emphasizes both risk management and mitigation. To prepare the plan they modified a model described at http://www.ready.gov/business. They reviewed natural hazards and considered the hazards in their locality when creating the emergency plan. Considered in the plans were topics of a) resource management, b) emergency response, c) crisis communications, d) business continuity, e) information technology, f) employee assistance, g) incident management, h) training (testing and exercises), and i) program improvement. As this presentation demonstrates, student work can be used effectively as a means of developing guidelines that can be used by corporations in preparing emergency communications plans. This technique can be used in writing other plans and documents for business.

CAN FAN PERCEPTIONS OF CONCESSION SERVICE QUALITY INFLUENCE KEY MARKETING OUTCOMES: DATA ANALYSIS AND MODEL DEVELOPMENT FROM FANS AT NFL GAMES

Brian V. Larson, Widener University
Ricard W. Jensen, Montclair State University
Richard E. Haskell, Sr., Westminster College

While professional sport marketers are accountable for achieving the same standard key marketing outcomes such as increased sales, strong brand affinity, positive word-of-mouth, and highly rated customer experiences; they are challenged by being unable to directly control causal factors. Moreover, they have few opportunities to impress upon the fans. Satisfying fans at sports venues is undoubtedly unique. The concession experience is one controllable fan touch-point that allows a sport firm to demonstrate its service quality. Using rarely-available primary data collected from an actual NFL game, this paper proposes and tests a model to examine fan perceptions of the service quality associated with concessions at an NFL game. The service quality measures are regressed on the quality of the concession experience. Next the concession experience is correlated with multiple key marketing outcomes (e.g., perceptions of the concessions and the overall game- day experience, likelihood to participate in word of mouth, and future ticket purchase intentions). Finally, we compare concessions service quality perceptions reported by respondents from the different levels of the stadium to investigate for differences. Initial results indicate that these groups view the service marketing efforts differently. Conclusions are drawn and recommendations are reported.

CLOUD COMPUTING: AN ACCELERATED PARADIGM IN CLASSROOM SETTING: OPPORTUNITIES AND CHALLENGES

Martin Shapiro, Berkeley College

As cloud adoption grows, academic institutions are setting their sights on total learning transformation by making sweeping changes of personnel, tools, and processes. The thought process accentuates the user's perspective in setting instructional goals. This cloud computer orientation is embedded in a number of existing technologies encompassing the internet, virtualization, grid computing, web services, etc. Cloud's evolution into the mainstream of higher education, and the renewed focus on learning outcomes has permeated the focus on solutions to traditional challenges, and opened up newly and investigative opportunities for greater classroom productivity. As students will experience greater accessibility to information, education will convert from consumption of educational content provided by the teachers, to a proactive creation of educational content by the students. And as students will have more access to information, education will shift to project-based, constantly initiate opportunity for advance and more personalized learning. Students will be more engaged participants in their learning, on a more self-reliance based.

CLOSER LOOK AT THE “FUTURE NFL FAN”: KEY MARKETING DIFFERENCES BETWEEN NON-SEASON TICKET MEMBERS AND SEASON TICKET MEMBERS

Brian V. Larson, Widener University
Scott R. Swanson, University of Wisconsin – Eau Claire
Kevin Gwinner, Kansas State University

Sports entertainment is a multi-billion dollar industry in America and the NFL is the leading brand. Almost 17 million people flock to NFL games annually (McCarthy 2011) and the league’s marketers seek to grow. Most NFL stadiums are at, or above, capacity (Street and Smith’s Sports Business Journal). To develop new brand-loyal fans, team marketers are creating ancillary opportunities (outside the [filled] stadiums) to reach prospective fans. However, very little is known about these developing fans and the marketing efforts’ efficacy. Using rarely-available primary data collected from an actual NFL game and working closely with team marketing officers, our research examines specific marketing efforts designed to connect with non-season ticket members of an NFL team and their effect on key marketing outcomes. We begin by conducting a review of the marketing and services literature and then present the findings of our research. Our analysis investigates differences between season ticket members (STMs) and non- STMs on demographics, attendance patterns, gameday perceptions, and attitudes and behaviors. It further reveals differences between the groups on key marketing outcomes such as future purchase intentions. Conclusions are drawn and recommendations are reported.

COMPARISON OF NATIONAL CULTURE AND GOOD COUNTRY INDEX AS PREDICTORS OF OUTCOMES OF EFFECTIVE TOURISM MARKETING

Lisa T. Fall, University of Tennessee
Charles A. Lubbers, University of South Dakota

The current research bridges the theoretical underpinnings of reputation management, nation branding, public relations and public diplomacy. Each area of research brings unique perspectives that either directly or indirectly contribute to a tourism economy's return on investment. A positive country brand may positively affect travelers' choices of where to visit and, while visiting, their amount of spending. The purpose of this particular study is to determine how a country's culture influences its tourism expenditures and tourism visitation. The research was designed to determine if the culture of a country can predict/influence the effectiveness of tourism marketing efforts? To operationalize culture, the following two sets of scores were used: Geert Hofstede's Model of National Culture and Simon Anholt's Good Country Index. The dimensions of Hofstede's Model of National Culture are not significant predictors of a nation's ability to attract visitors and visitor spending. However, among the Good Country Index dimensions, four in particular stand out for being significantly correlated with the measures of tourism marketing: Culture; Prosperity and Equality; Planet and Climate; and Health and Wellbeing.

CONTENT MARKETING: A REVIEW OF TELEVISION PROGRAMMING

Amiee Shelton, Roger Williams University
Christina Alario, Roger Williams University
Kristine Parker, Roger Williams University

Content marketing is a strategic marketing technique used to create and distribute valuable, relevant, and consistent content to attract and acquire a clearly defined audience. The objective of such strategy is to drive profitable consumer action by changing or enhancing consumer behavior, using more organic marketing techniques. To determine where, when and how content marketing is used, a content analysis was conducted to measure frequency, placement, and specific strategy in television programming. Researchers coded eighty talk shows and reality television programs on seven different networks and analyzed the four subcategories of content marketing: sponsored content, native advertising, brand journalism, and inbound marketing. Finding revealed that while all four subcategories were found, native advertising occurred 71 percent of the time. Additionally, statistical analysis determined which products were positioned using content marketing. Clothing, automobiles and technology were the categories most often positioned through content marketing efforts.

CONTRIBUTION TO A CULTURAL IDENTITY OF INTERNATIONAL AND INDEPENDENT STORES IN A TOURISTIC DESTINATION: CASE OF BARCELONA

Miquel Tresserras, Ramon Llull University

The first aim of this paper is to discuss the function of the "shops" in the construction of city identity, and how the self-awareness of this function helps in building a responsible and efficient strategy of marketing. Our discussion is based on problems and current solutions for the city in order to build a branding strategy. Besides, shops and commercial businesses have many social functions in addition to their economic activity: shops as no-place (according to Marc Augé); shops as a window open to new trends and innovation; shops as a door to new ideas and life style; shops as the mirror of the city. In fact, culture is a description of a particular way of life, which expresses certain meanings and values not only in art and learning but also in institutions and ordinary behavior. In the city, as in the family, learning and behaving implies interaction between people, objects and institutions. This interaction is the source of identity that could be described as the idea that a person or a city have about oneself. Then, building a city is building a particular way of life and its values, beliefs and aspirations. Building a city is building a cultural identity. Last, consequences and processes for Barcelona to build and preserve a shops network with singularity. The consequences are excellent: a high number of tourists visit these infrastructures as significant sights. Furthermore, many people from Barcelona and Catalonia visit these places as a mirror of their genuine aspirations.

CREATING LEARNING AFTER THE ASSIGNMENT IS OVER: USING TECHNOLOGY TO GIVE EFFECTIVE & TIMELY FEEDBACK

Steven McGahan, University of Nebraska at Kearney

Some of the most important parts of the learning process happen after students have turned in their assignments. The feedback that instructors give students is as beneficial as other parts of the learning process. The problem is that effective and comprehensive feedback can be a time-consuming process involving identifying, writing, and discussing the individual positives and negatives of the work of many different students. How do instructors balance the time this takes with the need for comprehensive assessment of the pros and cons of a student's work? The answer lies in using technology that is available to many instructors as a tool to create better assessments of students' work. Whether they are working online or face-to-face, technology can create timesaving shortcuts that do not sacrifice on the quality of the feedback being given. Certain tools can actually improve the learning of concepts for students. These tools can offer a higher quality of feedback, while also decreasing the time needed to create. The methods presented will include the preparation and application of text based and audio-visual components to increase the quality of feedback, while also decreasing the time spent when giving feedback. Most of the technology used in these processes will also be freely available, with a few that are offered at a low cost to the instructor or the institution.

CULTURAL COMPETENCE IN HEALTH CARE FOR MIDDLE EASTERN AND NORTH AFRICANS: A SOCIAL-ECONOMIC CASE

Lara Thomas, The MILLA Project

An effort to provide medical efficacy and access to culturally competent health care for Middle Eastern and North African populates in America is needed. Unifying best practices and promoting competent health care strategies in which all stakeholders have identical access and equity will prove useful. The United States medical model is ethnocentric and medical research tends to be homogenetic, yet our community is diverse. Expanding competent health care to the Middle Eastern and North African subpopulation will increase profits, expand providers' client base, meet community needs, and pioneer world renowned medical care and research. Abundant opportunities exist for forward-thinking networks to capture the loyalty of an underserviced market niche. Health care networks meeting the unique medical needs of Arabs, Israeli's and North Africans have significant growth potential. These physicians will have cultural training and expertise to provide value-based care, reducing readmission rates, lowering patient costs and increasing revenue. Creating culturally competent health care models in densely populated areas allows for cost efficient adaptation in less densely populated areas over time.

DECIDING IF EARLIER EMPHASIS ON DIRECT METHOD CASH FLOWS MAY RESULT IN BETTER UNDERSTANDING OF ACCRUAL BASIS ACCOUNTING

Brian C. McAllister, St. Bonaventure University

Accounting professors teaching financial accounting for the very first time or the twenty–first time are often faced with the same question: "When is the right time to bring in the discussion of the Statement of Cash Flows?" With the usual emphasis on the accrual basis of accounting, the fundamental principles and the form and content of financial statements, accounting professors quickly understand why most elementary accounting text book authors do a brief introduction to the concepts behind the Statement of Cash Flow in an early chapter but include more significant coverage of that statement in a much later chapter. This "language of business" is complicated enough for accounting neophytes without the infusion of the inherent complications of the indirect method (reconciliation approach) in the operating activities section of the Statement of Cash Flows. Although US corporations have historically used the indirect method, the FASB and IFRS encourage the use of the direct method. It is suggested by many that the direct method is often ***easier to understand*** and is more useful in predicting future cash flows and future earnings potential. This paper will attempt to show that earlier emphasis on statement of cash flows (direct method) in the first financial accounting course may enhance student confidence and interest in accounting but more importantly, that students may find it easier to comprehend that the meaning of accrual basis income statement amounts (in most cases) must by default, have different meanings than their cash flow counterparts.

DECISIONS, DECISIONS: FACTORS THAT INFUENCE A PATIENT'S MEDICAL TOURISM CHOICES

Tom Prinsen, Indiana Wesleyan University
Louis K. Falk, University of Texas Rio Grande Valley

In today's digital age the amount of information and sources concerning Medical Tourism is overwhelming. Knowledge is power in an era of health care uncertainty. As health care options have grown in global proportions, it has become more difficult for potential patients to locate the material necessary to make informed decisions. One of the first steps is to understand the factors that will drive these decisions. Another step for these new global consumer patients is to sift through the various resources and try to determine the credibility of these sources. Who should the consumers rely on for advice? Is there a real financial benefit? Does proximity matter when you can fly anywhere in the world? Is there a global standard level for quality of care? Based on all these questions and the massive amount of information available (the main questions becomes) where should a consumer go for guidance through this growing health care maze? These and other questions need to be answered before a medical consumer decides what to do.

DEEPWATER HORIZON OIL SPILL CRISIS: BRITISH PETROLEUM PUBLIC RELATIONS EFFORTS TO RESTORE THE PUBLIC TRUST

Ali M. Kanso, University of Texas San Antonio
Paule-Emilie Dujour, University of Texas San Antonio

On April 20, 2010, the oil rig Deeepwater Horizon exploded in the Gulf of Mexico, killing 11 crewmembers and injuring 16 others. The rig, owned by Transocean and leased by British Petroleum (BP), sank two days after the explosion. The accident was considered the biggest accidental marine oil spill in the world and the largest environmental disaster in the country. BP, government agencies and others worked together to control the spill and minimize its impact on the environment and human health by containing, removing and dispersing the oil offshore. The spill cost BP $59 billion in court fees, penalties and cleanups. This case study examines BP's public relations efforts to handle the crisis that gravely hurts its reputation. Based on available evidence, BP attempted to: (1) create two-way communication with the families of the victims, (2) keep the general public and media posted of its endeavor to contain and close the leak, (3) offer Gulf coast state residents some solutions for re-launching tourism and fishing activities, (4) restore BP's image after the incident (5) persuade BP's former customers to buy BP products, and (6) convince shareholders that it is safe to invest in BP. The evidence suggests that BP was not prepared to deal with such a large disaster. The company had a handbook outlining steps to follow during a crisis, but it did not seem to help. Furthermore, BM hired public relations firms to handle the crisis after realizing that its public relations department was not specialized in crises.

