

Conference Proceedings

International Academy of Business Disciplines
29th IABD Annual Conference - New Orleans, Louisiana
April 6 – April 8, 2017



Photo by Fernando



Photo by Chie Madeloso

Proceedings of
the 2017
International Academy of
Business Disciplines
29th Annual Conference

Edited by

John R. Fisher

Utah Valley University, Orem, Utah, USA

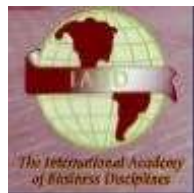
Proceedings Liaison

James E. Weber

St. Cloud State University, St. Cloud, Minnesota, USA

Conference organized by

International Academy of Business Disciplines



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Welcome

It is a pleasure to welcome you to the 29th annual International Academy of Business Disciplines (IABD) conference in New Orleans, Louisiana. I would like to take a moment and publicly thank both our Editor, John Fisher, and our Proceedings Liaison, James Weber, for the outstanding job they have both done in compiling these excellent submissions. I would also like to thank the Track Chairs of our Organization as their reviewers and suggestions is the true engine that creates this document.

I also would like to recognize the work of Cindi Smatt who has organized our conference program. Her work over the past several years has been crucial in making our conference a success. To our executives, journal editors, track chairs, and members: I would like to thank you all for your contribution to the success of our organization and conferences. I truly appreciate your efforts.

I hope that I will have an opportunity to meet you, and learn a little bit about you during the conference. We are continually looking for energetic individuals to be the future leaders of our organization. Please approach me if you would consider further involvement in our beloved organization. We are only as viable as the engagement of our members.

We look forward to getting your feedback on many organizational issues at the conference. From the paper Management System, to its overall organization. I invite you to participate actively, and understand that we cannot address any issues if we are ignorant of their existence.

It has been a pleasure to be the President of IABD over the last 5 years as we continue to transition into a new era for IABD. 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 New Orleans!

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul Fadil', written in a cursive style.

Paul Fadil, President of the International Academy of Business Disciplines

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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.

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Website: www.iabd.org

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Conference Abstracts

AGING IN THE WORKPLACE: TRAINING AND DEVELOPMENT CONSIDERATIONS FOR EMPLOYERS

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As millions of Americans age and extend their working years into their seventies, employers are challenged to deal with creating workplaces that meet the everyday needs of employees. From changes in vision that may be noticed by those in their early 40s, to slow loss of muscle and bone that begins in the 30s, to reduced hearing acuity that speeds up in the 50s, to jokes about hair loss that may begin in the 20s, aging impacts every employee. Regrettably, most employers treat employees to a one-size-fits-all workplace that is noticeably skewed toward young employees in most areas, including the work environment and the training environment. Just as notable is the impact of achieving ‘fuddy duddy’ status which is a stereotypical reference to someone who is seen as old, not too cool, unimaginative, crabby, resistant to change, and eccentric, through the normal process of aging, a relentless process that is often accompanied by collecting and practicing wisdom, developing a greater world view, and greater propensity to use experiential learning to complete daily operations. A significant clash occurs when a youth-focused organizational culture and youth-focused organizational daily operations refuse to change to meet the needs of aging employees, thus actively setting employees up to fail.

ANALYSIS OF KEY VALUE DRIVERS OF LEVERAGED BUYOUTS

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Leveraged buyouts (LBOs) have experienced ups and downs since they became popular around 25 years ago and have often been criticized regarding their actions on target companies. By adopting a cost-cutting strategy to reduce the capital expenditures or the R&D investments, buyouts led to severe criticisms from economists. Due to the short period of time of the investment, private equity firms must take drastic measures to generate high returns and provide the firm with a long-term and sustainable growth. Such value creation can be possible through different levers. This study focuses on the value created by leveraged buyouts (LBOs) during the investment realized by a Private Equity firm. We first examine the literature to explore the different ways of creating value in LBOs. After developing our hypotheses, we describe how the database are collected and what tests are run. Once our database is created, we then focus on the different regressions to study the effects of value creation and the performance of the investment. These tests allow us to examine how the value created in LBOs is correlated with the performance of the private equity firm’s investment. Finally, we conclude by examining the results of the different hypotheses. We also explain the different limits and boundaries of our study and provide advice and insights for future research.

APPLYING AGILE TECHNIQUES TO THE MANAGEMENT OF NON-IT KNOWLEDGE WORKERS

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Agile software development describes a set of software engineering management methodologies in which solutions evolve through collaboration between self-organizing, cross-functional teams. It promotes adaptive planning, evolutionary development, early delivery, continuous improvement and encourages rapid and flexible response to change (Agile Manifesto, 2001). The Agile Manifesto specifies four key value propositions for the Agile development framework. Since development of the Agile Manifesto, the use of Agile methods has moved into other areas such as project management and marketing. Project management has been the area of management literature that has most aggressively pursued Agile since 2001. The four concepts in the manifesto serve as the outline for this paper. The authors will compare the extant management, quality, and knowledge worker literature with the Agile Manifesto. This paper will take each concept and describe how each relates to traditional management thought. Using traditional management language, the authors create a new Knowledge Worker Manifesto utilizing Agile but applying it more broadly to all knowledge workers. At the same time, the paper proposes leadership as a significant moderating variable to the early Manifesto concepts.

AT THE SUMMITT: ONE WOMAN'S MODEL OF LEADERSHIP

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On June 28, 2016, the sports world lost a legend. After a lengthy battle with Alzheimer's, former University of Tennessee women's basketball coach Pat Summitt succumbed to the disease. While Summitt's coaching career lasted 38 years, it was cut short by her illness. Pat Summitt ushered women's basketball through its infancy, first as a player and then as a head coach, to the prominence it now enjoys today. Along the way, she accomplished much -- a silver medal as a player in the first Olympics featuring women's basketball, a gold medal as coach eight years later, 1,098 wins with an astounding .841 winning percentage, 32 combined Southeastern Conference regular season and tournament titles, and eight NCAA Division I national championships. In addition, she was named SEC Coach of the Year eight times, NCAA Coach of the Year seven times, Naismith Coach of the 20th Century, received the Presidential Medal of Freedom, and was inducted into the Basketball Hall of Fame in 2000. These accolades are evidence of success, but they do not speak fully to Summitt's leadership accomplishments. Every player that completed their eligibility at the University of Tennessee received a college degree. At present, her coaching tree (those that she mentored and became coaches) has 33 individuals, including her son Tyler. Our presentation will share stories from Coach Summitt's career that speak to key lessons of leadership we believe are transferable to other contexts.

BEYOND DAMAGE CONTROL: A PUBLIC RELATIONS PLAN FOR CARNIVAL CRUISE LINES TO REBUILD PUBLIC TRUST

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Carnival Cruise Lines has received intense media criticism and lost the trust of customers following the halt of power aboard Triumph, one of its ships. The incident, which occurred in the Gulf of Mexico on the 10th of February 2013, resulted in passengers' discomfort, hot temperature on board, and overflowing toilets among other complications. Triumph was another hiccup in a long list of setbacks faced by several other ships within Carnival's ten different cruise lines. However, the incident this time shined more media light on Carnival's relatively low safety record, brought lawsuits against the company, and dropped the cruise attendance on the ships by 20 percent. Carnival made some efforts to ease the passengers' discomfort but the company still needs to address the concerns of new customers and establish good relations with the media and US officials who have a vested interest in scrutinizing the ship's safety standards. To help revamp Carnival's badly damaged reputation after Triumph's accident, the author proposes a public relations plan that considers the interests of various groups of publics. More specifically, the plan identifies the primary target publics (past, current and future customers, media, government representatives, travel agencies) and secondary target publics (employees and stockholders). It also articulates specific objectives for each target public, suggests new messages, proposes proper media outlets, recommends actions, and specifies tools to assess the outcome of the plan. The two-way symmetric model of public relations guides the proposed plan and it employs a proactive approach.

BULLYING IN THE WORKPLACE: A CONCEPTUAL EXAMINATION OF PERSONALITY TRAITS AND WORKPLACE STRESSORS OF BOSSES BULLYING

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The purpose of this paper is to examine workplace perpetrators of bullying and explore what drives their behavior. Specifically, we are looking at bullying behavior from bosses and whether this behavior stems from clinical personality disorders, the environment of the workplace (e.g., stressors), and/or personality traits. Many researchers have found that the "Dark Triad" (e.g., Machiavellianism, narcissism, and Psychoticism) is present in many individuals who exhibit bullying behaviors in the workplace. Other researchers have often found that aggression, sensation-seeking, and many other sub-traits are related to bullying. The workplace environment can also elicit behaviors from individuals that might be uncommon without that specific environment. Often, stressful behavior can elicit reactive and aggressive behavior in employees. However, missing from the current body of research is the examination of personality traits such as self-monitoring and locus of control. These personality traits might affect individuals' bullying behavior just as much as clinical personality disorders and the workplace environment.

BUSINESS AS A PROFESSION: INTRODUCTION TO ASSESSMENT

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In focus groups with graduating seniors at the College of Business Administration at the University of Detroit Mercy, students recommended an introductory course in business so entering students could be exposed to team activities commonly used in organizations throughout business and industry, and to be introduced to their fellow freshmen. Over time the class has been modified to include not only an introduction to teams, it has successfully been used to familiarize students to service learning and expose them to all of the business functions. Currently, students develop and implement a business plan to create a fundraising activity Campus Kitchen (a non-profit that provides food to senior citizens and shelters for women and children). The real focus of the project is to have freshmen students begin to work in teams and face the challenges of building trust with other team members. Since our students both live on and off campus, developing trust and methods of effective communications is a challenge for many of the teams. With the advent of Assurance of Learning by AACSB, the course incorporates an introduction to all of our Assurance of Learning Goals and Objectives, which are not measured in this class but serve to introduce our students to the assessment process. Over the last several years the students in this class have raised over \$12,000 for Campus Kitchen. This process may serve as an example of how to introduce students to team building and service learning.

BUSINESS COMMUNICATION 2020: STUDENT-GENERATED OUTCOMES FOR THE BUSINESS COMMUNICATION COURSE

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Corporate America has long asked business schools to produce graduates who can communicate effectively with internal and external stakeholders. Many business programs have relegated that responsibility to the business or managerial communication class. Several studies have examined what faculty and professionals encourage as the outcomes of that class. This study is one of few that polls business undergraduate and graduate students about the outcomes of the respective business communication classes. The purpose of this study was to examine of what students indicate should be the outcome of that class. This study was conducted in two phases. First, students were asked to prioritize and justify a list of outcomes for this class. Second, they used a Likert-type scale to rate a list of outcomes suggested by academicians and business executives. The findings of this study suggest students and professionals have different expectations for this class. This study also found significant gender-based differences. The authors conclude with recommendations for the business communication class to prepare students for the 2020 professional and corporate environment.

CAUSAL ATTRIBUTIONS OF BURNOUT: LOOKING AT MARRIED AND UNMARRIED MOTHERS

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The aim of this study is to look into the causal factors that mothers attribute to their experience of burnout. We look at the possible causes, including the statistical differences between married and unmarried women, work-family conflict, and media and culture. Media portrayals of how mothers should be able to operate in everyday life, may cause women to hold themselves to unattainable standards, thereby leading them to burnout. The underlying theory that provides the foundation for this study is Attribution Theory. In essence, this manuscript seeks to determine whether mothers attribute their burnout to their own personal shortcomings or an outcome of the external environment and, whether these mothers believe that their burnout is either sustained or temporary. From this literature, hypotheses are derived and tested, utilizing a longitudinal study of mothers already in a state of burnout (as determined by the Maslach Burnout Inventory), and the results are discussed. Limitations of this study and directions for future research are also explored.

CHRISTIAN DIOR AS A LUXURY BRAND ON SOCIAL MEDIA

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Christian Dior is a fashion company with strong brand identity and high revenue. It offers luxury products for women, men, and baby. Christian Dior excels in branding and advertising. With the luxury industry, social media is essential to connect with consumers and to raise awareness and prestige. Christian Dior is presence in Facebook, Instagram, Twitter, YouTube, Tumblr, Google Plus, and WeChat. Christian Dior conquers social media and branding by a well-planned aesthetic, strong communication skill, and heavy use of celebrity. Through observing the brand social media, especially Instagram, the researcher finds that the brand is an agent of aspiration and fantasy to the consumers rather than a business. The Instagram feed serves as an online advertising portfolio and a work of art with commercial and artistic value. The Instagram channel pays great attention to Cosmetics and Fragrance sectors because these are one of the highest revenue generators. Luxury products and social media are both mean of communications between individual and society. The company's social media is more inclined to be a tool for marketing and for connecting with the consumer in an artistic manner rather than a channel for customer service. The brand is currently lacking sustainability factor. The research suggests Christian Dior to look into sustainability in order increase millennial consumers' approval and social-conscious image. It is suggested that sustainability has been an element of expected quality, considering the high price and the prestigious brand. That is why the company need to emphasize on sustainability.

