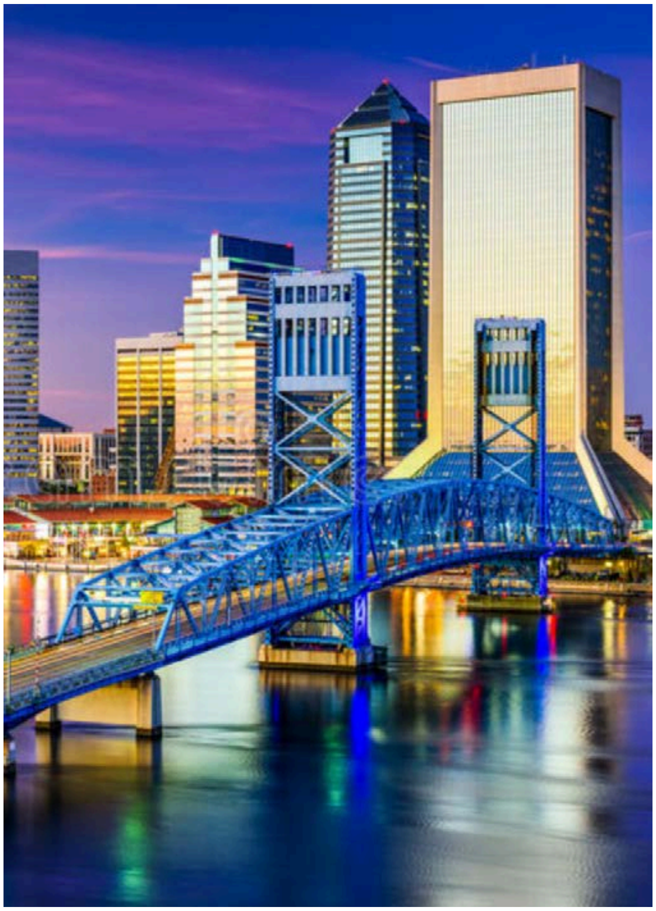

PROCEEDINGS

32ND IABD CONFERENCEMARCH 25-27, 2021

Strategies for Global Engagement in the Midst of a Global Pandemic

Sponsored by University of North Florida

Proceedings of the 2021 International Academy of Business Disciplines

32nd Annual Conference

Edited by John R. Fisher
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Conference organized by International Academy of Business Disciplines

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Welcome

Paul A. Fadil,
University of North Florida

Welcome to the 32nd Conference of the International Academy of Business Disciplines (IABD) held virtually March 25 – 27, 2021.

It is with great pride that I take this opportunity to introduce you to our beloved academic organization, the International Academy of Business Disciplines (IABD). In 1987, IABD was formed on the foundation of three major principles:

- To create a friendly academic conference setting where people can come to present and discuss ideas, network, and share knowledge in an atmosphere of mutual trust and consideration.
- To facilitate a multidisciplinary environment where discussions are generated across business-related fields and social disciplines by both scholars and practitioners.
- To promote a true international experience where all cultures, ethnicities, viewpoints, values, and beliefs are welcome and respected.

Even though the conference is being held virtually this year, we hope that you will meet and network with other attendees, enjoy all sessions that are offered, and continue to participate and possibly play a role in the exciting future of IABD.

In closing, I look forward to meeting you, introducing you to our members, and personally making sure that your experience with IABD is a memorable one. On behalf of the entire IABD organization … Welcome!!

Sincerely,

Paul Fadil, President
International Academy of Business Disciplines

Acknowledgements

The 2021 organizing committee would like to thank all those people who were involved in making the conference a success. A great amount of planning and organizing is required to hold a successful conference, so we are indebted to those who volunteered their time and energy.

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About IABD

The International Academy of Business Disciplines (IABD) is a worldwide, non-profit, organization established in 1987 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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The organization designated as the International Academy of Business Disciplines is a worldwide, non-profit organization, established to foster and promote education in all of the functional and support disciplines of business.

Website: www.iabdnet.org

ADVERTISING / MARKETING OF GUNS: AN INDUSTRY OVERVIEW

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The gun industry in the United States (U.S.) is remarkable in its size and polarization. The right to bear arms is ingrained in the American conscious, but the fascination goes much deeper. The fortunes of the gun industry seem to rise and fall on a variety of factors, including political, price, availability, community, and environmental, as well as the additional rationales associated with ownership. Sensitive to these market influences, the sales of guns and gun related items within the industry are unpredictable to say the least. For the most part advertising and marketing of guns appears to be deliberately reserved. The exception is product placement, while effective these representations seem to be largely outside of the manufacturers control. This paper traces the gun industry in the U.S., the realities of gun use, and how the industry advertises / markets guns. Followed by a discussion of the implications and future research directions.

AGE OF NEUROMARKETING: HOW CAN MARKETING RESEARCHERS BENEFIT FROM NEUROSCIENCE

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Neuroscience marketing is the application of neuroscience methods to marketing. Technological developments allow the marketing research community to have easy access to these high-tech neurophysiological equipment in order to find new scholarly material. These practices have become a key part in determining consumer behavior in a way that has never been imagined before. Scholars are able to see exactly which parts of the brain are activated and the full impact of any type of decision a buyer is making to their neurological system. Neuroscience uses hardware such as functional magnetic resonance imaging (fMRI), electroencephalography (EEG), positron emission tomography (PET), and a few others in order to determine the reasons for reactions to a product's packaging, advertising, labeling, or other marketing stimuli. Experiments conducted by scholars and other big-name companies are examined in order to precisely represent the scope of neuroscience marketing. With these new technologies at hand, marketers can create advertisements more efficiently and effectively in comparison to older methods of research. Traditional survey procedures are poor methods for collecting data due to the lack of precise measurement of customers' feelings, and this ends in unwanted bias. This manuscript introduces neuro-marketing related technological hardware, explains methods that are used by scholars to carry out scholarly research, and shows the applications of data collected by companies in order to more effectively produce advertisements.