DIGITAL OVERDOSE ERA: EXAMINING CORRELATIONS BETWEEN DIGITAL TECHNOLOGY USAGE AND DIGITAL EYE STRAIN IN MILLENNIALS

JaNai A. Jones, Emerson College

The world is advancing at exponential rates and it is altering the way people live their lives by making everyday tasks a little less monotonous. Smartphones, laptops, and tablets are among the world's leading digital devices, as their wide range of functions offer sources of comfort, entertainment, and even education for millions to take advantage of. This study examines how the misuse of today's most popular devices leads to the early development of digital eye strain (DES) in millennials. The evolution of the eye and its value in the 21st century is highlighted in order to present the significance of healthy device usage. Data developed from primary research reveals prevalence of DES among millennials and showcases their stagnancy in seeking medical attention when changes in their health are noticed. This study identifies best practices for DES prevention and proposes future research be conducted due to the significant lack of literature on the harmful affects digital devices have on the human body.

DRIVERS OF US BANK FAILURES DURING THE FINANCIAL CRISIS

Raymond A. K. Cox, Thompson Rivers University
Randall K. Kimmel, Thompson Rivers University
Wen-Yao Grace Wang, Texas A&M University at Galveston

Our empirical study shows that bank failure in the United States (US) during the financial crisis of 2008 to 2010 was driven by the choices management made to accept more risk. We do this by identifying specific risk factors a priori and then tying them to the empirical evidence through univariate t-tests and probit analysis using models designed to identify the channels through which risk entered the banking system. We test five probit regression models designed to model the risk associated with lending, detailed lending, liquidity and lending, lending and market trading, and lending and market trading as well as market conditions. We find that after controlling for other risks, 1–4 family residential loans to real estate loans, net charge offs to average loans, real estate acquired through foreclosure to total assets, net gains on sales of loans to total non-interest income, loans to depository institutions to total assets, growth of total loans and leases and mortgage-backed securities to total assets are not significant risk factors, but that commercial and industrial loans to total assets and commercial real estate loans to real estate loans are negatively and positively related to the probability of bank failure, respectively. That is, banks that failed have higher financial leverage, investing in higher risk loans in real estate and construction and by holding less liquid assets and fewer low risk loans like single family real estate loans.

DUOCUC, VIÑA DEL MAR, STUDENTS' AND PROFESSORS' PERSPECTIVES ON THEIR EDUCATION MODEL

Macarena Urenda, DuocUC

The DuocUC education project has education towards occupational performance as its central axis. This orientation implies the students' practical training in techniques and skills directly related to professional practice, emphasizing their practical application and seeking to add professional, social and cultural value to its graduates. To accomplish this educational goal, a curricular model based in occupational skills has been defined. These are understood as the standard of work productivity for an individual in a determined work environment. In this way the main goal of the formative process, expressed in the graduate profile, is understood as a set of skills identified from the prospection of each working position's professional demands.

This study gathers the perceptions of teachers and students regarding their education model and their capacity of transforming the skills required in the professional working environment into an effective training process. Towards this goal, a survey of students and teachers from the Viña del Mar campus was conducted, and its findings complemented with data from a secondary source. The main results indicate that, while the program's graduate profile is well defined and up to the demands of the professional environment, a more practical emphasis is needed in the class room, there's a deficiency in the development of certain soft skills, and the collaboration of the industry in the education process is not formalized enough.

EFFECT OF ECO-LABELING ON WILLINGLESS TO BUY GENETICALLY MODIFIED (GM) FOODS

Roy Abrams, Southern Connecticut State University
Lynn E. Kwak, Southern Connecticut State University
Sang Won Yoon, Southern Connecticut State University

The introduction of Genetically Modified Organisms (GMOs) has changed the landscape of the food industry in the United States, which is the largest and one of the most important industries in the country. Although GM foods have only been around for approximately 20 years, over 60 percent of all food products sold in the U.S. contain GM ingredients. According to the U.S. Department of Agriculture, 88 percent of corn and 94 percent of soy grown in the U.S. were genetically modified in 2012. Consumers tend to prefer non-GM foods, because many believe that they are healthier, more nutritious, and/or better tasting than GM foods. The environmental impact of GM foods is controversial. Advocates of GM foods state that GM foods are produced more efficiently. However, opponents argue that GM food production can and will harms the ecosystem (Laros & Steenkamp, 2004). Regardless of the controversy, if a certified, independent party demonstrates that a non-GM food is produced in a manner that is considered to be environmentally friendly, then the producer may include an eco-label on the product. Although customers prefer environmentally friendly products, there is limited research examining how eco-labeling affects the buying behavior of non-GM foods. This study proposes that eco-labeling on non-GM food will mediate the relationship between consumers' health consciousness (independent variable) and their willingness to buy non-GM food products (dependent variable).

EFFECT OF SERVICE QUALITY ON CUSTOMER LOYALTY IN THE FAST FOOD INDUSTRY

Michael Taku, Dillard University
Felix Abeson, Coppin State University

Customer loyalty is a strategic imperative as supported by the balanced scorecard perspective of organizational performance. Crucial to this postulate is the theoretical assumption of the relationship between service quality and customer satisfaction. Service quality refers to reliability, responsiveness, assurance, empathy and tangibles. Tangibles are the appearance of the physical facilities, equipment and personnel of a service firm. Although, increasingly, investments in the improvement of tangibles is evident in the fast food industry, empirical support of the relationship between tangibles and customer loyalty that informs strategic decisions regarding facility and personnel decisions is lacking. Also, considering the effect of the relationship between the customer and financial perspectives of the firm, as postulated by the balanced scored framework of organizational performance, an important question that has not been addressed is: what is the relationship between tangibles and customer loyalty? The present study fills this gap and makes a contribution. A study of the loyalty of young adults shows a significant relationship between tangibles and customer loyalty. In view of the importance of this target market, the findings offer theoretical and practical implications and contribute to the body of knowledge on service quality with a focus on the relationship between tangibles and customer loyalty, and provide support for the investments of service organizations in service quality and more importantly on tangibles. A replication of the study in more contexts is recommended.

EFFECT OF TQM-HRM, ORGANIZATIONAL EXCELLENCE AND ENTREPRENEURIAL ORGANIZATIONAL CULTURE ON PERFORMANCE

Hassan Saleh Al-Dhaafri, American University in the Emirates
Adrienne A. Isakovic, Walden University
Mohammed Saleh Alosani, University Utara

This study focuses on the building and testing of a model of influence on organizational performance which has not been holistically presented before in the literature. Specifically, this study seeks to understand the impact of human resource factors of total quality management (TQM-HRM) on organizational performance. Human resource management (HRM) is considered one of the most significant critical factors that help in successful implementation of TQM. In addition, building on the resource-based view theory of the firm, this paper examines the mediating effect of organizational excellence between TQM-HRM and organizational performance. Organizational excellence is an instrument of measuring the satisfaction of employees, customers, and stakeholders simultaneously in the organization to achieve a comprehensive evaluation of the overall organizational performance. Furthermore, this study aimed to investigate the moderating effect of entrepreneurial organizational culture (EOC). Due to the inconclusiveness in the previous literature about the effect of TQM-HRM on organizational performance, this study is an attempt to produce other variables that may enhance performance through TQM-HRM practices. For this purpose, organizational excellence has been identified as a mechanism that may explain in a better way the relationship between TQM-HRM and organizational performance. After gathering the data through a questionnaire survey, SmartPLS was used to examine the relationship between the proposed variables. Results indicate all five hypotheses were supported. This paper will detail a foundational literature review, the methodology followed, hypotheses testing and data analysis, and will conclude with a discussion of further research and practitioner implications based on the results.

EFFECT OF MOVIE BUZZ

Owen Eagan, Emerson College

When it comes to predicting the success of Hollywood movies, there’s an adage that “Nobody knows anything.” Research has found that there is no formula studios can use to guarantee a predictable return on investment for movies. In fact, the best model to predict the success of movies may be chaos theory, which demonstrates that outcomes of certain types of events are impossible to predict because of the interaction of only a few variables. This is because people don’t know whether they’ll like a movie until they see it. Hence, the best determinant of success is an information cascade based on whether viewers recommend a film or not. Since there are very few, if any, reliable leading indicators in this business, this article analyzes word-of-mouth, or buzz, as a lagging indicator and its impact on a movie’s success. Specifically, this article will compare box office revenue reports from successful and unsuccessful movies over the last 20 years in the weeks following their release as a proxy for word-of-mouth. It will also compare the performance of movies in the pre- and post-social media eras.

EFFECTS OF EMOTIONALLY INTELLIGENT LEADERSHIP ON THE EMPLOYEE'S PERCEPTION OF FITNESS AND TEAM PERFORMANCE

Nicole Pensis, Southern Connecticut State University
Chulguen (Charlie) Yang, Southern Connecticut State University

It has been proposed that emotional intelligence, defined as the ability to recognize, understand, and regulate one's own and others' emotions, is one of the essential skills for effective leadership. This paper reviews previous literature on the effects of a leader's emotional intelligence on the employee's perception of the mutual fitness and team performance. This paper further proposes that emotional intelligence is also important for developing the leader's capability for adaptive management, which is defined as the leader's ability to utilize emotional information and soft skills to recognize different personalities among his or her followers and to modify the leadership style accordingly. This paper especially focuses on the conceptualizations and empirical studies on emotional intelligence done by Mayer and Salovey, Goleman, and Bar-On in order to support the proposition that emotionally intelligent leaders would perform better in recognizing different personality styles in work teams than their less emotionally intelligent counterparts. Empirical propositions for future studies are also presented to better appreciate the roles that emotional intelligence plays in supporting adaptive management practices.

EPHEMERAL LIFE OF AN EMERGING FUND MANAGER

Joel Shulman, Babson College

The investment industry has been undergoing massive transformation. Traditionally, members led a predictable path from graduate school to portfolio manager. Wall Street firms would pluck fresh MBAs from leading business schools such as Harvard, Wharton or Chicago and groom a lucky few for a privileged existence. Salaries and bonuses were not extraordinary by national standards, but they provided a stable, enviable career. This tranquil path no longer exists. It has been replaced by one filled with unpredictable change and heartache. Many still enjoy a fulfilling, perhaps even extraordinary, career. But survival has been made more challenging with market upheaval, technological advances, consolidation and excess talent. Members in the industry have been deprived of long-term job security. Some leave due to industry downturns while others depart due to poor performance. A few embark on their own journey as emerging managers. In order to survive, all investment professionals need to adapt to the changing environment or shift energies to an entrepreneurial paradigm. Otherwise they will perish. Those who blaze their own trail will discover an unforgiving environment replete with numerous hazards. Most don't last very long or come close to reaching their potential. For many, their dream as an emerging manager will end after a harsh, ephemeral life.

ETHICAL CHALLENGES OF WOMEN ENTREPRENEURS IN COMMUNICATIONS: A NEW THEORETICAL APPROACH

Emma Daugherty, California State University, Long Beach

In recent years, studies investigating women entrepreneurs have proliferated. Researchers have studied motives, addressed pathways, observed practices in global markets, and measured levels of success and failure. Women entrepreneurs in the service industry, specializing in communications, marketing, and public relations, face a myriad of challenges when running their businesses. Issues relating to the balance of work and home, recruiting and retaining a solid workforce, and acquiring and keeping clients require constant attention. However, issues involving ethical dilemmas are the most challenging. This paper explores those challenges using qualitative data collected by conducting personal interviews with women entrepreneurs who started and now thrive in their own businesses as owners of firms that offer communications, public relations, and marketing services. Some of the ethical challenges examined include employee abuses, client misconduct, errors in billing, and product misrepresentation. Theories on entrepreneurial approaches are explored and addressed.

ETHICS OF USING GENETIC MODIFICATION TO FURTHER ECONOMIC DEVELOPMENT

Carolyn Ashe, University of Houston Downtown

This paper presents moral arguments on whether genetic modification should be used to further economic development. Genetic modification uses technology to add, subtract, or change the DNA of an organism. Genetic modification is also known as genetic engineering. Genetic modification is a powerful tool for trade and industry as well as research to develop products that can increase production, save lives, and enhance the quality of life. However, because it affects the natural process, it is yet unknown what implications it may produce in the future. There are moral issues and concerns with genetic modifications; do the benefits outweigh the risks and do the ends justify the means. There are moral arguments to be made, both for genetic modification of organisms and against genetic modification of organisms. Genetic modification is a current hot topic in regards to trade and industry expansion. Genetic modification is used in everything from crops and livestock to cures to diseases. The moral debate that surrounds genetic modification is between the pursuit of genetic modification and economic development.

EXPANDING HR RISK ASSESSMENT: A CALL FOR CROSS-DISCIPLINE APPLICATION AND RESEARCH

David J. Hoover, Troy University
Emma Cole, Troy University

Many organizations consider employees (talent) to be their most valuable resource. According to a number of recent surveys, CEOs recognize talent management to be among their highest priorities. HR's pervasive role in managing talent has traditionally focused on areas such as recruitment, total compensation, health and wellness, safety, and employee development from a functional approach. More recently this role has evolved to include organization-wide issues such as ethics, data security and organizational culture. This paper explores how HR can expand its role in talent management beyond the silo of its function through an enterprise-wide risk management approach (ERM) developed by five major professional accounting associations to support an organization's execution of strategies and the achievement of objectives. The paper also provides insight into how HR may strategically position its role within the organization to support the identification of talent pipeline risks across the enterprise and the development and execution of risk management initiatives to address these risks. Based on a literature review focused on human resource risks, current professional practices, and emerging risk management trends, we provide recommendations for further academic and practitioner research to assist human resource management and corporate risk owners in the management of enterprise-wide talent management risks.