CLASSICAL LITERATURE GIVES LIFE TO BUSINESS PARADOX AND SYSTEMS INTEGRATION

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Professors bemoan the great difficulty students have with understanding the complexity of their disciplines or functional specializations. Many non-traditional students have work and family commitments which limit the time needed to reflect professionally and to master these concepts. This disconnect has persisted despite decades of work developing more integrated, interdisciplinary curricula. Grounding these concepts in the Classics embeds them in great stories of passion, betrayal, commitment, and emotion normally absent in business courses. Business textbooks and cases are usually sanitized, simplified, and quantified, stripping them of the chaos normally experienced in reality. These classical tales are captivating and compelling, making the business concepts used to analyze them more memorable and hopefully retained until encountered again in the business curriculum. The classics deal with real and raw emotions with powerful prose more likely to capture and engage students on a very personal level. This article explores how economics can be used to analyze Jane Austen's *Pride and Prejudice*, how multi-stakeholder theory can be used to analyze Sophocles' *Antigone*, and how contract law can be used to analyze William Shakespeare's *The Merchant of Venice*.

COMPARATIVE ANALYSIS OF ETHIOPIAN AND GHANIAN WOMEN ENTREPRENEURS

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This paper examines constraints faced by women-owned businesses in Ethiopia and Ghana. Both countries are developing countries in Africa and in recent times have posted impressive economic growth rates. In spite of their growth performances, however, there is still an untapped potential that could be made by women but which are not being realized because of institutional and social obstacles. This means that the economic growth which countries are experiencing could exclude a social group, viz. women. To this end, the paper uses descriptive statistics and probit analysis to investigate whether businesses owned by men and women differ in their access to finance and utilization of loans. The results suggest that in both countries, only a small percentage of businesses have loans and this access does not vary by gender.

COMPARATIVE REVIEW OF BUSINESS ANALYSIS TOOLS

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The International Institute of Business Analysis (IIBA) postulates more than thirty tools used by Business Analysts in the performance of their duties. Among the seven core courses in the IS Model Curriculum, the Systems Analysis and Design course appears to align most closely with these tools. Since textbooks often play an important role in guiding course content, this content analysis study evaluates the coverage of Business Analysis (BA) tools within popularly-used Systems Analysis and Design (SAD) textbooks. The findings of this study indicate that while 45% of the BA tools identified by the IIBA are covered thoroughly in SAD sources, coverage of the remaining tools ranges from moderate to limited (or no) coverage. This suggests that IS programs who seek to prepare students for careers as Business Analysts or for BA certification need to consider supplementing their coverage of BA tools through non-textbook sources, in other IS courses or in BA certification preparation courses. An important benefit of this study is that it draws attention to specific BA tools identified by the IIBA as important to business analysts that are given little to no coverage in Systems Analysis and Design textbooks.

COMPETITIVENESS IN FOREIGN TRADE OPERATIONS IN BRAZIL.

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In the past years, Brazil has consolidated its position as a strong and attractive global player with a high degree of economic diversification and is currently the seventh largest economy in the world. The country is a vigorous democracy, with free multiparty elections and strong institutions. Its democratic government, stable financial system and huge domestic market make Brazil a safe place for investment and gives it the strength to weather international crises. The increase of purchasing power and the investment opportunities in sectors like oil and natural gas, generation and transmission of electrical power, real estate and agribusiness places Brazil as an attractive choice on investment. In this manuscript, we will approach the attempts made by the Brazilian government to improve the competitiveness of foreign trade operations carried out by Brazilian companies. We will write about an important initiative managed by the Federal Revenue Service, which is the creation of the Authorized Economic Operator, a special regime that will give a remarkable improvement in import and export operations, by reducing bureaucracy.

COMPUTER MEDIATED COMMUNICATION: HAVE WE LOST OUR CIVILITY?

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All forms of technology-based interaction, basically anything other than face-to-face communications, are considered computer mediated communication (CMC). When cell phones and laptop computers were first being widely used, there were social rules which helped to define social etiquette. Today, the use of smartphones is so widespread that social etiquette is non-existent. People interrupt conversations without even an “excuse me” comment. When students were asked if they looked at their smartphones and even used them during workplace meetings, over seventy-five percent indicated they did. The “student” millennials are now becoming part of the workforce and are having a major impact on how CMC is used both on- and off-of the job. People everywhere are looking at their phones, iPads and laptops instead of talking face-to-face with one another. The impact on our society of this growing lack of social interaction and human civility is widespread, ranging from simple interpersonal skills to intra- and inter-organizational work-related relationships. Are we actually more or less in touch with one another the more we use CMC?

CONGRUENCE BASED APPROACH TO DESIGNING EMPLOYEE ENGAGEMENT STRATEGIES

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Employee engagement represents a motivational state shown to direct a substantial amount of employee efforts toward desired performance goals. Such benefits have gained the interests of practitioners and academics alike given the aggregate links of employee engagement with organizational performance and effectiveness. However, despite organizations understanding the policies and procedures that promote employee engagement, not every organization experiences the same engaging effects when implementing such recommended practices. Drawing from systems theory and the motivation literature, we develop a conceptual model showing the importance of context for obtaining increases to employee engagement both individually and organization-wide. Specifically, we separate engagement strategies by structural (individual vs. organizational) and temporal (short-term vs. long-term) scopes in order to highlight nuances associated with combinations of these foci. For instance, engagement strategies concentrating on job design have a short-term and individual scope, while strategies focusing on employee characteristics have a long-term and individual scope. Alternatively, engagement practices aiming at organizational processes have a short-term and organizational scope, and finally, strategies addressing organizational culture have a long-term and organizational scope. By segmenting these activities, we were able to better identify challenges to employee engagement associated with the particular combination and offer recommendations for overcoming these challenges. This theory is meant to explain the systematic reasons behind disparities in employee engagement across organizations while extending knowledge in engagement theory.

CORPORATE RESPONSIBILITY IN MARKETING COMMUNICATIONS DURING A POLARIZED CULTURAL ENVIRONMENT

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Corporate social responsibility in marketing communications has generally attempted to follow societal norms and values. During periods of divisive socio-political phenomena, the cultural environment may be significantly impacted and become polarized in reaction— particularly, this paper suggests, the cultural constructs of “attitudes” and “norms”. Corporations may find themselves, either inadvertently or purposefully, drawn into particularly partisan debate regarding such attitudes and norms. This study examines how corporate marketing communications and PR may have engaged with this polarized cultural environment – either through *normalization* of reactionary attitudes and norms or through *countering* of the same. Two prevailing reactionary phenomena in this current cultural environment (in the U.S. and Europe) are used to illustrate such corporate engagement through marketing communications and PR – “Islamophobia” and “protectionism”. The well-established individualism vs. collectivism cultural dimension is examined as a possible moderating influence. A propositional framework is developed within the scope of these variables, and implications discussed.

CREATING VALUE THROUGH COLLABORATION: A LONGITUDAL CASE STUDY IN A DEEPLY FUNCTIONALIZED ORGANIZATION

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An important concern for many mature companies that are deeply structured or aligned by functional area is how to infuse or nurture a culture of trust and innovation that supports improved product quality, speed of service and cost. Such organizational structures are antithetical to promoting collaboration across functional boundaries, but yet highly efficient within their respective structural domains. The purpose of this paper is to report on one company’s efforts to break down functional area barriers in order to stimulate more effective cross functional organizational teaming or collaboration. The individuals selected for this program were recognized by top management to be opinion leaders within individual functional areas that had the potential to make meaningful future contributions in moving the entire organization forward. The participants had the potential opportunity to be involved with the development, implementation and management of enterprise wide information-based solutions to solve significant company issues. Analysis of qualitative and quantitative data during the pilot program with ten year follow-up, yield three logical conclusions: i) a top-down leadership program can serve as a nucleus for the creation and nurturing of a community of practice (CoP) that not only imbues the participants with appropriate management practices but can also reduce organizational barriers to the flow of information; ii) the knowledge created in the CoP concerning the interdependencies among the functional areas is a valuable business asset in itself; iii) knowledge ties created in the CoP extend beyond the duration of the formal program and persist over time.

CREATION OF FINANCIAL LITERACY PROGRAMS IN SMALL DEVELOPING COUNTRIES

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Over the past ten years there has been increased interest by many countries in promoting financial literacy through financial education programs for their citizens. These efforts have been propelled by the need to increase individual financial responsibility as a consequence of: the global economic crisis; innovations in financial markets; changing employment and pension trends; and a greater involvement of consumers in financial markets among other issues. Many countries are finding a significant gap between what consumers know and what they need to know to make informed and sound financial decisions. This deficiency in financial literacy can place individuals and families at risk for financial stress. The World Bank, the Organization for Economic Cooperation and Development (OECD) and other international institutions are in the vanguard of the campaign for increasing financial literacy worldwide. This study uses personal interviews, website content analysis and secondary sources to examine recent efforts at financial literacy education in selected Caribbean countries. It highlights their educational delivery methods; and pinpoints the role of the international community, regional organizations and local institutions in increasing the financial literacy of citizens.

CRISIS COMMUNICATION IN HIGHER EDUCATION: STRATEGIC COMMUNICATION PLANNING FOR CAMPUS EMERGENCIES

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Colleges and universities have implemented crisis communication channels for students, faculty and staff in order to provide timely information regarding emergency conditions. Most campuses have multiple channels to reach their community members including text messaging, Intranet portals, and campus email. This allows for communication to reach the widest audience, with the appropriate level of detail for the situation, in an expeditious manner. Higher education has unique considerations to discern in crisis situations. Mitroff, Diamond and Alpaslan (2006) conducted a survey in 2004 and found that most campuses were only prepared to handle crisis situations that they had already experienced. They state, "Crisis management must be undertaken and practiced systemically because crises are systemic in both their nature and impacts" (Mitroff et al, 2006, p. 66). They assert that planning for a crisis extends beyond thinking of a few isolated incidents that could occur on campus. Assembling a diverse group of individuals from across the university is essential for securing a comprehensive and strategic team (Mitroff et al., 2006). Venette (2006) emphasizes the need for risk and crisis communication training in order to avoid common "pitfalls" (p. 230). Effective communication in higher education requires a comprehensive approach to decision-making, involving the local community as well as internal stakeholders (Leeper & Leeper 2006). Partnering with the public and understanding their concerns; communicating empathetically and honestly; managing uncertainty and ambiguity; and following processes and policies are key elements a crisis communication response (Venette, 2006).

CRISIS FOR KFC IN CHINA: A SOCIAL MEDIA CRISIS COMMUNICATION CASE STUDY

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This study focuses on the social media crisis communication response strategies that China KFC used to deal with a 2012-13 crisis. The crisis occurred when China's most popular television channel, CCTV, reported that a supplier, Shanxi Suhai Group, sold KFC chickens with chemical additives. Later, CCTV reported that other suppliers sold problematic chickens to China KFC. China KFC used the social media platform Weico to respond to the crisis. This research applied Coombs' (2014) strategic crisis communication theory and Blunt and Hill-Wilson (2013) social media practices to analyze the ten posts related to the crisis from the KFC Weico account, as well as the comments and reposts of those messages. The results indicate that denial and scapegoat strategies were the main strategies KFC used, and these strategies were not correct for this type of crisis. In fact, the decreased sales and high percentage of negative comments and reposts show that the strategies KFC used were not effective as they might have been. The results also show that KFC did follow ten of the thirteen social media practices outlined by Blunt and Hill-Wilson. This suggests that crisis response strategies played a key role in the resulting negative customer responses and social media practices played a complementary role in this crisis communication of China KFC.

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

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

CULTURAL CONTINGENCY IN ENTREPRENEURIAL INTENTION

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Individuals with the intention to start a business are highly likely to carry it out, and as a result, examining entrepreneurial intention is a meaningful approach to studying actual entrepreneurial behavior. In particular, the effect of national culture on entrepreneurial intention seems to gain increasing research attention, however, with inconsistent impact from culture. Building on the earlier research results, we ask how culture affects entrepreneurial intention between the U.S. and China. The framework we apply is rooted in the planned behavior theory. In this framework, attitude toward venturing, social norm, and controlled behavior are three determinants underlying any behavioral intention. Nevertheless, the impact of the three determinants seems to vary from one context to the other, reflecting the call to adjust the basic model of planned behavior theory to fit a particular behavior. We argue entrepreneurial value influences attitude and social norm, and therefore applied three value based concept to predict intention across cultures: entrepreneurial value, risk aversion, and entrepreneurial engagement. We surveyed students at two large state universities; one is from the southeast of the U.S. and the other from the southeast of China. Structural Equation Modeling (SEM) has been applied to analyze the survey data. We found strong support for the planned behavior model based on entrepreneurial value, and also found significant differences regarding entrepreneurial behavior and intention across several national cultural elements.

DECLINING ENROLLMENT AT ST. LUKE CATHOLIC SCHOOL

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Over the past 10 years the enrollment at St. Luke Catholic School has been steadily declining. The private school, which previously averaged approximately 580 students enrolled per year, currently has only 489 attendees. This drop in enrollment reflects a current national trend among Catholic schools. According to the National Catholic Educational Association, Catholic school enrollment has declined by 481,016 students (19.9%) nationwide since the 2005 school year (Public Policy and Data, 2016). As enrollment has been declining, the annual cost of attending private schools such as St. Luke has been on the rise. Over the last 10 years the average cost of Catholic school tuition has increased by 69% (Bath, 2013). In addition to rising tuition costs the growing popularity of charter schools has challenged Catholic school enrollment. This paper discusses the threats that Catholic schools around the nation are currently facing. It offers a plan to help St. Luke compete within the evolving educational landscape and succeed in raising enrollment. As a result, families within the community will continue to be offered a proven viable alternative for their children's education.