AGILE TO UNIVERSITY TEACHING IN PROJECT MANAGEMENT: A TEST IN THE CLASSROOMS OF REY JUAN CARLOS UNIVERSITY

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This paper aims to develop a basic model of analysis and application of the agile management of projects to the provision of teaching service in the field of higher education. Taking as inspiration the principles, values and practices agile and establishing the focus on the delivery of value to students and the community in general, the drivers of change derived from the organizational culture of knowledge transfer are analyzed, teamwork, both between teachers and students, and iterative deliveries. The research shows that the implementation of agility in teaching organizations has to be done at two levels that have to be aligned to achieve the desired objective. The first level of analysis or application relates to the teaching design of both subjects and the work of the teaching team, and therefore to the service provided by educational institutions; and the second level of application is the exercise of the transfer of knowledge of teachers through co-creation with students in the classroom. Currently the model is implemented in the teaching of the subject of Project Management of the Rey Juan Carlos University and the results obtained have shown the increase in the satisfaction rate of students, the increase in the success rate and motivation of the student to acquire more knowledge and continue with the system implemented in other subjects.

ANALYSIS OF CRAFT BREWERY WEBSITES

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In the highly competitive market of craft breweries, many utilize their distinctive geographic identifiers to market their unique Sense of Place (SOP) to their customers. SOP can be described as the entire group of cognitions and affective sentiments held regarding a particular geographic locale (Altman & Low, 1992; Jorgensen & Stedman, 2001). According to Anholt (2009), SOP is used to denote those aspects that make a location distinctive and memorable and thus communicate its personality. In this study, SOP was evaluated through Gruenewald's (2003) Multidisciplinary Framework for Place Conscious Education (MFPCE), which details five indicators: perceptual, sociological, ideological, political, and ecological. A sixth indicator, temporal, was also added (Cavaliere, 2017). Additionally, an effective brand identity strategy is one that informs, guides, and helps develop, nurture, and implement a business's overall branding strategy (Madhavaram et al., 2005). Brand identity activities ought to be significantly influenced by an in-depth understanding of, and appreciation for, an organization's unique SOP. Since a website is often used by a business as a comprehensive tool to communicate their unique products and services, the increasingly competitive online domain depends on a business's ability to orchestrate verbal and visual stimuli on product web pages to effectively convert page visitors into buyers (Schlosser et al., 2006). The purpose of this study was to analyze how craft breweries communicated SOP to build brand identity through their websites. The study examined eight Southern New Jersey craft brewery websites using content analysis to evaluate how SOP is communicated to build brand identity.

ANALYSIS OF THE CONCEPT AND SCOPE OF STRATEGIC ALLIANCES: A LONGITUDINAL APPROACH (1972-2020)

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The objective of the present study is to carry out a longitudinal review (from 1972 to 2020) of the concept and scope of strategic alliances. From an initial sample of 480 articles, a total of 233 were selected from the titles, summaries and keywords, and, after a more thorough examination, a final sample of 145 articles was selected as they explicitly referred to the concept of strategic alliance. The compilation of the articles started in March 2019 and finished in September 2020. As a result of the analysis, we conclude that a permanent revision of the concept and scope is justified, given its dynamic character, according to the evolution of the environment and its complexity. The above mentioned requires a constant updating of the aspects included in said definition. Hence, we propose a definition that encompasses the most significant aspects related to concept of strategic alliance, which reflects the main goals and characteristics of these agreements.

ANALYZING AND TRACKING BIG DATA IN THE CONTEXT OF PRODUCT MARKET SEGMENTATION

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Big data refers to large volumes of information that are available to businesses or academic disciplines, often from multiple sources. Data analytics involves extracting meaningful and useful insights from massive amounts of information by segmenting it and analyzing it computationally and visually. Data analytics and data visualization are highly desirable skill sets in today's information driven society. As such, educators should incorporate this topic into students' experiences in higher education. The presentation describes and demonstrates an interactive activity where students manipulate large files of data in Tableau to produce graphical output that they then analyze and interpret. The context for the analysis is market segmentation, which is universal in business disciplines and beyond. The process involves "slicing and dicing" pools of data to look at selections from multiple perspectives. It also includes organizing, extracting, and formatting just the information needed to find answers to specific questions, discover trends, detect inconsistencies, and summarize results in tables, graphs and maps. Students extract relevant data by selecting fields, filtering data, performing calculations, and generating visualizations for a sequence of progressively more difficult queries. They prepare dashboards that consolidate graphical results. They also write an interpretation of each table, graph, and map generated and practice decision-making and critical thinking skills. Business schools should provide data analytics instruction at least at an introductory level. The foundational concept of selective querying may transfer to a better understanding of data driven decision-making, statistical analyses, synthesis of multiple information channels, credibility of information and sources, and performance over time.

APPLICATION OF STATISTICS TRAINING TO REAL-WORLD CONTEXTS: ISSUES RELATED TO WORKING AS DATA ANALYSTS OUTSIDE ACADEME

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According to data compiled by the U.S. Bureau of Labor Statistics, job growth in fields utilizing data analysis between 2018 and 2028 will average 13.1%. Currently (May 2018 figures, updated March 29, 2019), these occupations employ 3.62 million workers. By 2028, the estimated workforce in these occupations in the U.S. will grow to 4.09 million workers, or a change of almost half a million new workers. Through I-Corps customer discovery interviews (NSF Award 1925391), the authors determined that early and mid-career data analysts would be positively benefitted by the development and commercialization of an interactive software tool designed to assist in the selection of statistical tests for their real-world applications. The primary advantage addressed with this innovation is the concomitant reduction in time spent by data analysts in training and/or researching which statistical method to employ for a specific application. This paper details the development of the Stat Tree prototype, the results of 128 interviews conducted between May and September 2019 (IRB # 19-157), and the further development of the prototype following the results of customer discovery.