EXPLOITING BIG DATA: A SOCIO-TECHNICAL PERSPECTIVE

Saurabh Gupta, Kennesaw State University
Vikas Agrawal, Jacksonville University

Big Data, or a large pool of data brought together from various sources, has been increasingly used by firms in public and private sectors alike across industry to seek new insights and make better, faster and timely business decisions. However, much of the research in this domain in general and information systems literature specifically, shows that there has been limited exploitation of these techniques. We content that it is because of a lack of a well-balanced socio-technical system approach to this topic. Sociotechnical systems (STS) is an approach to complex organizational work design that recognizes the interaction between people and technology in workplaces (Bostrom & Heinen, 1977). In this paper, we argue that while much of the focus of big data research has been on the underlying technology and the statistical approaches needed to exploit it, very limited work has been done on the other elements of the socio-technical approach i.e. the interaction between people and technology. Thus, the key objective of the paper is to outline a conceptual socio-technical model for big data usage. The focus will be on what kind of knowledge is needed to successfully understand and analyze big data in organizations. The paper will help frame future discussions on big data in organization by taking a comprehensive approach.

EXPLORATORY INVESTIGATION OF EFFECTIVE ACCOUNTING ETHICS CPE

Brian Wilson, St. Cloud State University
Joel Strong, St. Cloud State University
Kate Mooney, St. Cloud State University

The purpose of this study is to investigate the predictors of the effectiveness of mandatory ethics continuing professional education (CPE) required by the Minnesota Board of Accountancy (MnBOA) for Certified Public Accountants (CPA) renewing an active license to practice. Based on current literature, we developed and tested a model of effective accounting ethics CPE. CPAs licensed by the MnBOA were surveyed regarding the effectiveness of ethics CPE. Research questions include (1) if after ethics CPE CPAs report they are better prepared to address ethical issues and (2) if they report an increased awareness of ethical standards. Logistic regression was applied to the data to create a predictive model of possible outcomes. The predictive model for being better prepared found two statistically reliable predictors (1) whether CPAs experienced ethical situations encountered in CPE which were similar to situations encountered in practice and (2) CPAs licensed in the year 2000 or later. No predictors were found to have statistical significance for increased awareness of ethical standards.

FACING OTHER CULTURES IN GLOBAL BUSINESS: THE CASE OF CHINESE BUSINESS LEADERS IN U.S. MARKETS

Lawrence E. Zeff, University of Detroit Mercy
Mary A. Higby, University of Detroit Mercy
Daowen Ren, University of Detroit Mercy

Chinese business leaders believe that they are not in a position today to create best practices and innovations in their firms. Instead, these business leaders believe they must look to their global partners, especially in the West and the United States more specifically, for present innovations and best business practices until they are in a position to innovate in their own firms. These leaders are particularly interested in finding best organizational culture practices as they think that is the quickest and best way to create the environment within which Chinese businesses will be prepared for self-reliance in these areas. We note the differences between Chinese and American cultures, especially as perceived through the eyes of Chinese business leaders, then discuss perceptions of the bases for organizational culture in both U.S. and Chinese firms. Finally, results are presented of a survey conducted at a conference on organizational culture attended by Chinese leaders in the automobile parts industry – their agreements and disagreements with issues presented in the literature raised by Geert Hofstede's framework and other Asian studies on both organizational and national cultures. Conclusions indicate movement of Chinese national culture toward American characteristics and a strong desire by Chinese business leaders to break away from any past Chinese foundation and create a new national culture predicated on American-type values.

FRONT PAGE: PR IN PRINT

Amiee Shelton, Roger Williams University
Steve Messing, Roger Williams University

Major print newspapers are organized much like they have been for over a century, formatting stories to fit on the folds and pages of the paper. Public Relations, which has been around just as long as the news, maintains a very intricate and historic relationship with this form of media. Through a content analysis, we seek to quantify the presence of PR articles in the front-page news of newspapers. Front-page articles that were assessed for quantified public relations content included *The Wall Street Journal, Boston Globe, USA Today, New York Times*, and the *Providence Journal.* This study will help understand the prevalence of PR in the form of print newspaper and ultimately provide a picture of modem promotional journalism's symbiotic relationship with promotional material.

FUDDY DUDDIES IN THE WORKPLACE: THE ISSUES IN DEVELOPING MATURE EMPLOYEES

Tish Matuszek, Troy University
Diane Bandow, Troy University
Terry B. Self, Auburn University

In 2010, Google lost an age discrimination court case, *Reid v. Google*, for undisclosed damages. In addition to being called a “fuddy duddy”, Reid asserted that he was denied important development opportunities and was terminated, because he was not a cultural fit for Google, a company that shows a notable preference for younger employees. This precedent setting case highlights a problem that is epidemic throughout industry. Companies are terminating fuddy duddies. This paper posits that termination is often unnecessary and the result of poor employee development. At the same time, this paper highlights employee development as an underused organizational resource to protect these valuable employees. The U.S. Bureau of Labor Statistics indicates that 2016 will see fully one third of the work force being filled by employees aged 50+ years. While hiring mature workers has strengthened in recent years, there is little to suggest that development opportunities are targeting mature employees; conversely, anecdotal information indicates that development opportunities are decreasing as employees age. A final purpose of this paper is to introduce the fuddy duddy as a valuable, albeit underdeveloped, employee who is the target of discriminatory practices, thus setting the stage for organizations to find themselves with legal problems. Taken together, such organizational behavior creates a gap in human resource practice as well as a gap in mindful management practices that support the entire organization.

GUARANTEED RENEWABILITY IN HEALTH INSURANCE: TAKING INTO ACCOUNT CHANGES IN RISK STATUS AND COST OF DEATH

Annette Hofmann, St. John's University
Patrick Eugster, Allianz Suisse
Peter Zweifel, University of Zurich

Guaranteed renewability is an important feature of health insurance. It offers stability of premiums in the face of unexpected deterioration of health status. Although GR is a characteristic of social health insurance, it has recently been written voluntarily into policies by private insurers. Since death is associated with substantial extra cost (Steinmann et al. 2007), it seems questionable whether, in the long run, insurers will be able to sustain guaranteed renewability rather than investing in risk selection activity. However, extending the work of Pauly, Kunreuther, and Hirth (1995, PKH henceforth), this contribution finds that the combination of two modifications, 'possibility of returning from high- to low-risk status' and 'cost of dying', may cause the GR to be actually lower than in PKH in realistic conditions, contributing to the viability of GR in health insurance. This finding is of importance to private health insurers outside the United States, most of whom cannot transfer their enrollees to a special scheme for pensions, such as Medicare. However, death and the cost of dying are of some relevance to U.S. private health insurers, as well, given that mortality of the age groups 15 to 64 is much smaller compared to the 65-74 year old. Our approach can be used to estimate the per capita tax contribution necessary to finance Medicare (which offers GR) in a sustainable way.

HEALTH INFORMATION NEEDS OF BABY BOOMERS IN TAIWAN

Kaye McKinzie, University of Central Arkansas
Alex Chen, University of Central Arkansas
Meng-Feng Li (Mandy), Shih Chien University
Ming Chang Lee, Shih Chien University

As the baby boomer generation (age 50 plus) grows closer and closer towards retirement their health costs will continue to increase. One of the most proven methods of reducing health costs that can be implemented in a wide spread fashion for this generation is the use or preventive health care. Understanding the concerns and practices of this age group can allow the healthcare industry to better influence them and potentially drive health care costs and health care risks down. This survey was conducted as part of a master theses in late 2014 and 2015. Two of the purposes of the research were to examine health related attitudes and health information needs of baby boomers (aged 50 or older) in Taiwan. About 390 people completed the survey in Taipei City or New Taipei City, Taiwan. There were many interesting findings from this survey such as a high ownership of their well-being: "I am responsible for my own well-being", "I am willing to accept personal responsibility for my own health" and "I have a concern for the impact of the environment on my health". It was also found that they wanted more information about treatment and preventive treatment: "information related to illness and/or treatment" and "preventive care". Which implies a population which would be interested in the preventive healthcare market. The exploratory and confirmatory data analysis from this survey will be presented and explored in more detail identifying potential marketing opportunities.

HEY TWINKIES!: AN INVESTIGATION OF THEMATIZING TWINNESS

Jennifer Summary-Smith, Culver-Stockton College

The purpose of this study is to examine several audio recordings of naturally occurring conversations between monozygotic and dizygotic twin siblings. This study uses both semi-structured interviews and conversation analysis, investigating communication patterns, practices, and phenomena in everyday twin-to-twin talk. Conversational excerpts displaying the theme of twinness are chosen to guide this study. Thus, the following research questions are posed: (1) How does society's perception of twin siblings influence their interactions with one another? (2) How does society's perception of twin siblings influence their interactions with other people? Findings suggest that the theme of twinness is frequently discussed among the twin sibling participants at home and at school. The family systems theory provides an opportunity to understand the twin sibling subsystem. Although most of the twin siblings' conversations reveal positive sides or benefits of being a twin, one set of twin siblings struggle with de-identification from each other. The purpose of this study is to better understand the relationship and communication between this unique dyad.

HOME-BASED BUSINESSES: WE'RE A LONG WAY FROM "WORK-AT-HOME MOMS"

Marty Mattare, Frostburg State University

There is a growing, important network of home businesses (HBB) vital to the economy of the United States. Stop by any number of coffee houses in the Washington, DC Metro area about 10:00 a.m. and you will see tables filled with entrepreneurs 'at the office,' talking on cell phones, working on wireless laptops, or swapping stories (Mattare, 2006). HBB represent an important but overlooked form of entrepreneurial activity (Vorley, T. & Rodgers, P. 2012). Key researchers are Joanne Pratt who, in a special report for SBA stated, "working out of the home has become a significant and growth phenomenon in the United States (Pratt, 1993) and Nancy Jurik who described self-employment as a gendered phenomenon (Jurik, 1998). Bardwell & Spiller (2015) looked at the differences between women-owned HBB and office-based businesses. Women entrepreneurs have fewer employees, work fewer hours, are more likely to hold second jobs, are not involved in international business activity, and are most often located in suburban and rural geographical areas. Home-based businesses generate less income and are less successful. This paper presents cases of twenty professionals who left high-powered careers to start a home-based business. Time in business ranged from two to over twenty years. All were financially self-sustaining and successful. Themes for leaving lucrative jobs were: 1) desired autonomy; 2) had a big opportunity to start the business; 3) were laid off and had to do something; and 4) desired a lifestyle change.

HOW DO COMPETITION AND CAPABILITIES INFLUENCE MANAGERIAL PERFORMANCE?

Majidul Islam, Concordia University
Ashrafee T. Hossain, Memorial University

The environment—namely, new entrants, substitute products, abundance of competitors with diverse strategies, lack of differentiation, origins and personalities (Porter, 1979)—in which an organization operates dictates how the company should plan its internal business processes as well as its learning and growth development to satisfy customers, thereby achieving enterprise performance. For this study, we collected data until February 2009 by surveying American and Canadian companies using the Dunn and Bradstreet database. We used OLS regression to test hypothesized relations between the variables. We found that there was a positive relationship between learning and growth (LG) and technological dynamism (TD) and between LG and environmental competitiveness (EC), but there was a weak positive relationship between LG and internal business process (IBP). These results support our argument that firms that confront the external environment need to invest in IBP in order to succeed. We found that LG has a strong positive relationship with EC but not a significant relationship with TD. While LG had a strong positive influence on customer satisfaction (CS); IBP showed a very weak positive relationship, but financial performance (FP) had a strong positive relationship with EC, IBP, and CS, but a relatively weak positive relationship with TD and LG. This means that a competitive environment with fast-moving technology influences firms to invest in internal processes and human resources, which, in turn, creates customer satisfaction and, thus, better operating results. Before the results can be generalized, more research is warranted.

HUMAN COST OF JOB STRESS AND BURNOUT IN FOUR COUNTRIES: IMPLICATION FOR GLOBAL MANAGEMENT

Muhammad Jamal, Concordia University
Syed Waseeq Ahmed, University of Toronto

This study examined the relationship of job stress with burnout and psychosomatic health problems among employees in Canada (N = 535), People's Republic of China (N = 685), Malaysia (N = 305), and Pakistan (N = 321). Data were collected by means of a structured questionnaire from full-time employed people in four metropolitan cities in four countries on overall job stress, job stressors work overload, conflict, ambiguity, resource inadequacy, and burnout and health problems. Bivariate multiple regressions were used to analyze the data. Overall job stress and the four job stressors were significantly related to burnout and health problems in the predicted direction in all four countries. Some support for the country effect (t-test) on four job stressors was also found in the present study. In general, the findings of this four nation study tend to be supportive of convergence as opposed to divergence perspective in cross cultural management research. Implications of the findings are discussed for future cross cultural/global management research.