DISCOVERING MOTIVATIONS IN RV PARKS/CAMPGROUND SELECTION: A GROUNDED THEORY APPROACH

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The ability to “provide almost unrestricted land travel” (Prideaux & Carson, 2003, p. 307) has made drive tourism popular for tourists. By tapping into the tourist sense of freedom and traditions, tourist authorities and governments are looking to drive tourism as a strategy to increase tourism to peripheral places, connecting fragmented areas and communities and as a means of economic injection. A considerable sub-sector of the drive tourism industry is that of the recreational vehicle user (RV_{er}). The recreational vehicle industry is a multi-billion dollar industry that is made up of over 8.9 million households, 12,000 RV-related businesses, and over 16,000 campgrounds within North America (RVIA, 2012). Minimal academic research has been conducted on this important sub-sector of the drive tourism industry. This study builds upon previous research towards a further understanding of the RV consumer. A grounded theory approach was used to drive the direction of the research for this study. Given the scope of the data and studies that have been done regarding RV industry, this study examines the extent that motivational factors vary amongst different traveler types within the RV industry. This study adds to the academic body of knowledge through the expansion of motivational research into the RV industry. The research will give the industry a deeper understanding of the needs of the varying target markets so they can better tailor the offerings to meet consumer demands.

DOES ONE SIZE FILL ALL? TRAINING GOALS AND EPISTEMOLOGICAL BELIEFS

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Training in organizations has steadily moved towards e-learning as the main method of training. Such training is not restricted to just IT professional, but to all employees of the organizations. This is especially true for information systems driven topics such as application training, data analytics, information system security procedures etc. While considerable research has been done in these areas, much of the research has focused on the whether a training method/process improved outcomes. This research, on the other hand, aims to compile the existing evidence regarding training to provide design guidelines. The paper builds on the Technology mediated learning comprehensive model presented earlier. However, instead of focusing on the outcomes of the training, it expands on the training goals and the underlying design principles of training. The literature reviewed is primarily information systems discipline, although it is also informed by management and education literature as well. In summary, the goal of the paper is to present a literature review with an eye towards practice.

DOING WELL AND DOING GOOD FOR SOCIETY: THE IMPACT OF A PROFESSIONAL SPORT STADIUM DEVELOPMENT EFFORT

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For decades, sport team owners, leagues, and local political and community leaders have proposed that professional sport facilities are important panaceas for economic development in stressed urban areas. In this same period, both Federal and State governments have been offering tax breaks to motivate and attract investors to economically distressed areas. Tax credits, tax breaks and tax deferrals are used as incentives for taxpayers to expand businesses, hire local residents, and stimulate development. Many economists strongly argue there is no positive impact of the sport-focused, government-assisted efforts. The chasm between these claims raises interesting questions about the public financing of professional sport facilities: are these projects viable? Do the communities really benefit? To help answer these questions we survey the literature on economic impact of professional sports on urban economies to assess their role. We frame the investigation by considering the stadium investment as part of a larger sports-anchored development effort. A detailed background of federal and a specific regional economic development tax act is discussed and then examined for efficacy using an actual case. Using data collected from a regional economic development agency, the researchers answer the questions of whether these sport-focused, taxpayer-funded economic development efforts are working for investors and for the community it is supposed to aid.

DIFFERENCES IN ORGANIZATIONAL OPINION LEADERSHIP WITHIN FAITH-BASED AND SECULAR NON-PROFIT ORGANIZATIONS

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Opinion leadership has been studied for decades within the fields of marketing and public administration, however, the phenomenon still remains sparsely studied within the field of informal organizational leadership. This research focuses on the impact of religion on opinion leadership within non-profits. Employees and volunteers within all non-profit organizational members may be influenced by their personal beliefs relating to the nature of the non-profit organization's work in which they serve, either a paid employee or volunteer. However, does a person's religious identity and religious organizational identification (i.e. membership within a church or denomination) influence how they experience opinion leadership within faith-based non-profits in terms of choosing opinion leaders, the role of trust, the types of influence those leaders have, and impact of that influence? This grounded theoretical research investigates the phenomenon of "organizational opinion leadership" by comparing faith-based to secular non-profit organizations. Over fifty organizational members within both types of non-profit organizations are interviewed and theory is developed in terms of how organizational opinion leaders are chosen and how they influence organizational opinion seekers. This research is important due to the dearth of research concerning organizational opinion leadership.

DISRUPTION DURING THE PRODUCT LIFE CYCLE

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Traditionally, research has looked at product life cycle and supply chain disruptions separately. This has led to an increase in both disruption literature and product life cycle literature, but no articles that explore how disruption affects the product life cycle. A further factor that may compound the effect of disruption during the product life cycle is seasonality. That is, some products are subject to moderate or significant seasonal fluctuations, such as Christmas trees or Mother's Day cards. The product life cycle literature typically focuses on new product introduction and management of mature items, while disruption literature has focused on the prevention and response to immediate supply chain disruptions. This paper explores the influence product maturity, product seasonality and disruption has on the supply chain. A deeper understanding of the interaction of seasonality and product maturity will help firms understand disruptive events potential effect and recover more effectively from a disruption.

DYNAMIC CAPABILITIES AND INTERNATIONALIZATION OF SMALL ENTERPRISES

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The 21st century is characterized by increasing interest in the internationalization of small and medium-sized enterprises (SMEs) in emerging economies. Despite current knowledge on internationalization theories, models that inform the internationalization SMEs especially in Africa have not focused on dynamic capabilities. However, the heterogeneity of organizational capabilities explains differentiation in competitive advantage. Moreover, central to internationalization are issues couched on the resourced-based view and an important question that has not been addressed is: What models of firm dynamic capabilities explain internationalization? The current study fills this gap. A qualitative study of twenty success stories of the African Trade Hub project identified a conceptual framework for successful internationalization of export ready SMEs. Internationalization of SMEs is associated with factors which are catalysts in building SME capacity, facilitating the interaction of exporters and importers; and also fostering the credibility of SME exporters. The model that emerged from the study mirrors, first, the underpinnings of the resource-based view and dynamic capabilities in the internationalization process. Second, the model incorporates system's theoretical considerations which postulate that actors in the domestic and international market systems foster the internationalization of small enterprises in emerging economies. The two perspectives suggest a theory of International Trade Capacity Building Catalysts (ITCC). These results are limited to the African context. Therefore, empirical research on the internationalization of SMEs in different regions is recommended to test the ITCC model.

EFFECT OF COUNTRY OF ORIGIN AND COLOR ON CONSUMER PERCEPTIONS OF PRODUCT TASTE

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This paper examines the effect of country of origin and color on consumer perceptions of product taste. In the past several years there has been extensive academic research investigating how consumers evaluate products based on a products' country of origin. In general consumers tend to evaluate products manufactured in develop nations to be a higher quality than those manufactured lesser developed nations. In addition there is limited research revealing the effects of color on consumer perception of product taste. It was hypothesized that the country of origin and color affects consumers' evaluations of the taste of a specific sport drink. In a taste test experiment, 175 undergraduate and graduate students at a Vietnamese University were assigned the task of evaluating a new sport drink for their perceived attributes of the products' taste. A filed experiment was conducted using a Solomon Four Group design to measure the impact of country of origin and color on taste evaluation of the product. Results suggest that if the respondents know the product originates in a developed country, they will positively rate the products taste. However, when the country of origin is unknown, respondent ratings towards the taste significantly lower. Also if respondents see the color of sport drink their perception of the products' taste varies. Theoretical and practical implications of the results are discussed and directions for future research are proposed.

ETHNOCENTRISM IN AN AGE OF POPULISM: A COMPARISON OF US AND FRENCH CONSUMERS

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After steadily rising for about 25 years, the tide of free trade seems to be ebbing away in different parts of the world, and especially in developed countries that once championed openness and free trade. The declining political support for globalization coupled with open hostility toward international trade and investment may exacerbate ethnocentric tendencies which exists all over the world in varying degrees. The focus of this study is France and the US, two multicultural countries with advanced economies and sophisticated consumers. France and the US, despite having some striking differences in cultural values and marketing practices, do share many similarities. The concept of *laissez faire*, conceived in France and further developed in the US, is facing political backlash in both countries. Concurrent with rising nationalism, both countries are also witnessing growing anti-immigration and anti-free-trade sentiments among a large part of their populace who feel left behind by the rise of globalization. In the backdrop of such rising nationalism in the US and France, both of whom are proud of their 'exceptionalism', this paper investigates ethnocentric views and resultant purchase intention of US and French consumers. This paper shows that consumers exhibit their ethnocentrism differently when it comes to buying local versus foreign goods.

EXAMINING IMPACTS OF CRISIS RESPONSE STRATEGIES ON BRAND TRUST AND PURCHASE INTENTIONS AMONG HALAL CONSUMERS IN MALAYSIA.

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In 2014, Muslim retail and consumer groups in Malaysia urged a boycott of Cadbury products because they violated Halal laws. Halal, a term used to determine how food and drinks are prepared for devout Muslims, affects every aspect of their daily lives. Malaysia, which seeks to become a global Halal hub, has mandated that food providers and marketers obtain Halal certification. Certification allows merchants to use the Halal logo on their products and for marketing. Nevertheless, a few franchise restaurants in Malaysia have faced Halal crisis in recent years, although their foods have been certified Halal by the appropriate government agency. This has created doubt among Muslims when making dining decisions. Additionally, some Muslim activists have boycotted some food outlets. What is the potential impact of the boycott on brand trust and purchase intentions and decisions? This study investigates the effect of crisis responses strategies on brand trust and purchase intentions among Muslim consumers in Malaysia, using the Situational Crisis Communication Theory. Results of a survey of 300 Muslim consumers in food courts in malls in major Malaysian cities would provide food marketers and suppliers with effective crisis response strategies when a Halal crisis occurs. It would also add to the growing focus on cultural influence on crisis response.

EXPLORATION OF SERVICE-LEARNING PRACTICE AT UNIVERSITI TUNKU ABDUL RAHMAN (UTAR), MALAYSIA

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Service learning, a teaching and learning strategy that allows students to use what they learn to tackle significant and meaningful community need, is prevalent in the United States, but not so in many other countries. The growth of service learning as a pedagogical approach in institutions of higher learning can be traced back to experiential education in 1900s. This educational tool emphasizes the process of learning through service provision, as the term implies. It offers students opportunities to gain valuable experiences by applying their knowledge to address the needs of their communities and also reflect on what they've learned. Studies have shown that service learning participation is a predictor of increased student learning outcomes. One university stands out from the rest – Universiti Tunku Abdul Rahman (UTAR). Only 14 years old, UTAR's involvement in community service is substantial. This study identifies service-learning opportunities made available by faculty members and the institution, the benefits to the local communities, students and university. Data are collected through surveys and in-depth interviews with key participants in the program, including students, faculty and community members. The results of this study would be useful in strengthening the practice of service learning in Malaysian higher learning institutions, improving students' learning, and transforming communities.

EXPLORING EFFECTIVE ACCOUNTING ETHICS CPE FROM AN UPPER ECHELON THEORY PERSPECTIVE

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The purpose of this study was to explore if Certified Public Accountants (CPAs) who hold upper echelon positions value ethics continuing professional education (CPE) differently from non-upper echelon CPAs. In addition, this study explored if upper echelon CPAs viewed the effectiveness of completed ethics CPE differently compared to CPAs in non-upper echelon positions. Based on upper echelon theory differences in survey responses were anticipated between the two groups. CPAs licensed by the Minnesota Board of Accountancy were surveyed regarding mandatory ethics CPE. CPAs self-reported their position titles. Based on position titles the survey population was coded as upper echelon or non-upper echelon. Across ten variables survey responses were statistically analyzed between the two groups. No statistically significant differences were found between the two groups. Open ended questions were also included in the survey. Responses to open ended questions were analyzed between upper echelon and non-upper echelon CPAs. Responses to open ended questions, both positive and negative, were similar between the groups. The residual question is why there were no differences.

EXPLORING LINKAGES OF STRESSORS ON EMPLOYEE COMMITMENTS IN INDIAN HPWS WORKPLACES

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This paper explores linkages on perceived effects of High performance work system (HPWS) practices in Indian organizations on employees' Affective, Continuance, Normative organizational commitments and Occupational commitment. We probed how perceived impacts job and workplace 'Stressors' could influence these four forms of employee commitments in Indian HPWS workplaces. We collected responses from 131 general employees working in four diverse sized Indo-Japan joint ventures and Japanese subsidiaries in India from August to September 2011. OLS regressions, mediation steps of Baron and Kenny (1986) and Hayes Process Macro (2015) were conducted under SPSS version 22 for analysis in this study. No mediation of HPWS was observed with Indian workplaces. However employees 'age' moderated the mediation of stressors in HPWS and commitment linkages in Indian workplaces. In spite of methodical limitations, this paper empirically proved that increased implementation of HPWS reduces Stressors in Indian workplaces and thereby increases employees' commitment. Indirect effects of HPWS through stressors get reduced with the increasing age of the employees on their commitments in Indian workplaces.

FACEBOOK: AN EFFECTIVE TOOL FOR SMALL BUSINESS MARKETING

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Small business advertising has changed over the years because of the internet and the subsequent evolution of social media sites, such as Facebook. Social media sites such as Twitter, Pinterest, Instagram and Facebook are being used as a source of free marketing for all businesses, large and small. According to Forbes, Facebook is the number one social media site that businesses use for marketing. Forty one percent of US small businesses now use Facebook as part of their online marketing strategy according to eMarketer. This paper represents the responses of 50 small business owners to questions asked of them through face to face interviews. All of the small business owners operate their businesses in Beaver County, Pennsylvania. The results of our study suggest that some of the small business owners found that Facebook marketing was highly successful while other small business owners found that Facebook marketing was not successful. The small business owners that felt Facebook marketing was not successful, believed that their small business did not receive substantial benefit from the time and energy spent on updating the Facebook page. Some small business owners felt that Facebook did not provide any additional benefits, such as increase in customer spending, and that it was not worth their time updating the page.