ARE PARADIGMATIC ANALYSES USEFUL? THE CASE OF MONETARISM, THE AUSTRIAN SCHOOL, AND THE BRAZILLIAN ECONOMY OF 2004-2016

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One recent graduate-student-authored working paper that sparked a chuckle among several of its readers asserted that increasing real GDP caused by an unanticipated increase in the money supply "proves the validity of monetarism." The author was correct, but unexpectedly "proved" the validity of the Keynesian and Austrian macroeconomic schools as well. This turned out to be a very unpleasant surprise to the paper's mathematically gifted but economically challenged author. The present writers are sympathetic: an earlier version of this paper analyzed Brazil's 2004-2016 business cycle, which included the nation's worst economic recession in more than a century. The behavior of different macroeconomic aggregates was examined, including real GDP, the money supply, interest rates, savings, industrial production of higher- and lower-order goods, and inflation. While the paths of said aggregates were found to well fit the pattern of predictions made by Austrian Business Cycle Theory (ABCT) with the authors ready to begin statistical tests, some thoughtful off-the-record criticisms advised a reassessment consisting of gathering more data and evaluating it in light of the theoretical predictions made by ABCT's main competing paradigm, monetarism. Hence the purpose of this paper. The end results show that the critics had a valid point: when a new paradigm is brought into the picture, what previously looked like a good fit can change. Thus, the value of paradigmatic analysis, a multi-theoretic method undertaken far too infrequently today.

ATTITUDES AND BEHAVIORS OF CHINESE TOWARDS E-PAYMENT SERVICES

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E-payment usage in China has grown exponentially in recent years, especially among the youth. The purpose of this study is to examine factors influencing individual usage of e-payment in the largest e-commerce market in the world. A conceptual model is proposed with six factors: incentive, perceived usefulness, ease of use, social influence, perceived risk, and perceived trust. The model is based in part on the technology acceptance model (TAM) and was tested and based on 428 respondents from urban China. In addition to these factors, the demographics of the respondents is examined. E-payment usage was measured in three ways: usage frequencies, money spent via e-payment, and percent of monthly expenditure via e-payment. Since all three measures were ordinal, we also computed the average ranking to create a composite measure of e-payment usage. Results suggest that ease of use and social influence are two major factors that affect all measures of e-payment usages. Working status and age are also found to be significant with most e-payments measures. Education level and gender are found to be significant to some measures. Stepwise regression shows that ease of use, age, and working status are the major predictors for e-payment in China. E-payment usage offers some significant advantages for some and is clearly a rapidly growing phenomenon. The findings provide practical implications for promoting e-payment services in China. The findings also suggest that different constructs should be considered in future studies.

ATTITUDES AND BEHAVIORS OF EGYPTIANS TOWARDS E-PAYMENT SERVICES

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Because of the increasing prevalence of e-payment services across the global economy, it is vital to understand what factors affect how people utilize these services. This research is based on data collected from Egypt and will provide businesses and governmental institutions with insight into how best to apply it in Egypt. Theoretically, the TAM model, the TRA model as well as social norms play a key role in influencing how individuals adopt the technology. The constructs used are incentives, perceived usefulness, perceived ease of use, social influence, perceived risk, perceived trust, and e-payment usage. A survey instrument was distributed to 175 students and staff at Ain Shams University in Cairo, Egypt. Pearson Correlation analysis indicates that all constructs are significantly correlated. All measures of demographics are significant with e-payment measurements except that age and gender are not, with respect to the percentage of monthly expenses paid. Stepwise regression results show gender and perceived usefulness are most significant, while work status, ease of use, and perceived risk are somewhat significant. The results confirm most of the other studies done regarding major concepts and demographic

background. A limitation of this study is the small sample size. Also, in order to better apply findings from individuals whose background is focused on academia, a larger and more diverse Egyptian sample is recommended.

BEYOND COMMUNICATIONS: THE DRAMATURGICAL VISION

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At midcentury, Kenneth Burke was already an established visionary rhetorical theorist, having published a shelf of major works, from Counter-Statement and Permanence and Change in the Thirties to A Grammar of Motives and A Rhetoric of Motives in the Forties. While Burke’s complex and dense literary critical system foregrounded drama, in 1959 a second theorist would approach drama from the different disciplinary angle of sociology. Erving Goffman set off to Scotland to ‘observe the observer’ and published the groundbreaking The Presentation of Self in Everyday Life. The book, which sociologically reified the metaphor of social reality as a theater and the self as a collection of situationally driven performances, introducing social science to dramaturgical and micro-sociological perspectives on human interaction in public as well as in the “total institutions” of hospitals and prisons. For Goffman, probing epistemic reality, or “what is really happening,” was an endeavor beyond the grasp of the communication discipline, which he regarded as too narrow, linear and programmatic. Goffman’s ideas have influenced communication, branding and strategic communication. The dramaturgical vision underpins the forthcoming collection titled The Global Foundation of Public Relations: Humanism, China and the West, forthcoming this year from Routledge.

BOLSONARO AND TRUMP: POPULIST RHETORIC AT PANDEMIC TIMES

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Populism has ascended to distinct places in the world, but mainly in Brazil and the United States. With Trump's election, 2016, and Bolsonaro´s election, 2018, we can observe and ask why and if there is a tendency to the populists’ discourses and rhetorics related to the questions brought by the extreme-right. In 2020, everybody started looking for how each political leader was going to command the crisis in the respective country. Primarily on those places where there would be important elections, emphasizing the United States of America. Populism, when used in a bad way can lead to a phenomenon that reaches ideologies such as machoism, authoritarianism, and racism. From a communication perspective, the Internet and mainly Twitter has become mouthpieces for all political leaders, which used those platforms to express thoughts and decisions for the crises. In that way, this work has the objective to analyze, taken as basis the discourses of both Jair Bolsonaro and Donald Trump, if there is an approximation at the rhetoric used by them during the pandemic and if there is a populist rhetoric.

BROADCAST MEDIA FRAMING OF A MIDDLE EAST POLITICAL RIFT

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A random sample of transcripts of 393 broadcast news headlines about a political rift between Qatar and Saudi Arabia, Egypt, the United Arab Emirates and Bahrain were analyzed. Media framing informed the theoretical basis for the study. The study relates to public relations because how Qatar was framed in the media may affect diplomatic and business relations. Analysis included headlines from 11 broadcast networks in Singapore, Canada, the United Kingdom and the United States. The timeframe was June 5, 2017, the day the four Arab nations simultaneously cut off diplomatic relations with Qatar, until Oct. 23, 2018. Nation, network, and date of the broadcast were independent variables. Tone toward Qatar and the topic/frame of the headline were dependent variables. Tone toward Qatar was 79.1% negative, 9.4% positive and 11.5% neutral. Headlines broadcast in the United Kingdom (85.7%) were the most frequently negative in tone; headlines broadcast in Singapore were the least frequently negative in tone (66.0%). Overall tone toward Qatar shifted from being more frequently negative (82.1%) to more frequently neutral (17.2%) or positive (41.4%) after the midpoint of the timeframe of the broadcasts. The most frequent of the 99 topics broadcast about Qatar were the demands the four Arab nations required to restore diplomatic relations with Qatar (14.0%), United States President Donald Trump criticizing Qatar (9.9%) and headlines about Qatar not being a democratic nation (8.4%). Broadcast networks in the United Kingdom (79.8%) and the United States/Canada (68.4%) more frequently used negative topics/frames than broadcast networks in Singapore (50.5%).