HUMAN RESOURCE RESPONSIBILTIES FOR EMPLOYEE CARE GIVERS

Tish Matuszek, Troy University
Diane Bandow, Troy University

Recent data indicate that more than 40,000,000 adults in the United States are providing care to aging parents. While many of the caretakers are providing this voluntary health care on a part time basis, many are full time care givers and primarily responsible for the health and well-being of another person. At the same time that caretakers are providing health care for family members, many are frequently fully employed as a worker for another organization. The impact is that employees are being paid to work a full time job for an organization while working another job outside of the paid employment, thus working additional hours every week as unpaid volunteers. However, a review of the human resource literature indicates a dearth of data or other information to educate human resource practitioners and their companies about the issues that come with employees who are also involved in care giving. The current human resource literature does not provide adequate information about policy, process, needs, and other human resource issues surrounding care giving that occur on a daily basis in the workplace. This lack in the human resource literature indicates a gap in practice in an area that immediately requires attention. This paper is designed to open the door for the discussion about the part that human resources management plays in the care of our rapidly aging population.

IDENTIFYING AND REMEDIATING ROGUE SERVICES WITHIN A CLOUD BASED VIRTUAL MACHINE

Denis Guster, St. Cloud State University
Mark Schmidt, St. Cloud State University
Paidi Karthik. St. Cloud State University

While the benefits of Cloud computing are well known, often the security risks involved are new and substantial. The hosts of choice in the cloud, the virtual machine (VM), are created in large numbers. This means that it becomes very difficult to keep track of each service running within the cloud. Fortunately, commands exist within the LINUX operating system that can be used to evaluate the purpose of transport layer ports related to the services running on a given host (VM). The example utilized in this paper is a complex remote procedure call (RPC) service, which generates multiple dynamically defined ports that will be evaluated using LINUX commands. Besides the expected legitimate ports there were also suspected rogue ports. These ports were created as a function of the RPC software, but were not traceable to a process id or the originating executable. The fact that these ports forked from a kernel level process made it difficult to trace their origins. Fortunately, because these ports were generated dynamically and their purpose was not known to the system administrator the firewall block definition was not updated and traffic to that port remained blocked. Simply stated by default the firewall was in place to automatically block unknown traffic whether legitimate or not. In this case the default definition served well. To remediate this problem more care needs to be used when defining/evaluating policy. Additionally, it is suggested that the port evaluation procedure be recorded and automated through the use of LINUX scripts.

IDENTITY AND CONTESTATION IN THE NATIONAL ORGANIC STANDARDS

Gregory E. Robbins, Southern Connecticut State University

The market for organic food is crucially dependent on government regulation for its existence. Consumers cannot tell by inspection whether a particular item of food is organic or not, so their willingness to pay a premium for organic food depends on third party certification. When private and regional certification schemes proved inadequate, the industry successfully lobbied for the creation of national standards. Since then, the USDA's National Organic Program (NOP) and its associated standards have been the site of intense contestation, as firms, industry associations, consumer watchdog organizations, environmental groups, and individuals attempt to influence the regulatory process. This paper examines the ways in which identify is mobilized by various actors to influence the rulemaking process, and the effects of such mobilizations. While much of the ongoing rulemaking activity is routine and concerns technical adjustments to the organic standards, the most contentious and high profile struggles have involved arguments over the basic definition of "organic." Furthermore, these differing identities for "organic" become tools for mobilizing supporters, who are urged to act to help preserve the "integrity" of organic food. More expansively, this also evokes a frame that also assigns particular identities to those who are supposedly attempting to "corrupt" the meaning of organic as well as those who rise to defend it.

INCREASING LEARNER SATISFACTION AND ENGAGEMENT THROUGH INTERACTIVE SIMULATION ACTIVITIES

Christina M. Jackson, University of Nebraska Medical Center
Steven McGahan, University of Nebraska at Kearney

It's imperative to develop activities that are pedagogically sound, yet provide learner satisfaction and engagement. Simulations help students synthesize information by connecting traditional content acquisition, through lecture, reading, and assignments, with hands-on learning. When students interact with the content, a deeper level of learning is achieved, while feedback from instructor and peers creates a higher level of engagement. Interaction and engagement creates a synthesis in learning. Simulations—from simple to complex—can be utilized in all disciplines. These interactive activities appeal to learners of all ages and educational levels while also accommodating multiple learning styles such as visual, aural and kinesthetic. Interactive simulation activities do not need to be complex or professionally developed to be effective. Pre-built games and simulations are available, but may not fit directly into instructional activities. Basic simulations using software available to most faculty can be used to create more engaging activities. The more professionally developed/complex simulations create a more immersive experience, but may require large investments of time and/or capital. There are advantages and disadvantages to both simple homegrown and professionally developed activities. Recommendations for finding and creating interactive simulation activities will be discussed.

INNOVATION AND ENTREPRENEURSHIP: TEACHING OPPORTUNITY RECOGNITION BY 'WALKING AROUND'

Marty Mattare, Frostburg State University

Entrepreneurship programs are blooming. There is a universal recognition that innovation and entrepreneurship are keys to economic health – in well-developed and third world nations. Opportunity recognition is thought to play a major role in the process of creating a new business (Baron, R. A., & Ensley, M. D. (2006). It could emanate from detection of meaningful patterns (Baron, R. A. (2006). Or, it could be a result of social influences (Ozgen, E., & Baron, R. A. (2007). It is, however, fundamental to the process of entrepreneurship. Opportunity recognition is defined as: *entrepreneurial opportunities are discovered through recognition rather than purposeful search; prerequisites for successful opportunity discovery are a combination of entrepreneurial awareness, access to extended social networks, and prior knowledge of markets and customer problems; prior knowledge could exist due to work experience, personal, non-work related experiences and events, or due to relevant to these markets education. Further, opportunity recognition does not require an exceptional level of creativity, and is not likely to involve a prior knowledge of the ways to serve markets* (Ardichvili, A., & Cardozo, R. N. (2000). This paper explains a process used in an entrepreneurship classroom to teach the first steps in opportunity recognition and entrepreneurial alertness. Students are given a lecture about the process of developing a new business with a particular focus on the creation process. Then, they are asked to walk around campus to purposefully look for potential business opportunities. After the exercise, the students are asked to perform a feasibility study.

INSTRUCTIONAL AND PEDAGOGICAL LESSONS FROM THE TCU VITALS CAMPAIGN: THE SERVICE LEARNING PROJECT THAT COULD

Amiso M. George, Texas Christian University

The award winning campaign, TCU VITALS, funded by The Foundation for Alcohol Responsibility (FAAR), a not-for-profit organization dedicated to fighting drunk driving and underage drinking, was taught as service learning class in three semesters over three years, 2011-2013. VITALS is an acronym for the symptoms of alcohol poisoning --Vomiting, Incoherent, Temperature, Absence of color, Low breathing and Seizure. TCU VITALS campaign exceeded its initial goal of 10 percent to reach approximately 50 percent of the student body. VITALS attracted local and national attention through coverage by Fox-TV-4, Dallas, which broadcast live from campus, *TCU 360*, the *Fort Worth Star-Telegram* and *Huffington Post*. The campaign embodies the National Service Learning Clearinghouse definition of service learning: "a teaching and learning strategy that integrates meaningful community service with instruction and reflection to enrich the learning experience, teach civic responsibility, and strengthen communities." Pre and post campaign assessment provided opportunities to compare expectations versus reality. Peer evaluation highlighted the importance of teamwork. The campaign exemplified collaboration and cooperation among the students and community organizations in planning and executing an effective service-learning project. Most important, it provides *lessons in pedagogy and instruction in a service-learning designated course.*

INTERNATIONAL COMMUNICATIONS (IC) IN CHILEAN UNIVERSITIES, A QUANTITATIVE ANALYSIS OF INTERNATIONAL PUBLIC RELATIONS FUNCTION IN CHILEAN HIGHER EDUCATION SYSTEM

José Luis Meza, Universidad de Valparaíso

Knowledge of International Communication (IC) has not grown along with the internationalization of universities. Globalization and the marketization of education are pushing universities to a more effective bond with their environment. Chile does not exhibit enough research on IC management in universities and requires data to help understand it. An Online survey was conducted on those responsible for IC in the 43 accredited universities in Chile. The opinion of 58% of them was collected, i.e., 25 institutions, 11 public and 14 private. International Relations Offices are in charge of IC in 70% of Higher Education Institutions. Only 32% have periodical plans and 48% maintain stable budgets. Although 60% claim to have IC subordinated to a strategic plan, only 12% evaluates it. People in charge have no communication training nor do the teams. Websites, printed material in English language and international fairs and missions are the most common activities. International communications have an operational nature in Chilean universities and seem to have no corporate purposes, but marketing. Private institutions - more market oriented - shows better performance. The findings shed light on the weaknesses in the IC management and could help to improve processes. Higher response rates would increase the validity of the data; however, in an exploratory logic, the study provides areas to deeply analyze in further studies.

INTERNATIONAL MARKETING OF SERVICES AND THE DEVELOPING COUNTRIES: PAST TRENDS, FUTURE PROSPECTS, AND CHALLENGES

Philemon Oyewole, Howard University

Internationalization of services has gained a great moment in recent years. Paper analyzes prospects of developing countries in the international marketing of services by examining past trends of service exports by developing countries, and relating these to demand for services in the developed countries through a series of auto regression analyses. Via these auto regression analyses, five hypotheses were tested involving the four main categories of services (namely: Travel services, Transportation services, Communications services, and Financial services according to World Bank's classification) and total service exports. Results show that developing countries were marginalized in the international market for services over the 20-year study period of 1993-2013. However, there are bright future prospects that; as demand for services increases in the developed world, service exports by developing countries will increase as well. The greatest prospects would be in communications services, followed by travel services. Implications of these findings for government policy, and private sector marketing and investment strategies are discussed.

INVESTIGATING FACTORS INFLUENCING ADOPTION OF MOBILE PAYMENT

Liqiong Deng, University of West Georgia
Brad Prince, University of West Georgia
Douglas Turner, University of West Georgia

In recent years, mobile payment has emerged as a new payment method transcending both the temporal and spatial constraints. However, the adoption of mobile payment has been slow. Mobile payment refers to the use of mobile devices to initiate, authorize, and confirm payment transactions (Au and Kauffman, 2008). Drawing on the traditional technology adoption theories and more recent research on mobile payment adoption, this paper develops a research model to explore important factors underlying users' intention to adopt mobile payment. The model focuses on the effects of perceptions of mobile payment characteristics (perceived relative advantages, perceived effort expectancy, perceived compatibility, and perceived risks of mobile payment), characteristics of mobile payment use context (time criticality and spatial criticality of access to payment service), subjective norm concerning mobile payment usage, and individual characteristic of potential users (individual mobility). An online survey study was conducted to test the research model and its associated hypotheses. The survey results suggest that the individual mobility of potential users, the perceived compatibility and risks of mobile payment, and the characteristics of mobile payment use context are significant predictors of the intention to adopt mobile payment.

INVESTIGATION OF THE ROLE OF BOUNDARY SPANNERS IN HOSPITALITY BRANDING: CUSTOMERS' PERSPECTIVE

Abednego Okoe Feehi, University of Professional Studies
Rhodalene Amartey, Ghana Institute of Journalism
Nathan Austin, Morgan State University

Corporate branding is considered a critical key success factor in hospitality branding. In service branding however, frontline employees or boundary spanners are synonymous with the service organization as the "moment of truth" form the basis for customer evaluation of the service. The purpose of the study is to examine the role of frontline employees in corporate branding in the hospitality industry. Employees are now viewed as playing a key role in brand management as they facilitate the communication between the organization and its customers. The identification of the diverse roles of frontline employees in a service organization setting will provide the opportunity to distill appropriate strategies in managing and promoting hotel brands. The study adopted a survey research design, and data were gathered through questionnaires. A sample size of three hundred (300) customers from respective hotels were selected using convenience sampling technique. Data was analyzed using correlation and regression analysis. On completion of the study, the findings are expected to establish a correlation between aspects of frontline employees and corporate branding of hotels. Based on the gaps in the literature, there will be classification of frontline employees in key thematic areas. The study will have implications for scholars and practitioners in the hotel industry. The lessons to be learned from the findings can add to the service and branding literature as well as improve hospitality management.

IS POLLUTION AN INEVITABLE CONSEQUENCE OF INTERNATIONAL TRADE?

Sang Won Yoon, Southern Connecticut State University

We examine causes of environmental degradation in an open economy with international trade by studying the pattern of trade between the developed country and the developing country. Assuming that both economies are productive enough to grow and regulate pollution emissions optimally over time it is found that the developing country is bound to specialize in producing the pollution-intensive goods in a growing economy as long as there exists a sufficiently great technology gap in the production of environmentally friendly goods between the developed country and the developing country. The conclusion holds even if the marginal valuation of environmental improvement increases rapidly in the developing country. The developing country needs to export pollution intensive goods where it has comparative advantage to finance imports of environmentally friendly goods which it values more over time. It is suggested that global cooperation for technological development to reduce pollution in the dirty manufacturing industry is needed to prevent ever worsening environmental degradation in developing countries.

LABELING SCHEMES: WHAT DO THEY REALLY MEAN?

Kristin Fox, University of West Georgia
Taylor McDermott, University of West Georgia
Susana Velez-Castrillon, University of West Georgia

We investigate the use of labelling schemes in food, cleaning, personal care, and other household products to identify existing labels and their meaning. Using a convenience sample, we identified 19 labels in different categories. The purpose of these labels varies: to identify particular ingredients (e.g. gluten-free), to detail the origin and processes of a product (for example Fair Trade), to highlight particular practices (for instance Animal Welfare Approved), or to indicate a place of origin (such as Quality USA). None of the labels we found are issued by the government. Some of these labels are created by Non-Governmental Organizations (NGO) to distinguish products and companies that meet their particular standards. However, other labels seem to be created by the manufacturer without reference to any particular regulation or NGO-backed guidelines. Looking at these labels, consumers would be hard-pressed to know which ones of them are part of a legal mandate, which ones have clear definitions as part of some NGO program, and which ones are essentially meaningless marketing tools that provide no assurance about the content of the product, or its life cycle. We propose the development of a symbol, similar to the copyright © or Trademark ™ symbols, to identify eco-labels, food-labels, and other labelling schemes that are backed by actual guidelines issued by third-party certification organizations like government agencies, NGOs, producer associations, etc. Using the symbol would give customers peace of mind about the truthfulness of the products' labels without having to do their own research about the claim.