FACE-ISM THEORY IN THE 2016 UNITED STATES PRESIDENTIAL GENERAL ELECTION

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Researchers analyzed the total population of photographic images of the Republican and Democratic nominees in the 2016 United States presidential general election published in *Time* and *Newsweek*. The theoretical underpinning was the face-ism theory which posits that mediated images of men tend to focus on the head and shoulders, suggesting power and intellect, while mediated images of women tend to focus on the body, emphasizing the figure and appearance. The time period analyzed was June 16, 2016, after all primaries and caucuses were completed, until Nov. 7, 2016, the day preceding the U.S. Election Day. A total of 120 photographs of Donald Trump, the male Republican nominee, and Hillary Clinton, the female Democratic nominee, were published in the two newsmagazines. Trump was the clear visual winner. He had three times as many covers as Clinton, and 55 percent of published photos were of Trump; Clinton had 45 percent. The face-ism theory was supported; Trump's photos were most frequently cropped at the head/face/eyes level, while Clinton's photos were most frequently cropped at the legs at or below knees/feet/full body level. Overall results showed that while only 6.7 percent of photos were on the covers, the candidates did receive prominent placement within the pages of the newsmagazines. Two-page spreads constituted 34.2 percent of the visual coverage; 11.7 percent were full-page photos and 29.2 percent of the photos were positioned in the top half of the page. Trump (81.8 percent) had more photos in prominent page positions than Clinton (66.7 percent).

FACTORS AFFECTING DECISIONS BASED ON BUSINESS LEGITIMACY

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This research analyzes the factors affecting decisions based on business legitimacy. It investigates the role of the individual in legitimacy processes. The objective consists in determining to what extent the social context has an influence on the decision-making process based on organization's legitimacy. Five individual characteristics are related to four business legitimacy typologies by a regression analysis. Data were collected on a sample of 258 individuals. Results show that persons with higher social consciousness are more prone to make decisions about organizations taking into account the moral and regulatory legitimacy. However, low-trust customer or customers facing a high visibility of their decisions are more likely to assess organizations based on cognitive and pragmatic legitimacy. This study extends the knowledge in the field of Institutional Theory about how legitimacy is evaluated at the individual-level of analysis. In addition, results could be used to improve organization's strategic planning by showing customers' legitimacy preferences based on individual profiles.

FAIR TREATMENT OF UNAUTHORIZED RESTAURANT WORKERS AS A SUSTAINABLE COMPETITIVE ADVANTAGE

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The US restaurant industry is a multibillion-dollar revenue-generating machine. The relatively low food costs have been sustained, in part, because of illegal immigrant workers. In the restaurant industry, approximately one-quarter of the lower-paying positions are staffed by illegal immigrants. Given that US industries in the service, construction, and food sectors are dependent on illegal workers to the point of advertising for them in their native lands, the term "illegal" is disingenuous and illogical. If immigrants are invited either expressly or impliedly, the real dichotomy is between "invited" and "uninvited" immigrant workers. Immigration reform efforts at the federal level have repeatedly failed. The viable solution of promoting the fair treatment of unauthorized workers where they actually live and work and how this will create competition for their valuable, economic work among the states, will be introduced. Fair treatment of invited immigrants, undocumented and unauthorized or not, is explored as a source of sustainable competitive advantage. Four potential strategies are evaluated: fair compensation, fair supply chain, advocacy standards, and training and support.

FOOD LABELS AND ROLE PLAY AS A TOOL TO TEACH STAKEHOLDER NEGOTIATIONS

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Central to the thinking of Corporate Social Responsibility (CSR) is the understanding of how organizations need to consider sometimes conflicting claims from disparate stakeholders and how -occasionally- not all claims can be accommodated. Role play is a useful tool for learning how to prepare for stakeholder negotiations, and to think strategically about what an organization hopes to achieve from these negotiations. Using news articles and freely available resources, I have developed a three-party negotiation exercise around the issue of nutritional information on groceries. In this exercise, a non-governmental organization (NGO), a supermarket chain, and a trade organization need to reach a deal regarding voluntary labels. Food labels present the advantage that most people are familiar with the labels themselves, and even with some of the controversies around food labelling such as using real portion sizes, how packaging affects portion sizes, and the vagueness of terms like “natural”, among others. Using labels also helps to discuss important ethical and CSR questions such as whether companies need to provide accurate, informational labels; or if costumers should be responsible for their purchasing decisions (*caveat emptor*), even if labels provide insufficient information.

FOR-PROFIT AND NON-PROFIT UNIVERSITY ADVERTISING: WHAT MATTERS AT THE ALMA MATER

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External economic pressures and a shift from a manufacturing economy to a more knowledge-based economy have many people turning to higher education. To meet educational and training demands of the workforce, traditional, non-profit colleges and universities as well as for-profit institutions use multiple techniques to attract new students and influence enrollment decisions. This exploratory study uses content analysis to assess the message variables in non-profit and for-profit institutional communication, specifically video advertisements prior to the enactment of the federal gainful employment regulations, high profile for-profit institutional closures and Federal Trade Commission litigation related to misleading advertisements that appeared on television, radio, print, online and other media. Results of the content analysis suggest non-profit institutions used advertising messages that are more transformational and emotional in nature to attract and recruit their primary demographic as well as speak to myriad stakeholders including parents and alumni. For-profit institutions more frequently used informational messages but employed a more balanced approach or tempered the informational messages with an emotional approach in messaging.

FROM ATTACHMENT TO DETACHMENT: THE ROLE OF ATTACHMENT STYLES IN VOLUNTARY EMPLOYEE TURNOVER

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Voluntary employee turnover is one of the most salient and frequently studied phenomena in organizational literature. Turnover highlights the associated costs of recruiting, selecting, training and retaining the most talented people for our organizations in addition to the loss of human and social capital. This paper presents a theoretical framework anchored in Attachment theory that offers testable research propositions, which will illuminate how people build relationships. Attachment theory explains the relationships people form in the workplace using the different attachment styles similar to individual difference variables (i.e. Personality). We further posit that social exclusion influences the relationship between employees' attachment styles and their intention to withdraw from the organization. Social exclusion occurs when an individual is left not included or even ostracized from activities or conversations at work. We believe that psychological attachment shows promise for the study of employee turnover since based extant research has shown how attachment styles vary in terms of security, anxiety, avoidance, fearful relationships, and insufficient or excessive dependence on other people at work. The resulting anxiety or security may give organizational scholars insights into how psychological attachment predicts employee turnover.

FRONT PAGE COVERAGE FOREGOING THE 2016 PRESIDENTIAL ELECTION

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This study focuses on news content that is featured on the front page of major newspapers prior to the 2016 Presidential Election. Through an extensive content analysis of one hundred and eighty front pages of newspapers including approximately eight hundred and ten articles in total, data was collected regarding the types of articles, the news coverage, the news source, content within the article, the size and placement of the articles, news values, tone and bias. By collecting and analyzing these variables, we were able investigate the amount of political news content that was published on front pages during the months leading up to the presidential election, the placement of political news content and the overall tone associated with political news coverage. Our findings prove that in the months prior to the 2016 presidential election, most newspapers chose to place political types of news coverage above the fold of the front page, and used a negative tone to describe the political content.

**FULL DISCLOSURE: EXPLORING THE DIFFERENCES IN DISCRIMINATION
BETWEEN OPENLY GAY AND PRIVATELY GAY EMPLOYEES**

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There is a lack of comprehensive research connecting an individual's level of openness in regards to their sexual orientation with the receipt of organizational rewards in the workplace. It is important to study this issue to further understand the relationship between being openly and privately gay and the tie this has to career development and ascension in an organization. There has been much research surrounding many of these issues individually, particularly the study of wage differentials. However, a comprehensive study that explores the individual professional impact of what it means to be openly or privately homosexual in today's workplace can contribute much to the current research available. The conclusions of this paper will allow scholars to conduct future comparative studies over broad spectrum of issues that that either impact or are impacted by differing sexual orientations in the workplace. This theoretical foundation will make future studies both more relevant and accurate.

**GLOBAL PERSPECTIVE ON TURNAROUND STRATEGIES:
LEADERSHIP TRAITS EXPLORED**

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Open markets create opportunities as well as threats. Potential instability is a corollary of openness. Globalization has stimulated the process of openness through economic liberalization of national economies. The emergence of these economies on the open landscape has ushered in the era of increasing uncontrollability and unpredictably. The phenomena of yielding downturn and resolute upturn of organizations (macro as well as micro) are natural consequences of such turbulence. Potential turnaround is a fundamental challenge in such situations. This paper explores turnaround (TA) systems. Its key focus is leadership associated with 'willed' TA strategies. More specifically, it focuses on leadership attributes which lead to the development and successful execution of TA strategic plans. The paper introduces the 10E Model of Turnaround Excellence. The model has a triadic structure of ten attributes. The attributes include 1) an '*intrinsic core*' set, 2) a '*system connectivity*' set and 3) a '*functional*' set. The dimensions of these attributes are discussed along with illustrative examples.

HEALTH INFORMATION SOURCES OF BABY BOOMERS IN TAIWAN

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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 of preventive health care. Understanding where people seek this information can better inform marketers of where to market preventative health products. Providing the needed products to the right customers early 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 thesis 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. Sources were grouped into personal (friends/family/neighbors), clinical (doctors, nurses, pharmacists, etc.) and peers (teachers, co-workers, etc.) and as expected, the clinical group was the primary source of information. This presentation presents the findings of the descriptive analysis and predictive (factor) analysis results of each of the 15 sources in more detail identifying potential marketing opportunities.

HOW PERCEPTION DOES NOT EQUAL REALITY IN ACADEMIC DEPARTMENT MANAGEMENT: A CASE STUDY

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The relationship between reality and perception gets tested regularly in the management of any large organization. In the case of an academic department, faculty perceptions often run counter to the realities of daily administration. This conflict is most apparent in varying interpretations of policies and procedures related to faculty governance and faculty review. This case study examines how the structural characteristics of horizontal communication between colleagues and vertical communication between superiors and subordinates influences, and potentially exacerbates the conflict of perceptions between faculty and administrators in a state-sponsored, research university. Issues addressed in this paper include: 1) To what degree does a department chair have latitude in setting or enforcing policy, 2) To what degree do differences in interpretation of policy between faculty and administrators influence departmental management, and 3) How does a department chair serve as both a colleague and a supervisor to other faculty. The analysis of data for the study is based on Barry and Crant's (1999) Attribution/Expectancy Approach.

HOPE, OPTIMISM, RESILIENCE, AND SELF-EFFICACY AS PREDICTORS OF LEADERSHIP EFFECTIVENESS

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It has been frequently observed that a leader's effectiveness completely depends upon the personal ethics he or she demonstrates in behavior. Barnard said that whatever morality exists in an individual, it must be exhibited in conduct. Alan Keith of Genentech asserts that leadership is ultimately about creating a way for people to contribute to making something extraordinary happen. Kouzes and Posner have developed a workable and visionary algorithm for great exceptional leadership which could be practiced in any culture, and which has five steps: Model the way, Inspire a shared vision, Challenge the process, Enable others to act, Encourage the heart-MICEE for short. The objective of this paper is to do a critical analysis of important leadership theories that have evolved from current literature of leadership for exemplary contribution to practice and apply it to a research on leadership behavior. In so doing, a research on Hope, Optimism, Resilience, and Self-Efficacy will be examined for leader effectiveness. A research hypothesis defining Hope, Optimism, Resilience, and Self-Efficacy as predictors of leadership (and leader effectiveness in nine dimensions of effectiveness) will use multiple stepwise regression technique to measure individual and collective contributions of these four independent variables on leadership effectiveness of the leader. Leadership behavior, as a dependent variable will be measured by *Multifactor Leadership Questionnaire*.

IMPACT OF DIVERSITY REPORTS ON PERCEPTIONS OF ORGANIZATIONAL PRACTICES AND ATTITUDES TOWARD GENDER EQUALITY

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Technology firms such as Apple, Google, Yahoo, and Microsoft have released corporate reports revealing 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 the professional and managerial ranks. Moreover, representation of members of these groups plummets as senior executive 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 by those in the pipeline for positions at these firms. This study examines perceptions of organizational practices and attitudes toward gender equality of firms in the technology sector. The perceptions and attitudes of students majoring in Information Technology & Informatics and Management Information Systems will be assessed. Using the MANOVA technique, differences in perceptions and attitudes based on academic discipline and biological sex will also be explored.

IMPACT OF REPRESENTATIVENESS HEURISTIC RELATED BIASES ON INVESTMENT DECISION OF INDIVIDUALS

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The purpose of this article is to study the representativeness heuristic and its related biases that effect the decision of the individual in the stock market. This paper used four biases related to representativeness heuristic named base rate neglect, sample size neglect, conjunction fallacy and gambler fallacy. This paper employs the survey data of 142 individual investors from the Lahore stock market, which is analyzed using multiple regressions. The finding of this study is that individual investor's decision is effected due to sample size neglect and conjunction fallacy because of representativeness heuristic. Individual assign the probability of event with the most similar representative outcomes. Behavioral finance provides mechanism to study the effect of heuristics and as well as provide advice to avoid the biases while using the heuristics.