BULLYING IN ACADEMIA: PERCEPTION OR REALITY

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Due to the very foundation of the United States' academic structure, a power difference is created in academia. At the root of this power difference is academic tenure. Although many privileges come with this designation, the most important (for faculty) is job security. One of the consequences of tenure, intended or unintended, is amplification of faculty voice because there is no worry of job loss. That voice may not only be directed at administration, but also at other colleagues, especially those without tenure. This paper describes the power dynamic that exists between tenured and untenured faculty. As in every workplace, wherever there is a large divide in the power dynamic, a situation exists that fosters workplace bullying. This phenomenon is also explored in the academic environment, and differences between the academia and other workplaces are addressed. Finally, a survey was administered which explored faculty on faculty bullying and strategies for academic managers are delineated.

BUSINESS CASE: JOELOUIE'S RESTAURANTS

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Today's business environment is conceptually complex and unusually challenging. Toward helping students learn to analyze both the external environment and the internal operations of a company, "JoeLouie's Restaurants" is a comprehensive business case that tells the story of a family-owned restaurant chain doing business in the Deep South. While profitable, the company still needs improvements. The story begins with a sexual harassment termination that results from a mid-level manager emulating behavior of his general manager. Once the owners begin the investigation for the incident, they find other problems that have legal, ethical, and operational implications. The case includes dedicated sections in discipline areas including Human Resources, Leadership, Organizational Culture, COVID-19 response, and the eccentricities of doing business in Deep South culture. Teaching notes are included. The authors have included tables to help students learn how to work through a SWOT analysis. Each analysis includes a table and examples for how case content can be used. This case is appropriate for both graduate and undergraduate students and is designed to support adult learners through the direct application of course concepts, including environmental scanning, culture analysis, human resources analysis, and organizational functions analysis. While students will benefit from further research to fully develop each analysis, the content in this case is sufficient to be used as a classroom exercise or a homework exercise.

BUSINESS CYCLE: HOW IT INFLUENCES SMALL BUSINESSES AND THEIR MARKETING DECISIONS

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The Covid-19 crisis has wreaked havoc on the US economy and American small businesses. As a result, in our dynamic, global economy, small businesses are forced to make drastic changes to their business model and marketing strategies on a moment's notice. Small business managers must look to their corporate counterparts and employ more sophisticated forecasting techniques to understand financial markets and their impact on the US economy and their respective businesses. Small businesses must quickly adapt to changing market conditions by monitoring leading indicators such as the business cycle and financial markets. In this work, a model is introduced to enable small business managers to understand such complexities and assist in their decision-making processes. This model provides small business managers with the capability to rapidly assess current market conditions, and subsequently adjust their marketing strategies and budgets.

BUSINESSES MINDED APPROACH TO MARKETING COUNSELING AND PSYCHOLOGICAL SERVICES

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College campuses are at a tipping point. The American College Health Association reports more than 65% of college students are experiencing "overwhelming anxiety" to a point of detriment (Wolverton 2019). The college student mental health crisis is so ubiquitous that it is now viewed as "normal" (EAB 2019). This issue is compounded in that Generation Z, - the group that predominantly makes up this population – is exceptionally difficult to reach (Knox 2020). Generation Z has a sophisticated ability to filter informational content they are surrounded by (Campaign Monitor n.d.). Moreover, they oftentimes avoid seeking mental help until their situation becomes a crisis and emergency professionals have to become involved.

Even though nearly every college offers counseling services, evidence indicates that there is a great deal of disconnect between college counseling services and the student markets they serve. This paper explores how marketing can help. College counseling service professionals are not regularly trained in marketing. Not surprisingly, college counseling services regularly exhibit poor campus visibility, poor online presence, and other quintessential elements to build awareness and positive attitudes and behaviors among the college student markets they serve. The authors explore the literature about marketing psychological services and new marketing efforts to Generation Z. Using marketing communications theories as a base, a study was created and executed to build a promotional campaign for a campus counseling service. Marketing students, logo design experts, and counseling services officers collaborated together. Results are presented from the study.

BUSINESS-TO-BUSINESS (B2B) COMPANIES: HOW STRATEGIC COMMUNICATION CAN BE THE WAY TO INCREASE THE COMPETITIVENESS IN A POS-COVID WORLD

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Although being the engine of the Portuguese economy, Business-to-Business (B2B) companies have been undervalued, especially in the aspects that have to do with Strategic Communication Management. The SARS-CoV-2 pandemic declared by the WHO has highlighted that we are effectively living in a VUCAH world. Companies were surprised by a scenario that few, or none, as considered. This event classified for many as unexpected and for others, as predictable, but not considered, obliged nations and businesses to in an abrupt way redefine routines and sometimes (re)think their purpose. In 2020, the most used words in the world were determined by the public health jargon, as "pandemic" or "lock down". But for the companies', "concern", "resilience" and "adaptation" set the pace of a year marked by learning. In this context, a research was conducted in order to understand what is the role of the strategic communication function in B2B companies, after the pandemic. A convergent parallel mixed methods approach was developed. In terms of data collection 124 B2B Portuguese companies answered an online survey and 32 interviews were conducted. Content analyses was the method chosen to organize and present the data. The results pointed out that if up to now the communication function has been understood as a tool to support commercial communication, the future seems to be different. Companies declared that in order to be more competitive in this new “normal” it is needed to anticipate and implement news solutions in terms of strategic communication that go beyond “business communication.”