LEADERSHIP AND ITS LINKAGES ON THE FACULTY – STAFF COMMITMENT

R.A. Priyadharshini, Shiv Nadar University
Kaushik Chaudhuri, Shiv Nadar University
Paul A. Fadil, University of North Florida

Issues of leadership in institutes of education have been advocated as productive under conditions fundamentally the same as those subjected in corporate settings. Considerable evidence also suggests that leadership practices could contribute in the development of capacity in terms of work involvement and commitments of faculty and staff members in educational institutes. In this conceptual paper, we try to build up a theoretical framework on how the perceived leadership practices in the light of the five dimensions postulated in the Leadership Practice Inventory, of faculty and staff in higher educational institutes will influence and enhance their self - commitment and work involvement. Secondly how such outcomes could further impact significantly to the faculty and staff involvement as rated by students and how it could provide linkages with the academic, transition, intellectual and social engagements among the first and second year students in the institutes of higher education. Strikingly few universities globally have women leaderships running institutes of higher educations. In India, the situation is more dismal. Only 3% of universities have female vice-chancellor as academic and administrative heads. Finally, we try to seek answers conceptually to this last research question if there are prevalence of similar glass ceilings as in the corporates and probe on the linkages of role congruity theory of prejudices with female leadership in the institutes of higher education in India and globally. We have argued on the relevance and implications of this study not only in the context of emerging economies such as India but also globally across the developed nations.

LEADERSHIP AT ALL LEVELS: DEVELOPING MANAGERS TO DEVELOP LEADERS

Diane Bandow, Troy University

Some management practices have evolved over time yet management employees often practice traditional employee management approaches that do little to support employee participation, collaboration, create trust, demonstrate leadership or encourage commitment and engagement in organizations. The current environment of hyper-competition and continuous change calls for leadership at all levels of the organization, not just from those with leadership titles. To develop an environment that encourages leadership from everyone, management practices must demonstrate a more effective approach to develop employees; this focus should include role modeling, coaching and mentoring with less emphasis on expecting obedience to commands. The goal of managerial development is to ultimately develop more effective employees at all levels of the organization. With this focus, organizations should align managerial development opportunities with organizational goals and abandon the bureaucratic model which is not effective in addressing continuous environmental change. Expectancy theory, social learning theory and situated learning are proposed in a systematic approach to develop managers and change behaviors necessary to support the development of other employees. Strategic, operational, and tactical leadership behaviors and goals must be evident and in alignment with strategic goals.

#LIKEAGIRL

Yu Chen, University of California, San Diego

"What does it mean to do something like a girl?" is the essential question that has been discussed in a video advertisement "#LikeAGirl," which promotes Always, a brand of feminine hygiene products. Only on YouTube this commercial has been viewed millions times. Besides the market-related massage, this clip was supposed to convey a feminist viewpoint unraveling some of the gender biases. However, I argue that instead of deconstructing gender discriminating stereotypes this commercial on the contrary reinforces them. In my research, I analyze the content of feminist video ads and its influence on the audience's gender recognition. I am approaching this case study by using the methods of content analysis and focus group. For the content analysis, I am looking at such categories as the styles actors and actresses are dressed, the ways they speak, the stereotypical looks they present, and so forth. For the focus group, I am sampling 10 males and 10 females from 12 to 19 years old. They will watch the video and answer the survey questions afterward. In several weeks after the focus group, the participants will be asked follow-up questions and those who are older than 18 years old will form an experimental group to test the dynamic in their gender biases reception.

LINK BETWEEN CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND CUSTOMER LOYALTY: EVIDENCE FROM THE HOSPITALITY INDUSTRY

Abednego Okoe Feehi, University of Professional Studies
Helen Arkoful, University of Professional Studies
Nathan Austin, Morgan State University

Modern marketing considers Customer Relationship Management (CRM) as foundation for the success of any business. Without Customer Loyalty (CL) however, no business will survive in the long term. The objective of the study is to investigate the effect of CRM practices on customer loyalty in the Ghanaian hospitality industry. The study will explore the critical components of CRM that impact the dimensions of CL within the context of the hospitality industry. A survey research design was employed and the respondents totaled three hundred (300). Questionnaire was used to collect the data and analyzed using ANOVA and regression. The findings are expected to demonstrate the specific components of CRM relevant to the development of customer loyalty in hospitality management. Further, the study is expected to identify the levels of loyalty practiced by clients based on the theoretical underpinnings of the study. Practical implications will include the relevance of the study in contributing to academia and influencing practitioners approach to building customer loyalty in the industry. The results are further expected to show the effect of CRM on CL.

MAXIMIZING THE BENEFIT OF THE COOPERATIVE EDUCATION EXPERIENCE THROUGH GOAL SETTING AND JOURNALING

Dennis Laker, Widener University

One of the most dominant approaches to acquiring professional experience while still in school is cooperative education (Co-op). Most colleges and universities offer co-ops in one form or another. In its basic form, a co-op is a structured, multiple year program that integrates full-time employment with full-time academic study. At our institution, this arrangement leads to the student graduating with their degree in four years and with one year of full-time employment related to their field. Most students primarily do a co-op to acquire a line on their resume and possible employment post-graduation, but there is so much more that can be acquired through this experience. In a way of maximizing the benefit of this experience, goal setting and journaling were introduced as a way of effectively capturing the benefits of this experience. Edwin Locke's theory of goal setting, its' application and the application of "SMART" goals are discussed in relationship to the student's coop experience. Instructions and tips to students, supervising faculty; as well as illustrations of specific coop goals are presented.

MEASUREMENT OF BRAND EQUITY: DOMESTIC vs. FOREIGN PODUCTS CONTRASTED

Erdener Kaynak, The Pennsylvania State University at Harrisburg
Talha Harcar, The Pennsylvania State University at Beaver

The present study attempts to measure the brand equity impact on consumers' taste perception and preferences to buy. In this research study, two different concepts were examined. The first was the measurement of differences between labeled and unlabeled taste test for global, national and local bottled water by Moroccan university students. Second, the research investigated the relationship between brand equity and rating of overall quality, taste perception, and the resultant intention to buy. With brand equity as the focal construct, this study uses product taste analysis as a proxy for global, national and local brand preference in order to identify if overall product quality, taste perception, and intention to buy changes among Moroccan university students. With this research, we have confirmed and qualified the relevance of the brand equity, country of origin and perceived foreign, national and local product qualities. Brand equity boosts overall perceived quality and generates different product taste and buying intention. On the other hand, in the studied case, ethnocentrism level did not affect buying intention. This study only considers one category of products, described using only two category of ethnocentrism level. Hence, further research might replicate our study with products that represent different product categories and different source countries. Finally, this study could be replicated in different demographic groups, where foreign bottled water is perceived and evaluated differently and may induce different perceptions or signals.

MEASURING THE IMPACT OF U.S. ACTIVISM AND POLICY DECISIONS ON HYDRAULIC FRACTURING POLICY GLOBALLY

Denise P. Ferguson, Pepperdine University
Michael F. Smith, LaSalle University
Bonnie Efird, Pepperdine University

Hydraulic fracturing, or "fracking," is a practice energy companies use globally to pump large volumes of water, sand and chemicals to crack shale, releasing natural gas into wells. Communities and environmental organizations have mobilized globally to protest fracking, citing dangers to people, animals, communities, and the natural environment. While the U.S. is the undisputed leader in shale gas development and use, the practice has been explored, proposed, or instituted globally in a number of countries. This paper surveys global fracking and activism, offering a framework for developing specific measures of that impact. Key measurement criteria for judging effectiveness are (1) goal attainment; (2) share of voice (What actors are participating in public debate? Which actors are not? What is the nature of the debate?); and (3) organizational maintenance (Does the organization have needed resources, and is it growing?) The paper will also address the impact of media and political systems on the environment for public relations practice that are relevant to the issue of hydraulic fracturing debate.

MEDIATING ROLE OF HRM PRACTICES IN CMNCS EMPLOYEES' ORGANIZATIONAL COMMITMENT

Kang-Hwa Shaw, Shandong University
Mohammad Mahfuzur Rahman, Shandong University

This paper focuses on the mediating role of Human Resource Management (HRM) practices that support learning a language and subsequent relationships with organizational commitment in Chinese multinational corporations (CMNCs). An imperative work for a CMNCs manager is to accurately measure the commitment for their employees towards the organization in order to evaluate their HRM practices effectiveness, which can be translated into committed employees. HRM practices in CMNCs have received much attention in the recent organizational behavior literature. However, little research has specifically focused on HRM practices that support learning a language which drives the employees' commitment to the internationalization process.
The purpose of this study is to gain a deeper understanding of the effectiveness of HRM practices in CMNCs. A sample of 180 CMNCs employees is used to substantiate our framework. We empirically examine our model with HRM practices that support learning a language and organizational commitment - with HRM practices found to partially mediate the relationship between the self perceived English language proficiency of the CMNCs employees and organizational commitment. Overall, the result indicates that self perceived English language proficiency has a strong relationship with HRM practices that support learning a language. Similarly, HRM practices contribute significantly to employees' organizational commitment. Moreover, HRM practices were found to be an effective link between self perceived English language proficiency and organizational commitment. By elucidating these effects, this paper contributes to the stream of research in human resource management examining the role of language in internationalization process more generally.

MEETING THE CLERY ACT'S TIMELY WARNING GUIDELINES DURING AN EMERGENCY: STUDENT COMMUNICATION PREFERENCES

Christina M. Jackson, University of Nebraska Medical Center

Research has shown that individuals turn to social media in times of crisis. Millennials, as heavy users of social media, often blur the lines of communication as they integrate their social networks into an ongoing conversation that shifts from social media to interpersonal interactions and back seamlessly. The institutions they attend must consider reaching out to them using the platforms they use, rather than the ones the institution may prefer. Campuses are bound by the Clery Act to provide timely communications during a crisis. Social platforms can be used as additional mechanism to ensure messages are delivered quickly; meeting the intent of the law. The purpose of this study is to explore how students prefer that they institutions they attend communicate with them during a campus emergency. The current investigation surveyed students (n= 754) at a public university in the Great Plains to explore preferred methods of contact during a campus emergency This information can help provide direction to institutions as they consider their crisis communication plans.

MINDFULNESS IN THE ORGANIZATION

Margaret A. Goralski, Quinnipiac University

Mindfulness is to live in the moment. To experience life fully in the present – no thought of history, what happened prior to this moment – or the future – what will happen after this moment. Mindfulness in the organization would seem to be averse to the thinking that needs to take place in an organization, however, mindfulness and meditation are becoming more ubiquitous in organizations as organizational leaders are finding it necessary to unify a person's mind, body, and spirit in the workplace. A person who is passionate about what he or she embarks on is most effective and efficient whether in the workplace or in an extended society, but how to create this kind of passion in a wider body of workers has been a conundrum. And yet, the world's most admired organizational leaders understand that caring for the physical, mental, and spiritual well-being of their employees and the community is vital to their business. Mindfulness – stopping the chatter of the inner mind and opening one's mind to the happiness and joy of the moment – the external stimuli of the senses – may capture a person's commitment to excellence while allowing him or her to become more relaxed and at the same time energized. It may focus a person to unitask instead of to scatter one's mind in multitasking. This paper explores mindfulness from its roots in Buddhism to its expansion into current day organizations.

NEPOTISM: CAN IT AFFECT THE BOTTOM LINE?

Dennis Laker, Widener University
Mary Williams, Widener University

Whether or not to hire an employee that is related by blood or marriage to an existing employee is a difficult question that most firms must address. Research into the plus and minuses of this type of "nepotism" is very limited and therefore the effects of this type of hiring are poorly understood. One major issue that has caused a roadblock for researchers in this area is the availability of actual data that measures degrees of nepotism and the impact of nepotism on the bottom line. The present study offers empirical evidence and examines the relationship between nepotism and various measures of financial performance. Using 75 branches of a large commercial bank in the Dominican Republic, nine financial measures of branch productivity were measured and the effects of nepotism analyzed. The results show that the levels of nepotism had a significant positive effect on several measures of financial productivity at the branch level.

OPINION MAKING PROCESS IN THE POLITICAL ARENA: THE RELATIONSHIP AMONG MEDIA AND POLITICS IN A CROSS-CULTURAL ENVIRONMENT

Andreu Casero-Ripollés, Universitat Jaume I de Castelló
Josep Lluis Micó, Ramon Llull University
Enric Ordeix, Ramon Llull University

The objective of this research is to analyze the framework of the process of news-making, the influence of political actors on journalists and the media due to the media's fundamental role in the construction of public opinion in a cross-cultural environment. The methodology used is based on in-depth interviews with a sample of 45 individuals (journalists, political actors, and directors of communication), using Spain as a reference. The analysis is centered on four large contexts where political influence on the media can be manifested: agenda setting, frame building, the role of communications offices, and the effects of political pressures. The results reveal the dominance of tensions between the media and political actors in the news-making process. However, instead of considering these tensions harmful, they are mostly perceived as healthy in democratic terms. Additionally, the great prominence and power of communication offices in the extent of political influence on the media is reinforced. Finally, despite the importance of conditioning factors, especially the size of the media, political organizations, and communications offices, the primacy of a Politics-Media-Politics cycle can be detected, where political influence plays a key role.