IMPACT OF THE NEW REAL ESTATE SECTOR ON REITS

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In 2016, S&P Dow Jones Indices (Dow Jones) and MSCI reclassified listed equity Real Estate Investment Trusts (REITs). REITs are companies that own residential and commercial real estate and/or other income-producing properties, such as health-care and digital storage facilities or timberland. Dow Jones and MSCI reclassified equity REITs by removing them from the Financial sector, placing them in a new Global Industry Classification Standard (GICS) sector, Real Estate. The GICS was created in 1999 with only 10 sectors. With the addition of the Real Estate sector, 11 sectors now exist. REITs involved with mortgages remained in the Financial sector. The Financial sector includes firms involved with: banking, mortgage finance, consumer finance, corporate lending, investment banking and brokerage services, insurance, assets management and custodial services. According to the Efficient Market Hypothesis, stock prices should reflect public information. In this paper, an event study was conducted to determine if removing equity REITs from the Financial sector, placing them in the new Real Estate sector, impacted the price of REITs.

INSIGHTS FROM INSIDE PRSA'S BUSINESS CASE FOR PUBLIC RELATIONS – A UCM PR PROGRAM PERSPECTIVE

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In 2009, Public Relations Society of America launched its “Business Case for Public Relations: Driving Industry Recognition and Growth” initiative “to drive industry recognition and growth by helping professionals in the field educate key audiences about public relations’ roles and outcomes, demonstrate its strategic value and enhance its reputation.” A growing number of PR educators recognize and advocate the value that PR brings to business profitability, sustainability, innovation and decision making. However, university administrators, business accrediting bodies and business faculty remain largely unaware and/or unconvinced of PR’s value. In 2014, the University of Central Missouri PR program was moved from the College of Arts, Humanities and Social Sciences Communication Department to the Harmon College of Business and Professional Studies Department of Marketing and PR. The UCM Provost directed this move and it was welcomed by the Harmon College Dean. As a result, the UCM PR program became only the second PRSA certified PR program housed in a school of business. UCM PR students now take at least two traditional business classes. Three students have earned an MBA and one was recognized as the 2014-15 outstanding business graduate. However, the UCM PR program remains outside the business core and its programs, without AACSB accreditation, and distanced from UCM’s MBA program. The 2014 move clearly laid the foundation for next steps in the educational pursuit of the business case for PR. Those steps, and major barriers to them, will be addressed.

INTEGRATING HIGH-FIDELTY HUMAN PATIENT SIMULATION SCENARIOS INTO PHYSICIAN ASSISTANT PROGRAMS

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Simulation, using high-fidelity human patient simulators, or mannequins, is key component in many modern nursing and medical programs to effectively teach and evaluate student performance. Conversely, simulation scenarios using human patient simulators are rarely used in physician assistant (PA) programs. Instead, didactic learning and clerkships in general practice and specialties are supplemented with standardized patients’ feedback during testing at various touchpoints during the student’s program. Giving PA students an opportunity to work through simulated scenarios with they may face professionally gives students an opportunity to work in a safe educational environment prior to leaving for clerkships. Utilizing human patient simulators to role play these cases adds on a level of believability not present when role playing with peers. Standardized patients could be used, not only in high stakes testing, but also in these scenarios. Students are able to work on a variety of cases while interacting with a variety of patients and better prepare them for their professional careers and impact patient care and patient safety. Integration options for a physician assistant program in the Great Plains will be discussed.

INTERACTIVE EFFECTS OF MANAGER AND SUBORDINATE JOB SATISFACTION ON SUBORDINATE TURNOVER INTENTIONS

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Previous research has provided substantial support for the role that attitudes play in predicting turnover intentions. In particular, job satisfaction has been found to be a consistently significant predictor of turnover intentions. Little attention, however, has been paid to the cross-level effects of managerial attitudes on the subordinate job satisfaction - turnover intentions relationship. Using hierarchical linear modeling (HLM), this study examined the cross-level interactions of both manager job satisfaction and manager turnover intentions on the subordinate job satisfaction - turnover intentions relationship based on a sample of respondents involved in the merger of two banking institutions. The results of the analysis confirmed that the negative relationship between subordinate job satisfaction and subordinate turnover intentions was stronger when manager job satisfaction is high, suggesting that managers' attitudes may have influence on the turnover intentions of subordinates if those attitudes are apparent to subordinates. Manager turnover intentions, however, did not moderate the subordinate job satisfaction-turnover intentions relationships.

INTERNATIONAL VIEW OF CORPORATE GOVERNANCE AND MANAGERIAL ACCOUNTING PRACTICES

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This study investigates corporate governance structure of three of the most prominent G7 countries, namely the United States, France, and Canada. Historically, corporate governance structures have evolved in countries based on their political, economic and cultural ideologies. These have, therefore, reflected on the changing pattern, model of the managerial practices as well. Countries with a socialistic view like France have a tendency to base their corporate governance systems on the inclusion of all stakeholders, especially the employees. Countries with more robust capitalistic view like the United States tend to concentrate on increasing the wealth of shareholders within their corporate governance structure. Canada is in a unique position as it is influenced by both British and French systems, though US corporate governance system has a bigger influence on Canadian practices. This study hopes to provide a comparative view of different governance environment that exists within the realm of these developed countries and interestingly, the managerial accounting practices. We find the differences in corporate governance structures among these three industrial nations quite astonishing so also is the managerial practices though there are more similarities, commonalities observed between the USA and Canadian corporate governance practices.

INTERNATIONALIZATION AND THE INTERCULTURAL ASPECTS OF VIRTUAL CROSS-BORDER LEARNING

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The results of an ongoing, three-year assessment (2014-2016) of a Blended Learning International Collaboration project are presented. The presentation describes a qualitative case study of staff and student learning outcomes for two courses which have used a case approach to collaborative cross-border teaching. Teams of ECU students took the “macro” strategic perspective while a parallel set of three to five DHBW student teams took the “micro” perspective, making recommendations on how human resource practices should be designed to best fit the strategic intent of the firms. Student feedback is combined with a narrative of ongoing “lessons learned”. The authors present four major potential sources of variation. The findings underline the importance of assessing, accounting for and hopefully minimizing the total sources of variance in order to maximize the potential for learning by the two groups.

INTERNET AS AN INFORMATION SOURCE FOR COMPLEX PRODUCTS

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More and more, the Internet is a source of information for decision-making regarding products and services. Consumers frequently search for descriptions, recommendations, reviews, and opinions before they commit to decisions on clothes to buy, or where to eat. In this paper, we are interested in how consumers use the Internet for complex products, such as insurance. Results from a survey administered to 869 respondents indicate that consumers do treat complex products, such as insurance, differently from products such as apparel, when using the Internet as an information source. Specifically, we find that trustworthiness of information source is important for complex products. And, fewer recommendations from personal sources are favored over a large number of recommendations from impersonal ones for complex products. Somewhat surprisingly, we found that social networks such as Facebook remain irrelevant as information sources for all products – whether simple or complex. Our analyses serve as a starting point for an enquiry about the use of the Internet as an information source for different types of products and services.

IS COMMON METHODOLOGY IN THE NATURAL AND SOCIAL SCIENCES NECESSARY FOR ADVANCEMENT?

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This work examines the methodological differences in framing, collecting, and interpreting data with respect to cross-cultural research studies as they relate to the social and natural sciences under positive and normative conditions. While both the natural and social sciences have evolved over time to meet the standards of the age, they remain rooted in rationalism and empiricism respectively. Despite this rooting, similar conclusions appear in each field's research. Specifically regarding trait (value) development, both social and natural scientists agree that 1) cultural traits (values) derive from evolutionary causation, 2) cultural traits (values) change over time, and 3) the changes derived from trait (value) evolution follow recognizable patterns. Only in the specific descriptors produced by disciplinary limitations in methodology, do these three observations differ. The purpose of this paper is to discuss the possibility of merging or altering the methodologies current to cross-cultural research to determine a reliable means of expanding the depth and breadth of research. Following a discussion of this possibility, this work notes processes for future research to validate its proposals.

IS THE PERCEPTION OF EFFECTIVE LEADERSHIP A FUNCTION OF ATTRIBUTIONAL BIASES?

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Leadership has been an issue dating back to the earliest writings of man. One of the common themes of leadership research has been the tendency to evaluate it on a post-hoc basis. Leadership was deemed to be effective because the outcomes were successful. Researchers then attempted to identify the characteristics that differentiated these successful leaders from those the who were average, or below average, based on outcomes. The relationship between leader effectiveness and outcome success may be more complicated than that. Attribution theory focuses on the process of a person observing an event, and through a biased process of gathering information, attempting to assign cause for the event. Some notable biases in the attribution process include: The fundamental attribution bias, which has shown that people tend to over-attribute the actions of others to internal causes, the actor-observer attributional bias, which suggests that people tend to attribute their own actions to external causes, while attributing similar actions by others to internal causes, and the self-serving bias, which causes people to attribute their own successes to internal causes, while attributing failures to external causes. The premise of this paper is that outcomes that are often attributed to "being a good leader" either by self-examination (autobiographies of leaders) or by others (scientific theories and popular press leadership books) are a process of attributional biases, rather than true experimental analyses of effective leadership. We propose that, in order to truly test whether a characteristic implies good leadership, studies must rely on a-priori hypotheses tested over time on a group of leaders starting on relatively similar footing.

LESSONS FROM A CORRUPT ORGANIZATION

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Internal control principles often are perceived as arbitrary rules that merely exist to impede progress, rather than as sound protective guidance. That perception needs to change if good stewardship of entity resources is a desired objective. This paper draws on adverse examples from DeKalb County, Georgia to illustrate why sound internal control is essential to protect the interests of the entity and its stakeholders. DeKalb County has former Commissioners and school administrators in prison for committing fraud, a sheriff serving a life sentence for assassinating his successor, and a former CEO who was indicted for bid rigging, obstruction, and perjury, but its internal control weaknesses should be instructive to those responsible for governance and stewardship in less challenged organizations as well. Case examples presented in this paper include procurement card fraud, payments for phantom services, and bid rigging, together with concrete discussion of how those frauds could have been prevented or contained.

LINKING SMALLHOLDER COFFEE FARMERS TO OUTPUT MARKETS

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The majority of the working population in African countries are smallholder farmers whose access to output markets offers opportunities for the sale of their produce and thus increased earnings. Linking coffee farmers to international markets, for example, is a strategic imperative. A few studies show that farmers participating in specialty markets receive higher prices than those in conventional channels and cooperatives (Wollni and Zeller 2007). However, empirical research that informs policy and practice regarding linking smallholder farmers to export markets is lacking (Chege, 2012; USAID, 2015). Moreover, empirical evidence on strategies for smallholder coffee farmers' access to output markets has not been addressed in extant research. For example, what marketing linkages are associated with profitability and to what extent do smallholder farmers have the marketing capacity for profitability? The present study examined these questions through a survey of a sample of coffee farmers in Kenya and extends knowledge with both practical and theoretical implications. The study identified six types of marketing linkages pertaining to market sensing, supply chain, marketing networks, marketing promotion and marketing management. A major contribution of the study is the development of a small coffee farmers capacity assessment tool (SFCAT). The results of the regression analysis also found a significant positive correlation between marketing linkages and performance, measured as a function of net income, profit margin and earnings. Future research involving more countries is recommended.

**MATTHEW VERSUS THE STATE OF LOUISIANA:
NEWS COVERAGE OF FLOOD EVENTS IN 2016**

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In 2016, two major flood events made national news: one affecting North Carolina, and the other affecting Louisiana. At issue is whether the news coverage was equivalent at the national versus regional or local level for both events. This study examines the news and social media coverage of both events. More specifically, news items related to the events will be collected and analyzed for both number and nature of representations. Items will be coded for valence regarding the severity of the event, the timeliness of the reporting of the event, the human-interest aspects of the event, and the descriptions of the individuals involved. Also examined will be the valence of the commentary about the events in non-traditional, social media outlets. Analysis of news items will be conducted according to the precepts of Agenda Setting Theory and Framing Theory. Additional analysis will examine how these two events compared to the events surrounding Hurricane Katrina.

MCDONALD’S AND ITS MENU – WHAT ARE THE IMPLICATIONS?

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McDonald’s is a global leader in the fast food industry with over 36,000 restaurants located in more than 100 countries. Throughout the U.S. McDonald’s is famous for consistency. A consumer can go into any McDonald’s in the U.S. and the French Fries are not only prepared the same, but they will also taste the same. This consistency feature starts to waver when looking at other items on the menu. Obviously, the most important factor used to determine menu items is sales. But what are the other factors? Not only in the U.S., but other countries as well? Does McDonald’s specifically take into account the culture, climate, location, religious preferences, and local food inclinations among others? What if some of these factors conflict with each other? How localized is McDonald’s? This paper will attempt to answer some of these questions by looking at McDonald’s menu offerings both in the U.S. and abroad.