CARITAS - A RADICAL NEW VIEW OF PUBLIC RELATIONS

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Public relations has too often advanced an asymmetrical worldview with presuppositions, values, and models antithetical to the common good. In an increasingly interconnected world organizationally-centric behavior at the expense of society is no longer sustainable much less justifiable. Radical anthropocentrism disconnects humankind from its relationships with others, nature, and from its humanity. Even symmetrical worldviews that foster value-based relationships do so within an expectation of reciprocity to the exclusion of publics unable to participate. A new interpretation of public relations reflects a worldview that values a larger sense of relationships and authenticity in performance not theatrics. Within a worldview of caritas, public relations can be framed as a covenantal model of practice. Research suggests ancient civilizations, indigenous peoples, industry, and NGOs reflect a “naturalistic” worldview that guides public relations behavior as stewardship-guardianship in a pro-social manner for the benefit of all. Such practice – a caritas approach to relationship-building that seeks the greater good of others without reciprocity – challenges traditional public relations thinking and underscores the imperative to reformulate the discipline’s body of knowledge. COVID-19 underscores the need for a new paradigm of public relations – caritas – in relationship to others. The actions of individuals, institutions, and societies during the pandemic demonstrate both the consequences of a worldview that embraces an ethic of caring and one that is inwardly focused. Caritas, then, which focuses attention outward in a spirit of compassion not only is a nobler paradigm but, more important, one that saves lives and protects all of Creation.

CASINO CORPORATE SOCIAL RESPONSIBILITY DURING THE PANDEMIC

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Businesses can benefit from implementing practices that contribute to the economic development of the broader public and improve the quality of life of employees, local communities, and society at large. This concept is often referred to as Corporate Social Responsibility (CSR). In the gaming industry, CSR is of particular importance since many view societal concerns such as prostitution, criminal activity, drugs, and erosion of the local community work ethic as by-products brought on by casino gaming (Hing, 2003). According to Perez and Bosque (2003) companies can improve their public persona by engaging in CSR practices. While many gaming companies incorporate CSR initiatives into their business strategy, many have also altered or eliminated these initiatives during the pandemic. For instance, Caesars Entertainment acknowledged they cut back their CSR efforts and reevaluated their 2020 priorities. They plan to revisit their materiality assessment as they revise their CSR strategy and goals in the coming year (Caesars Entertainment, 2021). Other casinos shifted their focus from broad initiatives to those that were pandemic related. This study will apply Content Analysis to analyze the CSR reports of 12 publicly traded casinos’ CSR efforts during the Pandemic. The study will use Carroll's (1979) Four-Dimensional Conceptual CSR Model (economic, legal, ethical, and philanthropic) which has been widely applied to examine CSR. Additionally, the study will determine what casinos maintained their core CSR values, regardless of the current economic crisis, and thus, assist casinos to better modify their post-pandemic CSR strategies, while maintaining a positive public persona.

CHILD LABOR AND ETHICAL DECISION MAKING IN A GLOBALIZED WORLD

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Businesses throughout the world have used children as an inexpensive source of labor throughout history. It was not until 1938 with the passing of the Fair Labor Standards Act that oppressive child labor became illegal in the United States. Prior to this, in the United States, there were no laws or policies explicitly prohibiting child labor or protecting children from unethical labor practices. Child labor remains a relevant topic today, as it continues to be exploited as a means for small and large organizations to increase their bottom lines, both internationally and domestically. Trade policies have also lent a hand in the use of child labor since they can offer benefits for some international corporations to conduct business in jurisdictions where it is custom to use child labor. This paper examines ways to address child labor through the lens of ethics and corporate social responsibility, and it offers potential solutions to help ameliorate its effects. Stricter restrictions and more stringent penalties for businesses that violate child labor laws, domestically and internationally, will also help ensure these practices are reduced.

CIRCULAR ECONOMY- SUSTAINABLE STAKEHOLDER MANAGEMENT

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The circular economy (CE) has become one of the foremost tactics to address reoccurring contemporary challenges. However, the transition process to a circular economy is complex. Developing a reliable CE requires a holistic approach and steady transformations in public and privet sectors. These transformations are complicated and require synchronized changes.

During the transformation process, the public sector faces numerous challenges, which are mostly related to a diverse spectrum of stakeholders and the fact that it is limited by its purposes determined by external stakeholders. Therefore, stakeholders' constant engagement is essential; hence, sustainable SM during the project is critical. However, not always obtainable, triggering a lack of stakeholder engagement and interest in CE projects. CE projects are a vital part of the transition process; they contribute to a gradual shift from a linear to a circular economy. The public is mostly positive about these projects. However, the government's inability to build awareness about CE is causing a lack of interest and involvement of stakeholders in CE projects which negatively impacts the uptake of CE projects hence slowing the transition process.

Conducted research investigated the factors affecting stakeholder engagement in the CE project facilitated by the public sector. It dived in the behavior of the stakeholders and project managers in tasks associated with the CE.

COMMUNICATING SENSE OF PLACE TO BUILD BRAND IDENTITY: AN ANALYSIS OF CRAFT BREWERY WEBSITES

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In the highly competitive market of craft breweries, many utilize their distinctive geographic identifiers to market their unique Sense of Place (SOP) to their customers. SOP can be described as the entire group of cognitions and affective sentiments held regarding a particular geographic locale (Altman & Low, 1992; Jorgensen & Stedman, 2001). According to Anholt (2009), SOP is used to denote those aspects that make a location distinctive and memorable and thus communicate its personality. In this study, SOP was evaluated through Gruenewald's (2003) Multidisciplinary Framework for Place Conscious Education (MFPCE), which details five indicators: perceptual, sociological, ideological, political, and ecological. A sixth indicator, temporal, was also added (Cavaliere, 2017). Additionally, an effective brand identity strategy is one that informs, guides, and helps develop, nurture, and implement a business's overall branding strategy (Madhavaram et al., 2005). Brand identity activities ought to be significantly influenced by an in-depth understanding of, and appreciation for, an organization's unique SOP. Since a website is often used by a business as a comprehensive tool to communicate their unique products and services, the increasingly competitive online domain depends on a business's ability to orchestrate verbal and visual stimuli on product web pages to effectively convert page visitors into buyers (Schlosser et al., 2006). The purpose of this study was to analyze how craft breweries communicated SOP to build brand identity through their websites. The study examined eight Southern New Jersey craft brewery websites using content analysis to evaluate how SOP is communicated to build brand identity.