OVERVIEW OF CHALLENGES IN THE CORPORATE SOCIAL RESPONSIBILITY FIELD IN SAUDI ARABIA: EXPLORING WAYS TO ENHANCE CSR INITIATIVES

Raghad K. Thabit, Emerson College, Boston, MA, USA
Owen Eagan, Emerson College, Boston, MA, USA

Corporate Social Responsibility (CSR) has been evolving in a fast pace during the last decade in the Kingdom of Saudi Arabia. While this field has been rapidly improving, new challenges and problems have emerged. Based on literature review, questionnaire results, and in-depth interviews with CSR experts in the Kingdom, this research presents examples of the major challenges and problems in the CSR field in Saudi Arabia. These challenges are faced by CSR practitioners and experts, whereas the problems are affecting the initiatives and activities. The highlighted challenges in this research include finding data and corporate authority while the problems include unwisely chosen activities, unsustainable activities, and the focus on advertisements to promote the company's equity. This research proposes solutions for the discussed challenges and problems. Such solutions will have to be supported and executed by the companies, as well as the government of Saudi Arabia. The companies' roles include planning for CSR initiatives as part of the company's strategy, assigning annual budget for CSR, and empowering CSR practitioners. On the other hand, the government role consists of generating CSR guidelines and legislations, building a CSR hub, and creating CSR award system. We hypothesize that the application of these solutions can potentially enhance the level of CSR within the Kingdom.

POLITICAL VISUAL NARRATIVE AND ITS EFFECT ON ONLINE HUMAN COMMUNICATION

Maria Qasim Toru, Emerson College

This paper aims to explore the relationship between user generated Political Visual Narrative (in Web 2.0 era) and its effect on online human communication. For this purpose, the comparative case study analysis of two political campaigns is being undertaken in two different cultural contexts. 1. Obama's 2008 presidential campaign 2. Imran Khan's Azadi (Freedom) March Campaign 2014.

PUTTING THE SOCIAL BACK IN SOCIAL MEDIA: A LONGITUDINAL, META-ANALYSIS OF SOCIAL MEDIA RESEARCH IN PUBLIC RELATIONS

Michael L. Kent, University of Tennessee, Knoxville
Maureen Taylor, University of Tennessee, Knoxville

Today, nearly every business, non-profit, and government organization has a social media strategy that contributes to public relations, advertising and marketing goals. What are the outcomes of these social media strategies? This paper reports the results of a longitudinal, meta-analysis of public relations research about social media. The findings suggest that public relations scholarship considers social media as tools or channels for controlled communication. The longitudinal data show that the vast majority of public relations research has neglected to study the "social" in social media. Current research ignores the interactional and co creation of meaning made possible by interactive, dialogic communication tools.

QUALITIES OF THE PRINCIPLED COMMUNICATOR: A THEORETICAL FRAMEWORK

H. Paul LeBlanc III, The University of Texas at San Antonio

The relationship between ethics and the communicator have long been recognized by communication scholars. However, studies in ethics and the evolution ethical theory building has diverged from applied studies in communication over the intervening centuries. This theoretical work seeks to tie a theory of ethics with communication theory that takes into account the historical significance of the development of rhetoric from the time of the pre-Socratics. Also reviewed and analyzed are historical developments in epistemology which impact ethics theorizing. An epistemological framework is applied to a set of qualities for ethical communication. These qualities of the principled communicator include listening before speaking, consideration of the other's point of view, and humility. More specifically, the concept of humility is described within the context of intrapersonal to mass communication. The primary relationship between communicative humility and ethics is further elaborated upon. A crucial goal of the manuscript is to move beyond social constructionism (the current status-quo) as a basis for ethical theorizing related to communication.

QUALITY COMFORT CARE AS A DRIVER OF QUALITY MEDICAL CARE IN NURSING HOMES AND LONG TERM CARE UNITS

Robert A. Page, Jr., Southern Connecticut State University
Anthony S. Richardson, Southern Connecticut State University
Jean F. Coppola, Pace University

Nursing home administrators are caught in a "perfect storm" of rapidly increasing health care costs, decreasing reimbursement and increasing competition. This paper documents how these pressures, and the competing agendas of different stakeholders - patients, government agencies, trustees/owners and staff - create cascading misalignments resulting in compromises of the quality of comfort care. These problems are inevitable, given the increase in unfunded mandates, where performance evaluation is decoupled from actual performance. This culture of under-reporting and non-compliance results in a hierarchy of systemic neglect, presented in the paper in terms of Activities of Daily Living (ADLs) most likely to be skipped, and patients most likely to be ignored. Ambient technologies are explored as a means of tracking actual care versus reported care. Independent quality of care tracking and documentation of ambient data, coupled with best practice research and wards, are explored as a methodology to combat the culture of systemic neglect and non-compliance. While a variety of Healthcare IT professionals and stakeholders may advocate for more effective technological solutions, the technologies that are effective but expensive tend to be gamed, ignored, or subverted with fabricated data. Due to financial pressures caused by unfunded external mandates, the only technologies that are perceived as feasible for adoption offer real cost advantages. Implications are discussed.

RATIONAL ADDICTION IN HIGH PERFORMANCE SPORTS

Michael Barth, Friedrich Schiller University Jena
Eike Emrich, Saarland University
Frank Daumann, Friedrich Schiller University Jena

Using economic theories to examine high performance sport systems offers the possibility to focus on unintended consequences of institutions (for unintended consequences of social action: Merton, 1995). This article deals with the question of whether the behavior of athletes, who are integrated in a national high performance system, can be considered as “rational addicts to sports.” A survey in cross section design is done. We use a questionnaire in which we ask retrospective questions on the “sportive life course” and socio-demographics of participants. Subjects are athletes who were members of a “Bundeskader” of an Austrian national governing body (NGB) at the time of the survey. Rational addiction is operationalized through four conditions. 19 % of the athletes can be described as rational addicts. Elite addicts are highly significantly more successful than their comparison group ($\chi^2(1, n=100)=11.03, p=.001$). Regarding sports as an input we might have, at least under the (unlikely) assumption of identical interests, three different assumptions of its effectiveness on a certain goal. Although we have to consider several limitations of the study, the results should encourage us to reconsider the costs and benefits of (intended) supportive institutions. This first-time attempt to use the core assumption of intertemporal consumption dependency of the rational addiction theory for high performance sports (N.N, n.d.) shows that athletes can be described as rational addicts. The results emphasize the necessity of expanding existing evaluations of high performance systems in sports.

REFLECTING ON GLOBALIZATION THROUGH SHAKESPEARE: ICONIC IMAGES OF THE MEDIEVAL AGES

Shahid Siddiqi, Long Island University

Art & literature have contributed immensely to culture and its movements including globalization. Etched in time are the images flowing through the pens of Dostoyevsky, Sa'di, Tagore and Virgil – a sprinkling of creative historic figures across time & space. Shakespeare, by all measures, is an iconic figure in the world of literature. More critically, from the viewpoint of international business and trade, he stands at the juncture of two globalizations – the medieval and the modern. In the two centuries sandwiching the life of Shakespeare, we witness a transformation of the globalization perspective in terms of the worldview as well as the operationalization strategies. The motivations associated with the pursuit of Magellan's/(Elcano's) global circumnavigation had many dimensions – economic, political and cultural. Interestingly, Shakespeare himself has been globalized and thereby contributed to the globalization process. Our focus is to develop insights into inter-epoch globalization. The approach is to look through the characters of Shakespeare's works. This presentation attempts to explore the evolving contexts and cementing global consequences of Shakespeare through the persona of two key figures in his works: Othello and Shylock. An attempt is made to extract the global backdrops in the making of the characters as Shakespeare's creative mindset perceived the world context to be. This offers us an insightful opportunity to examine the evolution of globalization itself as well as the interlinkages between its two forms over the centuries as stated above.

RELATIONSHIP BETWEEN CO-CREATION, INVOLVEMENT, & SATISFACTION AS MODERATED BY TRIP-TYPE WITHIN THE TOURISM INDUSTRY

Elaine Mathis, University of Central Florida
AJ Templeton, University of Central Florida

This study examines the impact of trip type on tourists' overall satisfaction as a result of participating in co-creation. Involvement was used as a mediating variable between co-creation and satisfaction, given that co-creation and different trips require varying amounts of participation by tourists. Trip type was used as a moderating variable between co-creation and involvement and between involvement and satisfaction. The results of this study aim to build an understanding of the impacts held by various vacation types on a tourist's overall satisfaction with their vacation experience. Three research questions drive the focus of the study: 1) Is there a relationship between co-creation, involvement, and satisfaction? 2) Does trip type affect how involved a tourist becomes with his/her vacation experience? And 3) Does trip type affect how satisfied a tourist is with his/her vacation experience? Regression and path analyses were utilized to observe the relationships amongst the study variables. The main objectives of this paper are to identify the trip types in which participation in co-creation has the strongest impact and to identify the contexts in which involvement can most likely enhance tourist satisfaction. The findings of this study add to the existing body of literature by offering a deeper understanding of co-creation and a context in which it is most likely to occur in a tourism setting. The study also gives service providers a means in which to understand tourists' involvement, so that they can modify and enhance existing offerings to better engage their target markets.

RELATIONSHIP BETWEEN STRESS-LEVEL AND AWARENESS IN THE TASK OF OPERATING A MOTORCYCLE

H. Paul LeBlanc III, The University of Texas at San Antonio

Much research has been conducted to examine causes of stress and the relationship between stress and sport-related injury. Additionally, a significant amount of research has investigated conditions which contribute to motorcycle rider accidents and increased stress. However, less research has focused on the benefits of stress on the task of motorcycle operation. Furthermore, most research on stress focuses on the need to control or manage stress, and less on how stress can be utilized to enhance performance in a risky sport such as motorcycling. This qualitative study investigates rider experiences with stress and how riders deal with stress when riding. Ten current motorcyclist with varying degrees of riding experience were interviewed according to the conventions of empirical phenomenology. The purpose of this approach is to describe context-specific qualities of stress during motorcycling, and to build the groundwork on further quantitatively-based, generalizable studies on the relationship between stress-level and efficacy in motorcycle operation.

RELIGIOSITY, FREEDOM OF RELIGION, AND INCOME PER CAPITA

Gregory Chase, West Liberty University

Studies have found a link between level of religiosity and the level of income per capita in a nation. These studies show as income per capita rises in a nation, the level of religiosity falls. This study expanded on this research by investigating the impact that religious freedom has on the level of religiosity and income per capita. The basic tenant is that a country that restricts the practice of religion also restricts other aspects of the country that affect income per capita. Once the basic model was created and evaluated, additional variables were included to isolate the impact of religiosity and religious freedom. Countries that had limited religious freedom were broken down into two groups, those that restrict all religion and those that have a state religion. Countries that restrict all religion can be indicative of excessive government control in the nation which can reduce income per capita. Additional control variables included economic freedom, and if the nation is a resource rich nation which could over-ride factors that limit income per capita. The results seem to indicate that countries which have limited religious freedom, due to a state religion or restriction of all religion, have lower levels of income per capita after adjusting for resource rich nations. When economic freedom was included in the model, the impact of religious freedom became insignificant, which suggests that religious freedom is a proxy for overall freedom in the nation.

RISING INFLUENCE OF SOUTH KOREA IN THE GLOBAL SKIN CARE MARKET

Deirdre Bird, Providence College
Helen Caldwell, Providence College

South Korea is the world's sixth largest exporter, an orientation which leaves it vulnerable to global market volatility. Although much of South Korea's exports are in electronics and automobiles, a small but valuable sector is that of skincare. Globally, the skincare industry is expected to be worth more than US$155 billion by 2021, growth of almost 5% from the 2014 level. This growth is fueled by a rising demand for anti-aging products in North America and Europe. Koreans have an almost obsessive interest in their skin. With a population of only 50 million, consumers spend US$4.4 billion on skincare, constantly changing their skincare regimen such that the average Korean uses six times the number of skincare products per person compared to the next largest global consumers. This voracious consumption is fueled by Korean celebrities, turning South Korea into a dynamic innovator in this market and spawning a Korean beauty invasion of the United States. This is further fueled by a global interest in Korean culture, or "K-Pop," epitomized in 2012 with Psy and "Gangnam Style." The video remains the most viewed video in YouTube history. Our intent with this paper is to document the development of the South Korean skincare market in order to provide lessons to other markets as to what can be learned about creating innovative products in the skincare industry, and the need to focus on marketing techniques that these South Korean companies have implemented using popular culture and thus becoming a global skincare industry leader.