MEASURING INFORMATION SYSTEMS SUCCESS

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The successful use of information systems (IS) is critical for organizations to generate and sustain competitive advantage. Continued spending on information technology assets extends the useful lifetime of deployed systems. To derive tangible and intangible benefits from information systems, organizations have to continuously and accurately evaluate efficacy and adequacy of systems. Significant research has been spent on developing information systems measures of success. We discuss mainstream models and their assessment strategies. Finally, we propose measures whose suitability we explore in a study of recent IS deployments at our university.

A few years ago, the University of North Georgia emerged from consolidation of two quite disparate institutions. We use the consolidated IS infrastructure as test case to compare our model with the ones in the literature. We will assess user perception by measuring satisfaction in specific areas. The proposed instrument will be explained, and data analysis and inferences will be discussed.

MEDIA FRAMING OF JULIAN ASSANGE IN ENGLISH AND SPANISH LANGUAGE NEWSPAPERS

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A quantitative content analysis was conducted to examine how newspapers framed Wikileaks founder, Julian Assange, the week after the Ecuadorian government granted him political asylum at their embassy in London on Aug. 16, 2012. Researchers analyzed 2,317 mentions of Assange in 380 articles published in 88 English and Spanish language newspapers from twenty nations in North America, Europe, Australia/New Zealand, Asia and Latin America to examine regional differences in the way Assange was framed. Media framing theory, the basis for this research, posits that how the media frame an individual, an issue or an event can have an impact on media consumers' perceptions. This study revealed that the tone toward Assange was mostly neutral or positive in newspapers published in all continents. European media gave more attention to Julian Assange than did media from North America or other continents. Exploratory research revealed that English language newspapers placed Julian Assange in headlines slightly more frequently than Spanish language newspapers. Interestingly, even when Assange's participation in the publication of secret documents affected many different countries, he was not given page prominence in newspapers. Spanish language newspapers framed Assange with descriptors such as "fugitive," "hacker" or "whistleblower" more frequently than English language newspapers.

MEDICAL TALK SHOWS: EXAMINING HEALTH TOPICS AND MEDICAL CLAIMS FROM THE REBRANDED DR. OZ SHOW

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Mass media is often employed to provide health information to improve public knowledge and guide health behaviors. Television, in particular, is a medium frequently used to convey health information including programming from medical talk shows that reach across a large and diversified segment of viewers. However, certain medical talk shows have come under increasing scrutiny from critics concerned about the quality of consumer health information and medical advice. The Dr. Oz Show, hosted by Dr. Mehmet Oz, a cardiothoracic surgeon and professor at Columbia University, has received much public criticism for unorthodox health recommendations and questionable medical claims. Oz has come under fire from his peers and the U.S. Senate. His show prompted the American Medical Association to adopt two resolutions that hold physicians accountable for advice they communicate through mass media. During season 7, he announced his intention to improve the credibility of medical advice offered on the show. This applied study examines the health information content provided on the rebranded Dr. Oz Show in its 8th season launched on September 12, 2016. Fifty-eight full episodes are evaluated. This study explores the role of medical entertainment in an era increasingly concerned with health and wellness. It also considers the public health implications of medical talk show advice for viewers.

MOTIVATING ONLINE STUDENTS THROUGH TRAVEL ABROAD

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Online students face numerous challenges which affect their motivation and learning. Online students often feel isolated. They have not met their instructors or other students face-to-face and often work alone without contact with other students. By the nature of online studies, it is difficult to make the experience practical. Adapting online education to real world experiences is difficult. For these and other reasons motivation can be low. Travel abroad experiences respond to some of these challenges and at the same time can make students enthusiastic about their studies. Students get to know each other and their instructors. Combining travel abroad with practical learning experiences deals with the other challenges. Students get practical experience and see how the theory they have learned applies in their lives. This realization helps motivate them to continue their studies. It also helps to build their resume. This presentation describes a travel abroad experience where online students use their knowledge in emergency preparedness and disaster response to teach local community members in the Balkans. It describes how travel abroad meets pedagogical objectives and overcomes some of the problems in an online educational program.

NECROMARKETING: HOW DEATH SELLS PRODUCTS IN U.S. MAGAZINES

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The emotion of fear specifically has been shown to have a powerful influence on consumer behavior. Research suggests a strong link between consumption and the fear of death. This present study investigates the use of “Necromarketing” (the marketing of death), a dual-route processing models similar to both the Heuristic-Systematic Model of Information Processing (HSM) and the Elaboration Likelihood Model (ELM), in American magazines. Specifically, this study used a content analysis to investigate print advertisements from a sample of 25 top consumer magazines. Advertisements were coded for type of necromarketing, as well as the framing used by brands. Findings reveal necromarketing appeals occurred in 10% of all advertisements. Of those instances, 61% were implicit appeals, and 39% were explicit. The data revealed that the majority of explicit marketing occurred in the weapon and finance industries. Seventy-four percent of all implicit necromarketing appeals were for beauty products, totaling 20% of all beauty advertisements. Our findings indicate that despite empirical research showing that fear appeals drive consumers to brands and products, necromarketing is still a developing marketing construct not widely used by advertisers. This study combined with future research could create a new strategic mindset in the creative industries towards using necromarketing in magazine advertisements to persuading consumers to buy products and services by creating attachment to the brand and standing out competitors with necromarketing.

OIL AND EARTHQUAKES IN OKLAHOMA: MAPPING AND MONITORING RISK

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Due to advances in hydraulic fracturing (fracking), multi-wellpad and horizontal drilling, the US has become a top producer of oil and gas (O&G). However, the accompanying produced water, a by-product of O&G drilling, has also increased, and finding ways to dispose of it has proven challenging. Three traditional methods include: transporting it to a special treatment facility, placing it in surface storage pits or depositing it in underground injection wells. The latter is an environmentally-preferred method of dealing with produced water in Oklahoma, a key O&G producing state. However, due to the large increase in O&G production, the accompanying larger amounts of produced water have been disposed into injection wells at higher rates, apparently lubricating geologic faults and precipitating earthquakes. Known as induced quakes, the number of these tremors has increased so greatly that they are being considered in the federal national seismic hazard model. Meanwhile, infrastructure, commercial and residential real-estate are at risk, leading to increased insurance premiums and deductibles, as well as exclusions for “man-made” damage. This paper examines the relationship between O&G production and (induced) earthquake activity in Oklahoma between 2000, when the surge in production began, to the present. Geospatial data and techniques and statistical analysis are implemented to better understand and model the possible relationship between characteristics and locations of injection wells, with the location and magnitude of earthquakes. Findings and recommendations can help inform decisions by local, tribal, state and federal officials, as well as risk managers, industry and local communities.

ON CONSCIOUS CAPITALISM: EXPLORING ITS PEDAGOGICAL IMPLICATIONS FOR MANAGEMENT EDUCATION

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In “Conscious Capitalism: Liberating the Heroic Spirit of Business,” Mackey and Sisodia (2013) claimed that corporate leaders and business practitioners are in dire need of developing a new narrative on free enterprise capitalism. From the perspective of conscious capitalism, the higher purpose of doing business is not exclusively about maximizing the wealth of shareholders, but more about creating values for all stakeholders, including employees, customers, vendors/suppliers, community, and even natural environment. For business educators, this is a challenging task about translating the philosophy of conscious capitalism and its four major tenets (i.e., higher purpose, stakeholder orientation, conscious leadership, and conscious culture) into the actual business school curriculum. Given that business education has put greater emphasis on cultivating students’ analytical mindset and technical skills for instrumental knowledge until recently, it would not be easy to transform the current ethos of business education by adopting the philosophy of conscious capitalism and to translate the tenets of conscious capitalism, such as mindful leadership, into the current business school curriculum. Therefore this presentation explores how the philosophy and the four major tenets of conscious capitalism could be successfully infused into business schools and examines how mindfulness can be adopted to cultivate conscious leadership, one of the four key tenets of conscious capitalism, among business students.

PEOPLE VS. PARTIES: DESIGNING & DEVELOPING EFFECTIVE VISUAL COMMUNICATIONS TO PERSUADE UNITY AMONG AN INDEPENDENT ELECTORATE

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This paper addresses graphic design's role as an influencer of cultural narratives among the diverse spectrum of political conversations, specifically self-identified independent voters in the US— with a focus on political narratives from voters who criticize current partisanship and support election reform. It attempts to develop new ideas of political propaganda theories and persuasion to better frame unique perspectives from a strategic communication and graphic design lens. Political strategists and human-centered communication designers should include methodologies and processes that development new symbolic languages and signifiers to represent solidarity, advocacy, and most importantly, empathy for the post-partisan, independent American voter. The author contends that human-centered design methods are essential in developing effective political visual communication that can persuade voters and policy makers. There is little doubt that media creation, strategic communication, and other political content produced by graphic design professionals affect elections. Professionals who feel a sense of connection or patriotic obligation to serve the social good, and historically have designed memorable, persuasive, i.e., effective political communication. Strategists and graphic designers working together must acquire sociopolitical empathy and involve themselves in the political process to better understand the American political segments and targets, in order to persuade effectively to a diverse electorate.

PERCEPTIONS IN WORKPLACE CULTURE TOWARDS DEAF AND HARD OF HEARING EMPLOYEES

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The Americans with Disabilities Act requires employers to provide employees with disabilities with appropriate accommodations to perform their jobs. Though they can't discriminate when hiring, many employers still resist hiring deaf workers. In the 21st century, employers recognize the value of a diverse workforce and have made significant strides in recruiting and retaining employees with a variety of personalities, backgrounds and experiences. While corporation and educational institutions in America have progressed in this area, one group of citizens remains underrepresented in the workforce: deaf employees. Of the 311+ million people in the U.S, nine million are deaf and hard of hearing. The unemployment rate for deaf employees is about 75%. This study investigates the perceptions of employers and employees' attitudes towards regarding real and perceived difficulties regarding hiring and working with a deaf colleague. This study investigates these perceptions through a survey of an innovative mid-sized businesses in the New England area. Findings reveal key perceptions surrounding accommodations, communication barriers, and workplace morale.

POLITICS FROM A P.R. PERSPECTIVE: COUNCILWOMAN CAMPAIGN FOR VIÑA DEL MAR

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The last municipal elections in Chile, determining both Mayors and City Council members, were held on October 23 2016. Over the last few years there have been social, political and technological changes which have caused, among other consequences, electoral participation in Chile to shrink continuously. Some influencing factors are the massive penetration of social media (70% of homes are internet users), the increasing mistrust Chileans have of politics, modifications to electoral law such as the transition from mandatory to optional voting, restrictions in electoral spending and public advertising, and a stricter supervision of political campaigns. For these reasons, the recent municipal campaign presented the candidates with great challenges, the main one being voter abstention. The political campaign for re-election as a Viña del Mar Councilwoman being presented in this paper, used a Public Relations focus and a strategy of direct contact with the voters, showing the candidate as a real person, with a personal and family history linked to the municipality. A central aspect of this narrative consisted of her formation as a PR professional and how that background generates a way of bonding with the different publics in the municipality. The results suggest that a PR focus in political campaigns can be effective and help to rebuild trust.

**PREDICTING LEADER PERFORMANCE:
FIELD TEST OF AN INTEGRATED MODEL**

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In today's complex business environment, organizational success is more closely tied to leader performance than ever before because organizational leaders must deal with high levels of complexity in the process of communicating organizational goals and directives while simultaneously overseeing operations and communicating performance information. Given the complexity and importance of leaders to organizational success, it was surprising that very little research has focused on developing integrated predictive models of general leader performance. Such models could provide guidance for both future research and practical guidance in selecting and developing leaders. As such, this study identified a number of constructs believed to be influential to leader performance, including cognitive ability, personality, motivation, and leader skills, then tested the applicability of those constructs to leader outcomes using a model of general leader performance. Support was found for the relationship between cognitive ability and performance, as well as the mediating effects of leader skills to the cognitive ability to performance relationship. Theoretical and practical implications are discussed for these findings, as well as rationale for why other relationships were not detected.

**PRODUCTIVITY OPTIMIZATION FOR FINISHED GOODS INVENTORY WITHIN
RETAIL BUSINESS ENVIRONMENTS AND IT-ENABLED DISTRIBUTION CHAINS**

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Supply Chain Management and Distribution Chain Management are experiencing enormous transformation in the age of internet and e-commerce retail operations. Retail businesses employ trillions of dollars of investment in holding inventory for distribution across the globe. There have been numerous efforts observed by retail business to optimize inventory (and invested capital). While significant improvement has been achieved within Supply Chain Management, Distribution Chains can be further optimized. This paper explores how three variables -- Business Complexity, Distribution Coordination Strategy, and Distribution IT Infrastructure interact to impact Finished Goods Inventory Turnover. With respect to Distribution Chain effectiveness and Technology, a model is proposed for how Business Complexity, more extensive Distribution IT Infrastructure, and Distribution Coordination Strategy correlates to Finished Goods Inventory Turnover. Due to the extensive investments required in procuring Distribution IT Infrastructure, the optimization of Finished Goods Inventory is critical for retail organizations to realize return on investment. Implications are discussed.

PROPORTIONAL HAZARDS MODEL OF BANK FAILURES: EMPIRICAL EVIDENCE

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During the financial crisis of 2008 to 2010 there was a record number of bank failures, particularly in the US, not seen since the Great Depression of the 1930s. Central banks, federal governments, supranational institutions such as the International Monetary Fund, and bank industry regulators tried to cope with the spike in bank failures and threat to the global financial system. This study uses the Cox Proportional Hazard Model, examining the operating and financial characteristics of banks as well as market and economic conditions, to demonstrate what caused US bank failures. Forecasting bank failures was more successful the closer to the time of failure and during times when there was a higher failure rate. The significance of the individual variables results varied over time. Consistent effects indicate US banks were more likely to not fail when having higher capital, loan to assets, short term debt securities, and return on assets. The failure rate was greater when their loan loss allowances, and past due accounts were high. The results of this research will help central banks, governments, and regulators to forecast which banks are in financial trouble and what can be done to shore up the financial strength of the affected banks as well as the financial system.