COMMUNICATING THE SPACE: A NEW ENDEAVOR FOR COMMUNICATION PROFESSIONALS

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It is through science that we enable the expansion of knowledge and the understanding of the mysteries of the universe. However, the truth is that science does not translate as an industry with visible short-term results. Society's advances, vulnerabilities and uncertainties will continue to require the need for exchange of information and the action of a Public Relations professional must be advanced to communicate constructive and ethical ways of facilitating communication and deliberation between the parties' stakeholders and promote trusting relationships between science and society. Civic involvement in scientific issues can help shape today's life into a better future for tomorrow and communication is the path to follow. We should look at space exploration not just as a mean to expand the reach of mankind, but also as a vital part of the solution to conquer different world challenges. It is now, more than ever, crucial that space activities can move beyond observation to action. The next space run may not be about competition between nations, but about humanity against the clock. This research intends to understand how the space industry is communicated in Portugal by the largest Portuguese scientific institutions as well as assessing whether it is the most effective way in order to fulfill their purpose as agents of public interest thus

contributing to a greater literacy and public citizenship towards science - ideally reinforcing the paradigm of public engagement and participation towards it.

COMMUNICATION AS UNDERSTANDING: BRING PEOPLE TOGETHER ON A BATTLE AGAINST HATE NARRATIVES

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"Right now, the forces that divide us are working faster than the forces that unite us. We must hope that the slow forces bringing us together will someday have the upper hand. […] We have the scientific, technical, and economic means to eradicate any problem that has existed since the dawn of time. But we have to want this. There needs to be an awareness of what needs to be done, an awareness of the dangers, and the moral resolve to act." (Amin Maalouf, 2020).

Believing communication's purpose today is the promotion of human understanding, and believing that we communicate if, and only if, we are able to understand others and negotiate meanings, communication can only be effective if we have the ability of bringing people together to achieve common goals. After reviewing the literature and working on a project with 200 students from all around the world on a campaign that aims to battle hate narratives, we will try to better understand our role as professionals on raising awareness and how we can contribute to promote human understanding by bringing people together in a world where the creation and establishment of social beliefs and behaviors happen and are substantially influenced by social media where the spread of hate narratives has been growing.

CONDUCTING ONLINE EXAMINATIONS

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There are two parts to this paper. The first part outlines some of the technologies available for conducting online examinations. The technologies are categorized into different levels, starting from the simple administration of an exam with online monitoring on Zoom to the more sophisticated methods that use artificial intelligence to monitor exam takers. They vary in the level of security that could be enforced. In addition to presenting the technologies, a few suggestions on conducting online examinations using Microsoft Teams are shared based on exams given in three different classes of 30 students each. The second part of the paper addresses the cognitive aspect of online exams by discussing the online exam design and administration. It is based on the experience gained in administering an online written final exam in a second-year undergraduate chemistry course (~170 students), an online multiple-choice questions-based lab exam, and a virtual oral lab exam in a large first-year undergraduate chemistry course (~900 students). Overall, the paper aims to introduce and highlight the technologies available to conduct online exams and share best practices in designing and administering them.

CORPORATE LEGITIMACY DURING COVID-19 LOCKDOWN ACCORDING TO NEW YORK CITIZENS

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During the Covid-19 crisis, people's lives changed abruptly, and companies adapted their communication strategies and messages to the new and unexpected environment. The health emergency caused a very complex context from a social, economic and political perspective, which has led to uncertainty and a profound crisis. People changed their perception towards companies' responsibilities and consumers' expectations increased during the lockdown, asking to the companies to cooperate actively during the COVID-19 crisis, protect their employees and working for the common good. The aim of this research is to analyze the perception of New York's citizens towards brands and corporations, especially focusing on the legitimacy perception. We run a quantitative research, surveying 500 citizens of New York through Amazon MTurk asking for their perception during the lockdown. The results show how some industries and companies improved their legitimacy and likeability, while others lost much of their acceptability in the American context during the lockdown. The implications of this research are of special importance because information was obtained in an unrepeatable historical moment, and because it confirms how companies behave in a health crisis and collaborate with society.

COVID 19 & ITS GLOBALIZATION LINKAGES: IDENTIFYING & EXAMINING THE DEPTH OF COMPLEXITY

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Human evolution seems to be correlated with a history punctuated by disease and epidemics (Hammond, 2020; Snowden, 2020). Modernization, urbanization and societal changes have gone hand in hand with this evolution. The author's concern in this paper is not with COVID 19 per se. However, the paper does emerge from the pandemic's devastating effect on the globalized humanity (Jorda et al, 2000). More specifically, its focus is the management of human inter-connections across the globalized socio-economic system (Weber, et al, 2020). The latter seems to create a pernicious opportunity for epidemics - in terms of genesis, development, growth and worldwide spread. These are not only caused by international trade and cultural exchanges but also by the climatic consequences related to the rise of TECHNOLOGY (Shafik, 2021). Indeed, the latter affects all stages of the human life cycle. The attitude towards a contemporary lifestyle manifests itself in a techno-global mindset in an interdependent economic environment. It is in the background of all the above factors that the paper focuses on the complexity of globalization and its potential by-product – COVID 19. Agent Based Models have tried to capture the complex dynamics of transmission and spread (Axelrod, 1997; Epstein, 2009). This paper does not go into quantitative modelling (Grimm, et al, 2010) or the bioethical/political dimension of the management of this pandemic (Gutmann & Moreno, 2019). Its chief concern relates to the study of linkages between Man & Pandemics. This exploration aims at identifying the possibilities of global/regional/local intervention strategies and governance (Kersley & O'Sullivan, 2015). More significantly, it is concerned about the strategic control of the pandemic's proliferation effects across the globe & the prevention of its genesis in the context of integrated open market systems.