RISK AVERSION THROUGH THE LENS OF PLANNED BEHAVIOR: A STUDY OF ENTREPRENEURIAL INTENTION AMONG DENTAL STUDENTS

Kevin W. Cain, Augusta University, GA, USA
Pingying Zhang, University of North Florida, FL, USA

Entrepreneurial activities have a high level of risk factor, which is likely to influence individuals'' entrepreneurial intention. The role of risk perception, nevertheless, is not reflected by the theory of planned behavior, a framework that has been widely used to examine entrepreneurial intention. This paper aims to address this gap by analyzing the role of risk aversion on entrepreneurial intention through the lens of planned behavior. According to the theory, three dimensions are regarded as the key predictors of behavioral intention. They are controlled behavior, attitude toward the behavior, and social norm. Following this framework, we propose that self-efficacy that measures the perception of confidence in performing entrepreneurial tasks, attitude towards entrepreneurship and bootstrapping pressure are directly associated with nascent entrepreneurs' intention to start a business. The three dimensions at the same time mediate the effect of risk aversion on entrepreneurial intention. 306 dental students have participated in the study. Structural equation modeling technique is used. We found that self-efficacy and attitude are positively associated with entrepreneurial intention, and while bootstrapping pressure is negatively associated with entrepreneurial intention. We also found mediating effect. Specifically, risk aversion's effect on intention is mediated through attitude and self-efficacy. To our surprise, there is no mediating effect through bootstrapping pressure. Discussion of the role of risk aversion on entrepreneurial intention is presented.

ROLE OF SOCIAL MEDIA IN HIGHER EDUCATION

Michelle A. Hacunda, Emerson College

Many higher education institutions from across the country want to connect with their university audiences, but find it challenging to identify innovative ways to stand out. This paper examines the best practice campaigns from a number of higher education institutions on social media. Considering that only more than two-dozen universities (among the 5,300 universities in this country) are on the "Most Influential Colleges on Social Media" list by collegeatlas.org, there is room for marketing and/or communication practitioners in higher education to improve their practices. In order to do so, they must expand upon their approach to connecting with the audiences of alumni, students, parents, staff, and faculty. The quantitative research in this study provides insight into the social media behaviors and habits of Emerson College's graduate students. Additionally, through in-depth expert interviews with Social Media Managers in higher education and a content analysis of the engaging schools on social media, there are tangible steps that universities and colleges can take to enhance their overall visibility and target goals.

ROLE OF SOCIO-ECONOMIC & CULTURAL SETTING OF SOUTH & NORTH VIETNAM ON VIETNAMESE COMPANIES' ENTREPRENURIAL INNOVATION

Eren Ozgen, Troy University-Dothan Campus
Barbara D. Minsky, Troy University-Dothan Campus

Regional differences could cause differences in values and subcultures among population in different regions. The paper provides a review of the influence of the socio-economic and cultural setting of South and North Vietnam on the innovative entrepreneurial approach of Vietnamese entrepreneurial companies. The study's framework is based on a multidisciplinary approach and addresses the importance of studying the nature of entrepreneurial activities in emerging economies to develop new theories. The paper reviews some socio-economic and cultural factors such as investment on infrastructure projects, infrastructure development and socio-cultural differences, access to business training programs; loans and credits in Northern and Southern Vietnam and points out whether the distinctive socio-economic and cultural setting plays a role in Vietnamese companies' embracing innovation between these two regions. The paper suggests zooming on the influence of such regional differences help us better understand the level of support for the nature of the entrepreneurial activities in these two regions. The study develops propositions and provides suggestions for future entrepreneurship research in a cross cultural setting.

RUSSIAN STATE PROPAGANDA: NEW APPEARANCE AND CONSEQUENCES

Olga Lazitski, University of California San Diego

The recent Russian state propaganda that intensified with the beginning of the Maidan protests in Kiev in 2013 has been dramatically transformed while serving the coverage of such crucial events as the annexation of Crimea, downing of flight MH-17, and the ongoing war in Eastern Ukraine. My goal is to look at the ways in which Russian state propaganda works now. What was left from the Soviet style propaganda and what has changed and how? I argue that recent Russian state propaganda is the amalgam of some of the old Soviet style tools, cold war time Western tools, and recent Fox News style devices, all seasoned with the possibilities of the Internet, such as hiring a troll army to disseminate the message and to make information noise or discursive chaos around an issue. This presentation is based on the comparative content analysis of the media coverage by the Russian and the U.S. mainstream news media of the downing of flight MH-17 in July 2014. By identifying and analyzing the frames used within the coverage, I noticed interesting transformation in the style of propaganda in Russia today.

SELECTING A MEDICARE SUPPLEMENTAL POLICY

Phillip Fuller, Jackson State University
Geungu Yu, Jackson State University

Approximately three million baby boomers will become Medicare-eligible annually for the foreseeable future. Medicare-eligible individuals need to be aware of the health coverage provided by traditional Medicare. Medicare is a governmental program that mainly helps to provide health insurance to people who are 65 or older. Medicare Part A pays 100% for some inpatient hospital and skilled nursing facility costs (after a hospital stay). Medicare Part B provides medical insurance. Part B helps to pay for services provided by doctors and other health care professionals. Eligible individuals can get Medicare Part A for free and Part B by paying a premium. Individuals need to know that while traditional Medicare Part B will pay 80% of the approved medical charges, the patient will be held responsible for the remaining 20%. Consequently, people without a Medicare supplemental insurance are exposed to significant financial risk. Insurance providers use the internet, television, newspapers and pamphlets to sell Medicare supplemental health insurance policies that can cover costs not covered by Medicare Part B. These advertisements provide some useful information. However, to be an informed consumer, baby boomers need to evaluate and compare the policies offered and their costs. This paper focuses on how an individual can use Social Security's Medigap Finder to help select a supplemental policy.

SELF-REPRESENTATION OF FEMALE ATHLETES IN SOCIAL MEDIA

Samantha Acevedo, University of California San Diego

In the age of social media, it seems that it is much harder for a female athlete to achieve success without "selling" her image on social media platforms. Because of gender inequalities in sport sponsorship, female athletes generate most of their income from their appearance, rather than their abilities. The discourse of "sex sells" is perpetuated through media, such as Instagram. My research looks to address the following questions; Does the way a female athlete presents herself on social media empower women or on the contrary, diminish their accomplishments? If female athletes are driven to sexually-objectify themselves through modes of social media and other tools of marketing, resulting from social and economic reward, how does this affect their self worth and identity? Instagram is a new tool that female athletes utilize to promote and market themselves. After extensively analyzing top CrossFit athletes' personal Instagram accounts for sexually-objectifying images, the athletes can be categorized into "posing athletes" or "performance athletes." Once categorized, a series of interviews and small focus groups will take place to determine how the images are being received. Data collected from the sponsorship deals of "posing athletes" and "performance athletes" will be compared as well. By comparing perceptions and income generated, we can see how these images play a role in the empowerment or gendered domination of female athletes.

SERVANT LEADERSHIP AND MULTINATIONAL ORGANIZATIONS

Eric James Russell, Utah Valley University

The multinational organization is one that spans borders and cultures, creating diverse operating environments. This diverse environment creates challenges and opportunities for multinational leaders. This work discusses the philosophy of servant leadership as a way to address challenges and opportunities associated with diversity and culture within multinational organizations. The author employs a secondary research design utilizing existing empirical works to open a dialogue regarding the practice of servant leadership as a way of addressing the opportunities and challenges leaders of multinational organizations face regarding culturally rich and diverse workforces. The findings of the study seemingly point to a practice of servant leadership as a way to navigate and benefit from the cultural complexities of a multinational organization. In addition, existing works seem to demonstrate that servant leadership overcomes stereotypical ethnocentrism and strengthens the individuals within an organization. This works adds to the argument for servant leadership as a way to positively influence leaders, followers, and organizations.

SMART STORYTELLING: SUSTAINABILITY AND TECHNOLOGY AS NEW PILLARS FOR REBRANDING CITIES IN EUROPE

Josep Rom, Ramon Llull University
Enric Ordeix, Ramon Llull University
Jordi Botey, Ramon Llull University

In city branding, residents evaluate physical, symbolic and other elements of their city (Kavaratzis and Ashworth, 2005). Cities can use branding as a way to unite their stakeholders around a new competitive identity and to communicate their message to target audiences (Herstein, Berger, Jaffe, 2013). We perceive a new way of communicating “for and with the public” (Payne, 2009), while a higher proactively is required due to new ways of social consumption. This leads us to the concept of "Shared Interest" between consumer and organizations, precept established by Grunig (2009) through the idea of dialogue and communicative symmetry. In many markets, especially in English, social groups are calling for a greater community involvement through social organizations, in order to develop less environmentally harmful products. This social activism is positively sensitive to corporate values as well sensitive to the society values and creates a positive opinion towards opinion leaders and other kind of stakeholders that act as changing society agents. Smart cities discourse, or smart storytelling, as it is called by many new wave researchers has become the new way of reframing the advanced cities branding claim.

SOFTWARE TESTING WITHIN THE FRAMEWORK OF THE AGILE SOFTWARE DEVELOPMENT METHOD

Bryson R. Payne, University of North Georgia
Kristen Stretch, QA Engineer, Fabric.com

Software testing is one of the most critical components of software engineering. Quality assurance (QA) serves a vital function between the development team and the end user that helps filter out bugs and errors, resulting in a functional, user-friendly, and safe software application. Agile testing allows a company to quickly release and effectively maintain a product by adapting traditional QA and testing strategies to Agile development’s highly iterative, rapid deployment methodology. This paper focuses on Agile software testing as applied to large-scale application development, with an emphasis on the cost savings realized by discovering defects earlier and faster via Agile testing within the overall Agile software development framework.

STANDARDIZED PATIENT'S ROLE IN IMPROVING COMMUNICATION WITH HEALTHCARE PROVIDERS

Christina M. Jackson, University of Nebraska Medical Center

Communication plays a key role in how healthcare providers and their patients interact. Poor communication can lead to poor healthcare outcomes, thus it's imperative that healthcare providers are able to effectively communicate with their patients. A growing number of individuals are using online tools to seek health information to self-diagnosis. Additionally, the number of providers offering virtual visits is increasing. If patients are convinced that they have a specific condition, they may not provide information that would lead to the correct diagnosis. As technology advances and as information becomes even more readily available, training future healthcare providers to draw out critical information becomes even more crucial. Standardized Patients (SPs) have long played a role in training students enrolled in healthcare programs. Through roleplay, SPs brings the patients associated with medical cases to life. The SPs present cases and provide feedback from a patient's perspective. During encounters with SPs, the students receive feedback on how to improve their interviewing and communication skills. This presentation explores how SPs can be utilized to improve the quality of provider/patient interaction both face-to-face and virtually.

STUDENTS' PERFORMANCE IN FLIPPED AND TRADITIONAL CLASSROOM SETTINGS: A COMPARISON STUDY

Ibrahim Aly, Concordia University
Rai Kapoor, Concordia University

This study compared the learning outcomes for undergraduate students taking an introductory managerial accounting course flipped-class model (N = 93) and students who took the same course in a traditional-classroom setting (N = 102). Student learning outcomes were measured using scores from twelve weekly online assignments, midterm and final examinations held on campus, and overall course performance. The results of this study revealed that students registered in the flipped section were not as successful as students enrolled in the traditional classroom section. These findings suggest that course instruction and pedagogy are essential for student learning and instructors should focus their effort on quality in developing and design courses.

STUDY OF ORGANIZATIONAL RESPONSES TO MAJOR DATA BREACHES IN THE RETAIL AND HEALTHCARE INDUSTRIES

Charles A. Lubbers, University of South Dakota
Allison McNamara, University of South Dakota
Yuxiao Lu, University of South Dakota
Tanner Sifferath, University of South Dakota

Coombs' crisis communication response strategies were used to conduct a content analysis of corporate responses to data breaches in the U.S. healthcare and business industries. Twenty of the largest incidents of a data breach during 2014 were studied. The organization's responses from the ten largest breaches during 2014 in U.S. healthcare and business/retail industry categories were studied to learn common practices when responding to data breaches. A content analysis instrument was developed that incorporated categories of responses identified by Coombs and others. Two coders reviewed the organization's response and recorded the appropriate information on the coding sheet. Efforts were taken to ensure inter-coder reliability. This exploratory research discovered that four of Coombs' response strategies were regularly employed across the responses studied and that content from eight categories identified during the coding was located in at least half of the corporate responses. There is a great opportunity for further research, as little research has been conducted for such a large and important field.

TAX IMPLICATIONS OF MEDICAL TOURISM AS A HEALTH BENEFIT: WHAT HR MANAGERS NEED TO KNOW

Dana L. Hart, University of North Florida
Robert Slater, University of North Florida
C. Bruce Kavan, University of North Florida

An estimated 90 million (Kaiser 2013) workers are covered by an insurance plan that is self-funded by their company. Many of the companies who self-fund these plans are looking to reduce the cost of the expenses incurred by employees within the plan. One option that companies have considered to help lower costs is the option of medical tourism. Medical tourism is defined as traveling overseas to receive medical treatment. The companies who consider medical tourism for their employees often do so with options and incentives designed to give employees choices in where and how they receive their health care. Some companies have offered cash incentives to employees who chose to receive health care overseas (Wagner). Some of the costs incurred by the company on behalf of the employees and some of the incentive payments to employees may be taxable to the employees. It is important for Human Resource Managers who set policies within their companies to understand the tax treatment of the available options to employees. Giving employees options with a clear understanding of the tax rules prevents employees from feeling bitter or misled when benefits appear on their W2s as taxable income.