PROPOSED PUBLIC RELATIONS CAMPAIGN FOR UTSA CAMPUS CARRY

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Texas Governor Greg Abbott signed Senate Bill 11 ("Campus Carry"), which allows for the carrying of concealed handguns on Texas public institution campuses by concealed handgun license (CHL) – now referred to as License to Carry a Handgun (LTC) holders. This caused quite the uproar among students and faculties due to the lack of information communicated to the UTSA community. The faculty and student body was left feeling unsafe due to the lack of details given about the law and UTSA's new policies that will be implemented which will affect the entire UTSA community. The problem lies within the lack of strategic communication planning, preparation, and information given to the UTSA community. The proposed public relations campaign to be implemented, will inform the students and faculty about the new law, as well as all the policies and changes. The goal of this campaign is to educate the target publics as much as possible, to ensure knowledge in the subject matter, and ensure optimum safety on campus. The Open Campus Carry law will take effect on August 1st, 2016.

PUBLIC RELATION AND SPORTS: A TOOL FOR ELITE ATHLETES TO BECOME SYMBOLS OF IDEALS AND VALUES

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Sport promotes emotions and feelings, but above all it can influence the attitudes and behaviors of people. Social values and ideals represented by sport such as determination, humbleness or creativity have been used strategically by the practice of public relations and advertising to create a positive impact towards society. Public relations are responsible for enhancing the positive image of either a company, an organization or an individual to consolidate links with all its stakeholders using different strategies and instruments. Elite athletes in sports are considered icons and models of success, envied and imitated by many, achieving a great popularity and are closely followed in the social media. Moreover, athletes such as soccer player Lionel Messi and tennis player Rafael Nadal have become social icons inside and outside their sports space thanks to public relations and also a big part due to advertising. This paper seeks to analyze and understand the cases of these two famous athletes as symbol of values and ideals for the development of a better social educational context due to the implementation of the public relations as a tool.

REGULATORY FOCUS, EMOTIONS AND TECHNOLOGY ADAPTATION

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Due to the constantly changing and involving information technology (IT) in recent decades, employees are continuously faced with new IT tools at workplaces. IT adoption is a dynamic process and in the initial use of new IT tools employees can experience strong emotions that determine their technology adaptation behaviors. This research draws on the Regulatory Focus Theory (RFT) and Cognitive Appraisal Theory (CAT) to examine the effects of IT users' regulatory foci on their emotions and technology adaptation behaviors. The RFT distinguishes between two motivational orientations: the promotion focus that concerns advancement, growth and maximization of gains, and the prevention focus that concerns security, safety and minimization of losses. Recognizing the critical role of regulatory focus in determining evaluative and emotional sensitivities as well as locus of control, this research proposes that individuals' regulatory foci are significant antecedents influencing their cognitive evaluations of and emotional responses to their IT usage experiences, which consequently determine their technology adaptation behaviors. More specifically, it posits that positive or negative disconfirmation of desires about performance of a new IT will elicit challenge or deterrence emotional responses in promotion-focused individuals, whereas positive or negative disconfirmation of norms about performance of a new IT will evoke achievement or loss emotional responses in prevention-focused individuals. These discrete emotional responses will in turn lead to distinct technology adaptation behaviors.

RELATIONSHIP BETWEEN INFORMAL ECONOMY AND SOCIAL LEGITIMACY

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The existence of the informal economy is a phenomenon that affects all countries. The amount of informal economy in Spain during 2013 was estimated in 196,000 euro billions (18.6% GDP). There are several academic studies about informal economy and its scope, definition, quantification and positive and negative impacts, but the methods used to reduce impact of informal economy are not enough. Even there is an increasing gap between public administration measures and public opinion. The inadequacy of legitimacy means that this measure to reduce the informal economy is not according to the social norms and values, and it could lead to its failure. For this reason, the purpose of this research is to rational search the solutions to stop the existence of informal economy with a previous analysis of the legitimacy of the problem, the effectiveness of measures to combat it, and the relationship between legitimacy and effectiveness. To this objective, an online questionnaire, which was answered by 745 people, was carried out between November 2013 and January 2014. The statistical analysis tests a direct rejection of the informal economy by the society. However, the Spanish society perceives that the informal economy is an efficient way to achieve economic and social balance, and that is not viable an economic system. In consequence, the political strategies to reduce the informal economy generate the social rejection.

RELEVANCY OF THE GOODS COLLECTION INVESTMENT AS ONE RELEVANT COMPLEMENTARY INVESTMENT TO THE FINANCIAL OPTIONS

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The Europe economic situation, the numerous financial scandals, the market uncertainty causes the investor does not know where to invest their capital profitably and safely. In this situation, the goods collection investments should become the ultimate safe haven investment. However, the investors do not consider the alternative investments like a refuge where to place their capitals for their unawareness of these. For this reason, the principal purpose of this research is to analyze the results of the main alternative investment products and develop investment portfolios according to their profitability and risk. To this objective, we analyzed the alternative market of investment of last years in one of the most important alternative market of the world: European market. Below we simulated the possible results according to the type and nationality of the main products. In consequence, the investors can identify the best investments and maximize their investment capital. In this way we offer to investors a reference guide to invest their capital profitably and safely, and complement his financial investments with the alternative investments.

RETHINKING RELEASE TIME: ISSUES AND SUGGESTIONS

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As students' expenses for college education continue to increase at an alarming rate, institutions of higher learning face increased scrutiny of the costs of providing a college education. No expense item goes unexamined, including the costs associated with granting release time. Colleges and schools of business, particularly ones accredited by the AACSB, typically offer release time from teaching duties for performing research and other intellectual activities. Traditionally this release time benefited the business schools allowing them to attract scarce business faculty with lower teaching loads and by supporting the intellectual contributions necessary for continued accreditation. It also benefited faculty by facilitating the maintenance of their academic qualifications and providing a lower teaching load. Over time, practices that award all faculty members with release time have become common, and faculty have begun to regard release time as a right rather than an organizational tool to further institutional ends. With the most recent AACSB standards, there has been a shift in how intellectual contributions are evaluated toward demonstration of impact. In light of this change, this paper examines the changing rationales for release time, issues incumbent with current release time practices, implications associated with different practices, and makes suggestions for better release time practices in the future.

SALES AND OPERATIONS PLANNING – A POTENTIAL STRATEGIC TOOL FOR THE US PAPER INDUSTRY

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The current applications of Sales and Operations Planning (S&OP), an aging consulting process, and its recognition as a meaningful strategic planning tool has led to a renaissance in its popularity and a resurgence in academic and practitioner literature. The goals of S&OP, balancing product production to sales forecasts, is pragmatic and could even fall under the common-sense category. However, as everyone knows, common sense is a rare quality within organizations where “*SILLO*” thinking is the norm. We chose to research the state of S&OP implementation within the US paper industry. We worked with representatives of the National Paper Trade Alliance to identify firms willing to participate in our S&OP study. We developed a structured interview guide that included questions related to the interviewee's experience, the firm's experience with strategic planning, and the state of their S&OP process. We utilized Grimson and Pyke's (2007) S&OP maturity model as the foundation for S&OP interview questions. We worked with six firms and one industry expert. We video/audio recorded six of our seven interviews. Our recorded interviews were transcribed and content analyzed. In analyzing our data we found the participating firms to vary greatly in their knowledge and use of both strategic planning and S&OP. We identified three principle areas that we believe could improve performance: implementation and governance, IT systems and software programs, Key Performance Indicators (KPIs).

SEGMENTATION OF STATE LEGITIMACY. THE CASE OF SPAIN

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This paper analyzes the level of state legitimacy for Spain across the pertinence to groups of population. The state legitimacy is the degree of citizen support to their institutions. However, ¿all the citizens of the country give a same legitimacy scores of the State? ¿is there any variable that determines significant differences? In this sense, this research introduces segmentation variables of state legitimacy such as nationality, age, religion, political ideology or sexuality. Source data for this study is derived from the last round of European Social Survey (ESS) for Spain in 2014. With a sample of 1.925 citizens it is proved that political party, religion, some of discrimination groups (race, gender and sexuality) and nationality determine different scores in the state legitimacy. These results are very relevant for government because it can establish which are the most sensitive groups, and develop effective social politics and communication campaigns. Moreover, the final objective of the state is obtaining the trust in its institutions and the citizen satisfaction and an analysis depending on the membership group offers more detailed information.

SHIFTING TO AN AUGMENTED REALITY ENVIRONMENT: A JOURNEY WITH THE MICROSOFT HOLOLENS

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Spatial awareness. Visualization. Infinite realities. Augmented and virtual reality are not just for gaming anymore. These environments are gaining traction in business and educational venues. The way we look at the world shifts as our reality moves from just the four walls around us and the objects contained therein to an augmented environment where three- and sometimes four-dimensional holographic images overlay and form a new reality. These environments are places in which to interact, build relationships, visualize, and learn, all from the first-person perspective. The possibilities are endless. When individuals don on a pair of augmented or virtual reality glasses, they access an environment through an app developed specifically for the device. Rather than looking at static images, the user is presented with three-dimensional objects. They have ability to interact using hand and/or voice gestures. The individual can roam the room while using this untethered device, providing more meaningful interactions. In 2016, Microsoft entered into the augmented and immersive reality environment with the HoloLens. We'll share our organization's initial journey into augmented reality.

SMALL BUSINESSES IN APPALACHIA: IMPACT OF SOCIAL MEDIA ON BUSINESSES OPERATION

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Small businesses in Appalachia are an important segment of the local economy. The Small Business Administration's website states the following facts about the 23 million small businesses in the United States (US). Small businesses account for 54% of all US's sales. They also provide 55% of all jobs and 66% of all net new jobs since the 1970s. There are over 600,000 franchised small businesses in the US, accounting for 40% of retail sales. An average of 540,000 new small businesses started since 2014, and many of these businesses do so with limited budgets. These businesses investigated the opportunity to use social media as a tool for reaching their target audience. Americans aged 18-64 who use social networks say they spend an average of 3.2 hours per day doing so (Marketing Charts, 2013). This paper discusses the use of social media, especially Facebook, as a competitive tool. It investigates the effective and efficient ways of using Facebook that give small businesses better opportunities to enhance their performance at a much lower cost than the traditional approach. Many small businesses that utilize social media prefer Facebook, due to Facebook's commitment to assisting businesses to capture their target market. Facebook has 1.79 billion monthly active users. Facebook has more monthly active users than WhatsApp (500 million), Twitter (284 million) and Instagram (200 million)—combined. There are 1.18 billion people log onto Facebook daily active users and 1.66 billion mobile active users (Facebook DAU) for September 2016.

SOCIO-DEMOGRAPHIC CHARACTERISTICS AND THE LEVEL OF IMPORTANCE THAT CONSUMERS ATTACH TO SERVICES OFFERED IN THE AIRLINE INDUSTRY

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As international competition in the airline industry intensifies, how airline companies structure the design of their service offerings in order to meet the real needs of their customers becomes crucial to survival. This paper examines the level of importance attributed by consumers to different elementary services customarily provided by companies in the passenger airline industry. It determines if, and to what extent, this is influenced by consumer's socio-demographic characteristics of education, occupation, income, age, gender, and marital status. A total of 20 elementary services often offered by companies in the international passenger airline industry were examined. Findings of the empirical research that was carried out revealed that, while occupation, education, and marital status had no apparent influence; age, gender, and income tend to exert significant influence on the level of importance that consumers attach to services offered in the passenger airline industry. Managerial implications of this result are discussed, and directions for future research are suggested.

STADIUM SPONSORSHIP: CUSTOMER RECALL AND AWARENESS IN THE TURKISH SUPER LEAGUE

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In the competitive, highly fragmented marketing communications environment, sponsorship has become an important tool for firms to create brand recognition awareness. Sponsorship enables companies to (re) connect with their customers who are heavily involved in the event. One way to provide companies with increased visibility and achieve the benefits of goodwill is to sponsor the financing of a stadium in return for stadium naming rights. In Istanbul, Turkey, there are two sports stadiums named after major telecommunications providers. In this study, we examine stadium sponsorship in Istanbul, in order to assess supporters' attitudes towards the stadium sponsored companies. A theoretical model was developed to examine the relationship among the following constructs: supporter involvement in the sport, supporter fanaticism level, supporter attitudes towards the sponsoring firm, and supporter purchase intentions. This study examines the effects of stadium sponsorship on brand equity and supporter attitudes towards the companies, and also examines the moderator effect of sport involvement. Lastly, supporter fanaticism is examined as an independent variable that affects consumer response as well as a variable that moderates the relationship between stadium sponsorship and consumer support. Our findings indicate that in Istanbul, Turkey, stadium sponsorship does not necessarily impact the effect of supporter attitudes towards the telecommunications companies that are engaged in stadium sponsorship.