COVID-19 LEADERSHIP: THE IMPACTS OF A PANDEMIC ON HOW WE LEAD

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The recent global pandemic has drastically impacted every facet of society. As we search for methods to adapt and thrive, there has been an inundation of research on successful techniques to succeed in such a novel environment. One such area that has received a great deal of attention as of late is the impact the pandemic has had on effective leadership. Both researchers and practitioners have expressed how the relative importance of specific characteristics for effective leadership has changed due to the pandemic. Subsequently, some have provided recommendations on what characteristics are now most essential for success. The purpose of this current research is to review and summarize these recent recommendations and how they may differ from traditional or pre-pandemic expectations of effective leadership. Based on our findings, we attempt to justify this shift in the prioritization of leadership characteristics and thereafter propose those characteristics that were deemed most important for today's leaders.

CULTURAL IMPACT ON ELECTRONIC HEALTH RECORD IMPLEMENTATION

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Electronic Health Record (EHR) implementation success stories around the world look very different even though the technologies deployed may be quite similar. Studies have shown that the influence of culture at national, organizational, or subunit levels may have subtle however powerful impact on people. As people design and build information systems these subtle, but powerful nuances are incorporated and embedded into the software. The manner in which the technology is diffused is greatly affected by the impact of cultural mores and conventions on not only those who develop, but also those who adopt. Considering EHR success stories differ globally, we investigate how national cultural differences among healthcare facilities influence the success of clinical enterprise system implementation. We explore the differences across implementing clinical information systems of the same and different cultural influences. In particular, the differences between an implementation of a home-grown system versus the implementation of a foreign developed system with respect to culture. The results of the proposed study improve our understanding of the significance of organizational and national culture with respect to successful IS implementations, usage, and results, especially within the healthcare industry. Furthermore, the results will enable practitioners to enact organizational changes that account for cultural differences in implementation projects across multiple locations in order to improve the results of deploying IS across cultural boundaries.

CULTURAL IMPLICATIONS OF A STUDY OF POLICE COMMUNICATION WITH MINORITIES

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Successful relationships between police and the community require effective communication. This is particularly important when the police work with minorities in their communities. This study examines the police relationship and their communication with minority populations as perceived by Kosovo police (N=20) and other public safety personnel(N=24). Police and other public safety personnel responded to a quantitative survey that used a Likert scale. The study found that the police respondents didn't appear to recognize that cultural barriers exist between minorities and police and they didn't feel the need for cultural training. On the other hand, other public safety personnel showed greater support for cultural training, recognizing that cultural barriers do exist between police and minorities. Both groups agreed that trust is more important than speaking the same language when dealing with minorities. Trust can be developed by working with minority leaders, being involved in community activities, and getting cultural training from minority community members. Because language barriers exist between police and minority populations, more language training is recommended. Serbian is one of the official languages of Kosovo. Most young people, who were raised after the Kosovo war, don't speak the Serbian language. While Serbian language training is not offered at the police academy, English as a second language is taught. The study indicates that young police use English when language barriers exist.

DEVELOPING ECG AUTHENTICATION MODELS TO PROTECT PRIVATE CONSUMER DATA BASED ON SUBJECTIVE NORM, EXPERIENCE & PERCEIVED RISK AS ENDOGENOUS VARIABLES

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As technology becomes ubiquitous in almost every aspect of daily activities, there will be an expectation for technology to always be available, all of the time. For this to occur, a technology ecosystem needs to be designed so that it is easily accessible, easily portable, and easy to utilize. Such a system must also employ a robust security framework for access control, by identifying the fundamentals through which the right individual is granted access to the right resources for the right reasons and at the right time. Today, many wearable devices and smartphones boast ease of use, affordability and availability; however, their ultimate implementation and usage does not necessarily achieve its goals without a careful study of the ramifications of interacting with those devices. This research focuses on examining these interactions by developing a model to detail the acceptance determinants by consumers of on-body ECG-based authentication devices, and by studying the influence of critical endogenous factors such as Subjective Norm, Experience and Perceived Risk on privacy, adoption and purchase decisions.

DEVELOPING INTRA-GROUP TRUST DIGITALLY: CHALLENGES OF DISTANT LEARNING IN THE COVID-19 ERA

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Two competing issues introduce additional tension for faculty teaching courses with group projects during this Covid-19 pandemic: most (all) courses are now delivered in digital or hybrid formats; however, students prefer and perform at higher levels in face-to-face (FTF) situations while intra-group trust, which leads to higher student performance, is higher in FTF than online classes. We examine the impact of digital group communication on student satisfaction. One area of concern to students is the issue of perceived injustice, perhaps exacerbated by events of the Summer of 2020 where this issue was dramatically highlighted in the news. This issue was underscored in student feedback on course evaluations for the Fall 2020 semester. We apply a questionnaire developed to measure the amount of free loading and resultant issues of perceived injustice in the classroom. Areas covered in our questionnaire include goal sharedness, accountability, free loading and conflict management as they impact intra-group trust and student satisfaction. We find that satisfaction with their own performance and that of their group is lower today, a belief of greater free loading exists, and an overall perception of injustice is more widespread in digital classroom interaction, a situation in which students had little choice in selecting. Faculty members will need to modify initial course introductions to account for the impact of free loading and determine its impact on student accountability to respond to this issue of perceived injustice, particularly given the role this played during the summer and on to today.

DIGITAL TECHNOLOGIES IN ENTREPRENEURSHIP EDUCATION

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The paper looks into the recent trends in entrepreneurship education focusing on awareness raising within the entrepreneurship education content spectrum. The paper outlines trends and developments on how remote and digital learning entrepreneurship education methods help cultivate entrepreneurship skills in awareness raising, opportunity recognition, entrepreneurial alertness and idea generation. The paper reviews previous studies and highlights numerous digital technology teaching practices and learning methods in awareness raising in entrepreneurship education curricula. The paper addresses that the digitalization process eases access to relevant knowledge, stretch mindset and provides entrepreneurship students with necessary skills and practical learning experience. The paper concludes that utilizing digital technologies expands entrepreneurship students' engagement and opens a wide array of possibilities in entrepreneurship education and therefore is considered as an effective teaching and learning tool in the next decade. Further suggestions are provided in designing courses and curricula in entrepreneurship education programs and future entrepreneurship education studies.

DISCRIMINATION AGAINST LGBTQ+ COMMUNITY: WHAT HAVE WE DONE?