TEACHING ONLINE QUANTITATIVE BUSINESS COURSE EFFECTIVELY AND EFFICIENTLY: A FACULTY PERSPECTIVE ON ONLINE BEST PRACTICES

Shakil M. Rahman, Frostburg State University

Planning and designing an online course takes considerable time and thought, whether it begins as a face-to-face class or it is constructed from scratch. This presentation presents concept to create the engaging and effective courses in an efficient way (and even enjoyable!). To begin the course development process, faculty need to understand the essence and aims of the course in order to develop clear course learning objectives. As course development progresses, faculty designs all assignments, discussions, and activities to support those objectives, using student-centered pedagogical practices and design principles proven most effective for online learning. In online environment, it is critical that students perceive the active participation of instructors. The "instructor presence" is a key to encouraging student engagement with course materials, but regular interaction with students requires considerable time management on the part of the instructor. In brief, instructors want tangible evidence of understanding. For example: well-designed online courses ask students to produce a variety of "learning artifacts" including projects, papers, discussions, photographs, diagrams, illustrations, videos, recorded interviews, and collaborative projects, whether produced independently or in collaboration with other students or subject-matter experts in the field of study. Finally, this study sheds a light on "Is it worth having online certification?" What do the students get out of a certified course or value of a certified course?

TEACHING UPPER LEVEL ANALYTICS COURSES ONLINE

Kaye McKinzie, University of Central Arkansas
Vicky Parish, University of Central Arkansas
Mark McMurtrey, University of Central Arkansas

In the aftermath of the recent economic recession, many traditional brick and mortar universities are receiving increasing pressure to offer more and more courses for online delivery. The motivation for this move is primarily twofold. Not only can a university potentially reap a cost savings from teaching online (less overhead), but they may also be able to reach a larger audience. Some state higher education organizations are also placing emphasis on increasing the number of non-traditional student degree seekers. This puts further emphasis on increasing course and degree offerings for an audience whose availability is limited due to geographical and time slot availability. By offering courses online, universities remove the geographical and time slot limitations for these students and thus may potentially be able to increase their student population. However, most of the discussion of technical courses being offered online are directed towards entry level courses (freshman and sophomore). This presentation discusses the pedagogy methods for a quantitative course and applies it to teaching online in an upper level quantitative analytical methods course. Included in this course is the use of several different analytical methods and software requiring specific training and evaluation on those tools.

TOWARDS LEGITIMACY OF DELIBERATE IMAGE-BUILDING OF A COUNTRY

Pavel Slutsky, Chulalongkorn University
Enric Ordeix, Ramon Llull University

Prosperous countries employ various sophisticated methods to build positive reputation and national brand identity in order to manage the reception of the state. All the methods are aimed towards conscious and deliberate image-building and management in order to project a positive impression to the international public opinion. This policy is aimed towards planting into the mind of the publics various attitudes, which represent constructed desired image. As a result, in the mind of an individual coexist a whole range of attitudes about a country, based on all the information acquired from various sources. The question of legitimacy of these continuous efforts, of deliberate actions of the elites in creating an image of a country, state or region has nothing to do with the present legal circumstances - positive law (of whether the law permits the government certain actions in managing the image of the country). The real question is if the law should allow something like that. Is there a valid argument to defend the idea of a certain group of people to have the right in performing certain actions on behalf of other people (the citizens) to form the image of the country in where they all inhabit?

UNDERGRADUATE BUSINESS DEGREE STUDENTS' KNOWLEDGE OF MARKETING BEFORE ENROLLING IN 4-YEAR COLLEGES AND UNIVERSITIES

Felix Abeson, Coppin State University

Since marketing plays an important role in establishing relationships between customers and the organizations offerings, its function is therefore critical in every organization irrespective of whether it is a for-profit or non-profit organization. Every year, thousands of students enroll in business degree program in four year institutions of higher learning, and are awarded business diplomas. Many of these students major or have concentration in marketing. Since prior knowledge of available degree programs can play a role in students' college degree program choice, it is essential to find out how much knowledge of marketing undergraduate business students have before entering four colleges or universities. Although the issue of the business and /or marketing degrees offered by colleges and universities and the number of students who enroll in them has prompted some studies, studies that determine how much undergraduate business degree students know about marketing before entering college or university is scarce. The purpose of this paper therefore is to determine the marketing knowledge of undergraduate business students before enrolling in a four-year business degree program.

UNDERSTANDING THE STATE OF WOMEN INMATES IN CORRECTIONAL CENTERS OF INDIA: WELARE AND REHABILITATION

Ronita Ghosh (Chaudhuri), Independent Social Worker
Kaushik Chaudhuri, Shiv Nadar University
Cindi Smatt, University of North Georgia

In this paper we have tried to understand the horrendous state of women inmates at correctional centers of India and their issues with rehabilitation once released free. We wanted to highlight that formulation of concrete policies and steps to rehabilitate women inmates in our society have being ignored. We found significant affirmative roles of various NGOs across the different countries in this respect. However, there are some invisible gaps between different stake holders in the system of correctional settings, judiciary and society in India. We have also wanted to draw attention of the policy makers and practitioners in the correctional settings to make treatments of women inmates more humane. We have proposed proactive roles of the corporates to initiate social entrepreneurship programs to rehabilitate and make the women inmates economically independent and empowered in the post release periods. This conceptual paper contributes to very limited studies conducted with such issues of women inmates in correctional settings of India. Empirical studies in such settings could further validate our propositions.

USING FREE AND OPEN SOURCE SOFTWARE IN CYBER SECURITY COURSES

Markus A. Hitz, University of North Georgia
Bryson R. Payne, University of North Georgia
Aaron Walker, NASA Ames Research Center

Recent security breaches at major retail chains and government agencies has reinforced the need for educated cyber security professionals. Across universities, an increasing number of Computer Science, Information Systems and Information Technology departments have begun to add courses and degrees in Cyber Security. Unfortunately, this jump on the bandwagon can have unintended consequences. On the one hand, specialized faculty and researchers are in short supply. We are just beginning to build the pipeline that will produce the educators needed right now. On the other hand, departments underestimate the cost of infrastructure and software. By their very nature, security courses requires sand-boxed environments if any hands-on activities are to be conducted. At the University of North Georgia, we successfully employed open source software and systems in several of our security courses. Besides using "free" software, we were able to shift the burden of system acquisition and maintenance from our overburdened IT staff to our students. To that end, we had them use virtualized environments (e.g., VirtualBox) that run on top of common operating systems. A virtualized environment can run several operating systems concurrently. Students were able to perform various activities, such as vulnerability and penetration testing using these technologies. One virtual machine can attack another virtual machine without compromising the campus network. Furthermore, the setting is very promising for on-line learning. We are looking forward to using similar tools in other courses.

USING SOCIAL LEARNING THEORY TO UNDERSTAND FULL-SERVICE RESTAURANT EMPLOYEE SUBSTANCE ABUSE

Kristen Kaminski, Florida International University
Miranda Kitterlin-Lynch, Florida International University

There is a general consensus that full-service restaurant employee substance abuse is detrimental to work environments and company success (Elliot & Shelley, 2006; Strazewski, 2001). Previous research (Kitterlin, Curtis, & Cervara, 2014; Kitterlin, Moll, & Moreno, 2015) has confirmed substance abuse to be prevalent among full-service restaurant workers. When compared to other sectors, the full-service restaurant industry has been found to employ the largest number of workers abusing illegal drugs and alcohol. Previous research has highlighted aspects of the full-service restaurant industry that may facilitate employee substance abuse ("Industry must take steps", 1997; Spector, 2001; Hoffmann, Brittingham, & Larison, 1996). Bandura (1977) suggests that displayed behaviors are learned either deliberately or inadvertently through the influence of example. This statement implies that individuals in a social context are influenced by others' behaviors. Social learning theory proposes that an individual can learn which behaviors are generally acceptable and/or unacceptable by observing others. The question remains: Does the full-service restaurant industry attract substance abusers, or does the industry create substance abusers? Thus, the purpose of this study is to investigate the prevalence of substance abuse in the full-service restaurant industry with the application of social learning theory.

VENTURE CAPITAL INDUSTRY IN CHINA

Conrad Fernandes, International School of Management, Paris
K. Matthew Wong, St. John's University

This paper investigates the current state of the Venture Capital (VC) industry in China, highlighting the opportunities and challenges it faces. It identifies changes that are needed to improve the industry's health and outlook, and who should make those changes. It also explores strategies that individual entrepreneurs and VCs can use to maximize their chances of success. This study is important since Chinese VC has huge growth potential. Despite being the world's second largest economy, in 2013 China represented only 7% of global VC activity. By understanding the constraints of the industry, and by addressing them, China can unleash an engine of creativity and investment. This matters to business and political leaders today because entrepreneurs are critical to China's growth, yet face severe difficulties raising capital. Given China's immature capital markets, a healthy VC industry is essential to the SMEs that drive the economy. VC is currently experiencing a boom, but it goes regularly through boom and bust cycles. In this way it is failing to achieve its potential. The regulators of China's financial industry should act to improve the stability and dependability of VC investment. From the perspective of the VC firms, there is currently a lot of money on the sidelines. Deploying those funds will make them productive, and allow the general partners to practice their craft and the limited partners to profit from their investments.

WHAT IS MINDFULNESS *ANYWAY*? FROM THE STUDENTS' PERSPECTIVES

Chulguen (Charlie) Yang, Southern Connecticut State University

Based on the author's experience of designing an undergraduate course on mindfulness, this paper explores the undergraduate students' conceptualizations and their perceptions of mindfulness and meditation as a practice of mindfulness. Given the paucity of research on the students' reactions to mindfulness and meditation, the author of this paper has collected some qualitative data from twenty-five students enrolled in his aforementioned class. The goal of this project is to investigate how students make sense of mindfulness and their experiences of meditation. During the fifth and the fourteenth weeks of the Spring semester of 2015, the students were asked to respond to a set of four open-ended questions. The first four questions were: (a) to what extent were you familiar with the notion of mindfulness before taking this course? (b) what was your first impression of mindfulness? (c) what is your current understanding of mindfulness? and (d) what changes have you noticed in your life for the past five weeks? The second four questions included: (a) upon having almost completed a course on mindfulness, what is your most current understanding of mindfulness? (b) what has been the most difficult aspect for you in understanding the concept of mindfulness? (c) what has been the most difficult aspect for you in practicing mindfulness meditation? and (d) what changes have you noticed in your life for the past fourteen weeks? Some pedagogical implications for teaching mindfulness in the classroom are further discussed.

WOMEN IN THE UPPER ECHELONS: INIDVIDUAL AND ORGANIZATIONAL ANTECENTS OF THE APPOINTMENT OF A FEMALE CEO

Susana Velez-Castrillon, University of West Georgia
Cory Angert, University of Houston-Downtown

Many studies of women in organizations have focused on analyzing barriers to the ascent of women to top managerial positions. Important as this research is, we argue those women who make it to the top are remarkable and that more research should center on them. This paper proposes a framework for the study of female CEOs, and the personal and organizational antecedents to the appointment of a woman as CEO – a salient event in organizational life. Based on Upper Echelons and Institutional Theory, we propose that women are appointed as CEOs when organizations are going through a crisis, when a number of companies in the same industry or geographic area have named a woman as CEO, or when a critical mass of women has joined the organization. The women that are appointed as CEO are held to different standards than male CEOs: these women are more likely than men to be inside directors of the company at the time they become CEOs and are more educated and experienced than their male counterparts. While the framework is based on Upper Echelons theory, the study of female CEOs can be fertile ground for understanding career progression and leadership development.

WORK INVOLVEMENT AND ETHICS IN SAUDI ARABIA

Abbas J. Ali, Indiana University of Pennsylvania
Abdulrahman Al-Aali, King Saud University
Krish Krishnan, Indiana University of Pennsylvania

This study examines work involvement and ethics in Saudi Arabia. Several hundred questioners were distributed to a random sample of executives in major corporations in the Kingdom. MANOVA statistics, correlations, and frequency distributions were utilized in analyzing the data. The results indicate that most executives show a high commitment to work ethics and involvement. The results are viewed in terms of prevailing cultural norms where people show a preference to certain statements and are infatuated with ideals. These, however, are not necessarily translated into practices. Several implications are suggested.

YOU ACT LIKE A GIRL: AN EXAMINATION OF FEMVERTISING AND CONSUMER PERCEPTION

Alan Abitbol, Texas Tech University
Miglena Sternadori, Texas Tech University

Companies' investment in social causes, known as cause-related marketing (CRM) initiatives has grown extraordinarily in recent decades. One cause that has gained momentum is the celebration of women empowerment through so-called "femvertising." Examples include Dove's "real beauty" campaign and the "like a girl" challenge by Always. High levels of perceived company-cause congruence are known to enhance consumer attitudes. In the case of femvertising, however, such a link is not always evident. Companies as diverse as Verizon, Dodge, and Under Armour have released commercials encouraging women to acquire or proudly display traditionally masculine traits, such as athleticism, ambition, decisiveness, and courage. Most femvertising also references feminine traits, including a focus on appearance and nurturing, constructing the ideal androgynous woman: pretty, yet strong, and decisive, yet gentle. While androgynous-woman scripts have been used in advertising as early as the 1970s and '80s, this is the first time large corporations have taken an essentially activist (feminist) stance. This exploratory study investigates femvertising's effects on consumer attitudes and purchase intent based on company- cause fit. Specifically, it examines the knowledge and attitudes of men and women toward femvertising and companies that engage in it through focus groups. The results offer both theoretical implications for CRM scholars and practical ones for corporations and advertisers considering gender welfare causes within a marketing strategy.

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INTERNATIONAL ACADEMY OF BUSINESS DISCIPLINES