STRATEGIC INCLUSION OF NON-TRADITIONAL MINORITY BUSINESS ENTERPRISES WITH SUPPLY CHAIN ORGANIZATIONS

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Diverse and well-built supply chains can stimulate business success by increasing innovation that generates new business opportunities and revenue. The National Minority Diverse Supplier Council (NMDSC) projects a 70 percent increase in Minority Business Enterprises (MBEs) by 2045. This poses opportunities to pursue new emerging, diverse business segments through MBE relationships as well as stimulate economic growth in underserved communities. This paper documents some of the strategic opportunities for effectively managing relationships with MBEs to maintain growth. Specifically, integrating sustainability and corporate social responsibility with diversity supplier strategic initiatives. For example, growth in LGBTQI MBEs could bring new means of reaching growing consumer segments. However, there are deficiencies with recognizing uniqueness of MBEs as qualification criteria places emphasis mostly on ethnicity and gender. Also, the process of public social identification could potentially complicate matters for LGBTQI MBEs, mainly the negative stigma placed on disclosure of sexual orientation and gender identification. Drawing on a vigorous constructivist view of the social domination aspects of our nation's social-cultural impediments, this paper advances the need to address and eradicate social constructs that negatively affect business decision-making based on salient social identities which lead to negative, out-group stereotype-like categorizations by enacting inclusive, non-traditional initiatives to progress the practice of selecting MBEs.

STRATEGY-IDENTITY DYNAMICS – A MULTI-THEORY PERSPECTIVE

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The relationship between identity and strategy has been posited to be complex and subjective. They are interrelated such that identity is enacted and expressed via strategy, and inferred, modified or reaffirmed from strategy. Various relationships have been suggested to exist between identity and strategy. In this paper, I look into the reciprocal dynamics within the strategy-identity relationship. Specifically, the paper explores how organizational identity directs strategy (exploitation) in certain situations, and how in other instances, strategy qualifies or even modifies the organization's identity (exploration). The goal of this paper is to investigate, and in the process, attempt to explain the relationship using well-established organizational theories. Institutional theory, resource based view, upper echelons, agency theory, real options, and population ecology perspectives are used to look into how identity influences strategy. Similarly, institutional theory, resource based view, resource dependence, upper echelons, systems theory, and strategic choice are used to examine how strategy drives identity. Each of the theories discussed provide different perspectives to view the relationship dynamics, and therefore each offers useful insights and future research opportunities.

SURFACE AND BASAL COMPONENTS OF INFORMATION: EXPLAINING ORDER EFFECTS IN AUDITOR JUDGMENT

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Much of the research in the area of recency effects in accounting decision making has focused on the predictions of the Belief Adjustment Model (Hogarth and Einhorn 1992). Integration Information Theory (Anderson 1996) proposes that recency effects are a short-term phenomenon. Information Integration Theory holds that information cues contain both a basal and surface component. The surface component contains a short-term weighting parameter that disappears as time passes. The basal component is a long-term weighting parameter that remains for each cue. According to this theory, the observed recency effects found in past experiments may only be a short-term effect, or rather a residual of research method. This paper proposes an experiment to test the external validity of the findings of prior research, which has found that auditors are subject to order effects such as primacy and recency. In this experiment, we replicate a prior research experiment and adapt the study to see if the order effects disappear over time. By adding a short time lapse and a distractor task, we are able to examine whether the order effect is generated by the short-term surface component.

TEACHING LEADERSHIP USING THE BALDRIGE LEADERSHIP CRITERIA

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The nature of leadership studies has changed relatively little within the last fifty years, with little innovation of teaching approaches toward improving knowledge and application of leadership history, nature, and skills. Toward addressing this issue, the use of the Baldrige National Quality Award Leadership Criteria (1.1 & 1.2) has been shown to be an effective way to introduce graduate students to both the study of quality and the study of leadership within an integrated and systematic approach to assessing organizational effectiveness. By associating lessons from leaders with a modern framework, students learn how history informs modern decision making. Further, students are challenged to learn how their own decisions have a life outside of their immediate reach. This paper outlines the Baldrige Leadership framework as well as the advanced approach to leadership that specifically addresses vision and values, promoting legal and ethical behavior, creating a sustainable organization and communication. The criteria are explicated through leadership references, challenges, readings, pictures, and other learning objects that support internalization of leader lessons. Throughout this process, they study multiple perspectives of leadership thus allowing students to “triangulate” their broadening understanding of the good, the bad, and the ugly of leadership. Rather than taking a competency-based approach, this paper outlines an approach to developing a philosophy of leadership that provides a foundation for all leader decisions.

TUSKEGEE AT FORTY-FIVE, THE ECONOMICS OF EPIDEMIOLOGY, AND U.S. MAINSTREAM MEDICINE'S 170-YEAR WAR ON BLACK AMERICANS

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July 25, 2017 will mark the forty-fifth anniversary of the end of The Tuskegee Experiments. In 1932, the U.S. Public Health Service undertook what came to be known as one of the most infamous medical experiments a government would practice on its own citizens in the history of civilization. The *Tuskegee Study of Untreated Syphilis in the Negro Male* lasted for forty years (1932-1972) and involved inviting 600 indigent African-American sharecropper men (about two-thirds of whom had contracted syphilis) from Macon County, Alabama to participate in a study under the pretense of receiving health-care treatment for "bad blood" (including syphilis), free food, and burial-insurance coverage. The 600 men were deliberately not treated for syphilis. While many social observers, including some African Americans, believe that significant, even night-versus-day, progress has been made in the health-care outcomes of the U.S. African-American population since the end of the Tuskegee study forty-five years ago, this paper will challenge that notion. It will first review the history of systemic discrimination against black Americans before, during, and after the ascendancy of the allopathic paradigm in the industrial organization of mainstream American medicine. Second, utilizing a sample of recent data, it will demonstrate that alarming health outcomes still exist among African Americans, ironically including some of the adverse outcomes the Tuskegee study was ostensibly created to alleviate.

UNCERTAIN FUTURE OF TRANS PACIFIC PARTNERSHIP (TPP): ANALYTICAL MODELING OF GLOBAL AND REGIONAL STRATEGIC CONSEQUENCES

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The future of the Trans Pacific Partnership (TPP) is uncertain. The ripple effects are difficult to gauge. The grand vision of TPP – twelve Pacific Ocean countries making up about 40% of world trade - created expectations at multiple levels. The Partnership was expected to nudge global and regional trade, and stimulate economic growth, competition and employment. In a specific sense, the Partnership was supposed to politically, culturally and economically intertwine the East and the West. In a general sense, TPP was to become a fulcrum which moved the economic pendulum from the command systems to the free market systems. Assuming an uncertain future for TPP, this paper attempts to determine the effects of the collapse of the ‘concept’ and its planned objectives. The paper uses an Extended Gravity Model to analyze the development of TPP as well as its unravelling, in terms of its unintended consequences. We build a NAFTA based model to evaluate the potential economic advantages/disadvantages associated with membership in TPP.

UNCOVERING THE WORKINGS OF OUR MIND: MINDFUL PERCEPTIONS, DECISIONS, & STRATEGIES

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How do we, as educators and leaders, observe the filters of our own minds to see how they affect our perceptions, decisions, and strategies? Are we conscious of our own motivations and preconceived notions? This paper will delve into how well we use our minds for invention, innovation, critical and creative thought. It will explore the calmness that comes with an open, less distracted, mind - mindfulness. It will explore greater awareness and the capacity to transform ourselves to become more disciplined mindful leaders. It will give us an opportunity to experience embodied wisdom through experience and practices: embodying sensation - feelings and knowing; bodily and embodied wisdom - implicit knowing; and embodied transformative learning. From a business perspective, Peter Drucker wrote about mindfulness as early as 1968 in *The Age of Discontinuity*. He believed that people who can see clearly will have an advantage over those who continue in their habitual ways. It is difficult for active educators and leaders to sit quietly in contemplation and meditation. And yet, more and more universities and organizations worldwide are helping their faculty, students, and employees to experience mindfulness – listening and thinking about only our breath. It is a way to bring our mind, body, heart, and soul in harmony. It is a way to silence the inner chatter of our minds.

UNDERSTANDING THE IMPACT OF FAN IDENTIFICATION ON ATTITUDES AND INTENTIONS: THE MODERATING EFFECT OF ONSITE SPONSOR ACTIVATION

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With increased calls for activation spending, sponsoring companies are seeking guidance on how to best spend their limited dollars. Indeed, sports marketing research that has empirically explored the impact of activation on outcomes of importance to sponsors is scarce. The current study addresses one common type of activation, the on-site interaction. Specifically, the moderating role that on-site activation plays in the relationship between fan identification and the outcomes of attitude toward the sponsor and purchase intentions is investigated. A structured, self-completion questionnaire is utilized to collect primary data from spectators attending National Football League games (n = 438). To test the hypotheses, hierarchical multiple regression analyses are conducted. Results suggest that purchase intention is greatest for highly identified fans that had the most intensive activation experience with a sponsor. At all levels of fan identification, higher levels of activation experience were associated with more positive attitudes towards a sponsor. Interestingly, at the highest level of fan identification the impact of activation on attitude toward a sponsor was substantially greater than attitude towards a sponsor at lower levels of fan identification.

UN SUSTAINABLE DEVELOPMENT GOALS AS CODES OF ANALYSIS OF THE TOP BUSINESS SCHOOLS' SUSTAINABILITY REPORTS

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This research analyses the alignment and the coincidence of the United Nations “17 Sustainable Development Goals” (SDG, September, 27th, 2015) among the Sustainability Reports of top 50 Business Schools worldwide according to the *Financial Times Global MBA Ranking 2016*. In this regard, the UN made a strong “Call to action” to companies to be a force for good for creating a better world. Our focus of interest is in the area of communication. The chosen indicators are: no poverty; zero hunger; good health and well-being; quality of education; gender equality; clean water and sanitation; clean and affordable energy; decent work and economic growth; industry innovation and infrastructure; reduce inequality; sustainable cities and communities; responsible consumption and production; climate action; life below water; life on land; peace justice and strong institutions; and, last, partnership for the goals. The main objective of this research is analyzing the narrative that Business Schools use to legitimize their work and *raison d'être* considering according with the “work of justification” theory (Patriotta, Gond, & Schultz, 2011). Our hypothesis is that Business Schools use Sustainability and CSR Annual Reports as an instrument to set a dialogue and to engage a conversation with stakeholders and a way to communicate their positive impact to the society.

COMPANIES OFFSHORE OUTSOURCING OF SERVICES: ARE AFRICAN COUNTRIES BENEFITING?

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Outsourcing is the moving of an organization job(s) that are usually performed in-house to a third party. This means that goods and services that are produced/provided inside an organization are now produced/provided by another organization. Outsourcing can be achieved inside of the country where the company is located or outside the country. If outsourcing is done outside of the country, it is known as either Nearshore outsourcing or Offshore outsourcing. Offshore outsourcing is a global phenomenon that is having beneficial effects in some parts of the world. Offshore outsourcing has become a multibillion dollar industry that is improving the standard of living of people in some low-income countries. It is also causing concerns in those countries whose jobs are being outsourced. Since offshore outsourcing is an aspect of globalization which has given some low-income countries opportunities to become part of a growing globalization, it is important that low-income countries strive to get a piece of the pie. Although the issue of outsourcing has prompted some studies, studies that focus on how much African countries are getting from this global phenomenon is scarce.

VMI & SERVICE QUALITY STUDY PROPOSAL: DOES VMI REALLY PROVIDE BETTER SERVICE QUALITY

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Vendor Management Inventory (VMI) is a widely popular inventory management strategy among small and big businesses. The VMI literature makes claims about the benefits to consumers but little empirical research exists to date. Most of the literature regarding the consumers' benefit is speculative or theoretical at best. This paper takes a SERVQUAL theoretical research framework developed to assess customer perceptions of service quality in a retail store environment and assesses whether consumers purchasing VMI items do in fact perceive a better service quality. This paper proposes the use of Structural Equation Modeling using PLS for verification of the significant components due to the exploratory nature of this study.

**WHAT CRITERIA DO MANAGERS USE IN LESS FAMILIAR MARKETS?
A SURVEY OF AMERICAN ADVERTISING EXECUTIVES ACTIVE OVERSEAS**

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Few studies have addressed factors that influence media selection decisions in international advertising campaigns and the relationships between these factors and the decision-making processes that companies follow in their non-domestic markets. Previous research has identified two categories of factors that influence media selection decisions: general and specific factors. The general factors (type of product, target audience, budget size, cost efficiency, reach and frequency, and competitor's advertising) may affect the firm's decision in any media selection situation -- whether in domestic or non-domestic markets. The specific factors (media availability, language diversity, economic level of the area, literacy, cultural considerations, and legal constraints) may enter into media selection decisions in non-domestic markets to a greater extent than in domestic markets. The literature reports three basic organizational alternatives in the management of international advertising campaigns: centralization, decentralization, and a blend alternative of both known as coordinated decentralization. Little empirical research has attempted to identify the factors that influence media selection decisions in non-domestic markets and examine the relationships between media selection decisions and the organization structure. This study surveyed 106 international managers of U.S. consumer durable manufacturers. The findings reveal that general factors were rated more important than specific non-domestic factors. Target market, product type, and reach and frequency had the highest mean scores. Media availability and cultural considerations were rated as the most important in the group of specific non-domestic factors. Overall, the ratings suggest that in selecting media for foreign markets, U.S. firms still emphasize criteria supported by American domestic advertising.

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INTERNATIONAL ACADEMY OF BUSINESS DISCIPLINES