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Believing communication's purpose today is the promotion of human understanding, and believing that we communicate if, and only if, we are able to understand others and negotiate meanings, communication can only be effective if we have the ability of bringing people together to achieve common goals. Working together for more than 6 months in an international initiative that brings youth together in the battle against hate, students from the Polytechnic Institute of Lisbon - college of Communication and Media Studies in Portugal share their experience on planning, designing and implementing a strategy for an integrated communication campaign. Aiming specifically to the Portuguese speaking youth (Portugal, Brazil and Portuguese-speaking African countries) a website, as well as a communication strategy for twitter, Facebook and Instagram has been developed. In this paper, these aspects will be addressed as well as a practical example of youth-based activities that were focused on the discrimination against LGBTQ+ community.

DISTRIBUTION IN THE FOOD INDUSTRY: IMPACT OF THE 2020 TRUCK DRIVER SHORTAGE

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Today's Food Industry is a world filled with customers with a right-now mentality and increased expectations for special orders. Every day has become a battle of continuous improvement in order to meet customer satisfaction. In the past year alone, including pre-COVID-19, eleven of eighteen limited-service category restaurants have seen a decline in customer satisfaction. The industry is down by 1.3% and full-service are seeing a higher decline in customer satisfaction at 2.5% (Kelso, 2020). As restaurants work hard to evolve in meeting these needs, the greatest challenge is a lack of inventory. Receiving inventory on time from distribution centers has become an issue in the last several decades as the shortage of truck drivers continues to be a challenge. The truck driver shortage in America is not a new problem, but one which has become increasingly more concerning. Nearly seventy percent of freight in America is distributed through the trucking industry, and there are not enough drivers to meet scheduling demand and deliver inventories. This paper examines the impact of the continuing truck driver shortage and offers suggestions for ways that it may be alleviated. We also focus on how one very large, national fast-food chain has taken its own steps to address this situation as well as the impact of the coronavirus on all aspects of the supply chain. Benefits and limitations of these approaches are offered, along with exploring the notion that Ecommerce and last-mile Distribution Centers may be the answer for the future.

DRONE HACKING: APPLYING THE CYBER KILL CHAIN TO HIJACK UNMANNED AERIAL SYSTEMS

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Unmanned aerial systems (UASs) are increasing in usage — commercially, recreationally, and by government, military, and police. This research documents how off-the-shelf UASs, or drones, are vulnerable to hacking and how easy it is for an attacker to seize control of a Wi-Fi or radio-frequency-controlled drone. A simple programmable drone for education named the Tello EDU drone was used for this study. For drones of this type, a smartphone can connect to the drone's access point via Wi-Fi, allowing the phone to send movement commands from an app. An open-source packet sniffing tool named Aircrack-ng and a USB Wi-Fi antenna were used to disrupt and replace the connection between the Tello drone and a target's smartphone. A custom Python program was used to disconnect the Tello drone and take over the drone. Overall, this research shows that it is possible to take full control of a drone in under 45 seconds. To illustrate the adversary activities, the Cyber Kill Chain framework was used, and each step is detailed in full for further research and immediate use in cyber education and research. To mitigate against such attacks, a few recommendations are put forward. Specifically, for a drone of this type, WPA2 should be enabled by default with strong, unique passwords for each device, and support for 802.11w must be made available. With proper precautions, Wi-Fi and other radio-frequency-controlled drones' vulnerability to exploits can be minimized.

EFFECT OF LEGITIMACY AND COMMUNICATION ON THE PURCHASE INTENTION OF NORTH AMERICAN CONSUMERS DURING THE COVID-19 CRISIS: USA VERSUS MEXICO

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The current global pandemic generated by COVID-19 has led to a health crisis, but it has also reflected an environment of uncertainty from an economic and social point of view. The loss of jobs, the wage gap, social distance, or restrictions on mobility have led people to adopt new consumption patterns. This makes us wonder if during this period of "new normal" organizations were conducting appropriate behaviors and communication with consumers. Therefore, the objective of this research is whether organizational legitimacy and communication have positively influenced the purchase intention of consumers. The data were collected through a survey on the perception of North American consumers (USA and Mexico). The data treatment was carried out through the PLS-SEM technique. The data obtained (n = 1775) indicate that legitimacy and communication have a significant influence on purchase intention. The results also show that sociodemographic variables, such as nationality (USA-Mexico) or age (generation X and Y) significantly affect the influence of legitimacy and business communication on purchase intention. This research contributes to the improvement of organizational management and in a greater benefit for society.

EFFECTS OF ANCHORING PARADIGM ON GENERATION Z CONSUMERS' PURCHASING DECISION-MAKING

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This paper examined how Gen Z consumers responded to the anchoring paradigm. This research proposed five hypotheses: (1) Anchoring was positively related to the consumer's willingness to pay (2) Anchoring was positively related to price perception (3) Anchoring was positively related to product quality perception (4) Gender would have a moderating effect (5) Income would have a moderating effect. We collected data via in-person survey of Gen Z consumers in a public university in America. For data analysis, we used ANOVA and regression models. Anchoring was statistically significant in most ANOVA and regression models. Price Perception, Product Quality, and Gender variables showed strong correlation, but they had no statistical significance in regression models. Data showed no income effects on the anchoring paradigm. Thus, evidence supported Hypothesis 1 but did not support Hypothesis 5, while Hypothesis 2, 3, & 4 were inconclusive. This study provided empirical evidence to shed light on the anchoring paradigm effect on Gen Z consumers.

EFFECTS OF MEAL PROPORTIONS ON BODY WEIGHT

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When it comes to the relationship between eating and obesity, there appears to be a conventional wisdom that to keep fit and avoid obesity, one needs to "eat breakfast like a king, lunch like a prince, and dinner like a pauper," an advice attributed to Adele Davis, a once popular yet controversial American nutritionist (Davis, 1954, p. 28). Despite the popularity of the phrase, few empirical research has been conducted to test the relationship between meal proportions and body weight. Based on a longitudinal study of health and health among Chinese respondents, this study attempts to test the effect of mean proportions on body weight, that is, overweight and obesity. Our study of Chinese respondents has helped demystify the "age-old wisdom" about the positive effects of hearty breakfast and small dinner. Specifically, we found that the meal proportion for breakfast did not have any significant impact upon body weight, while bigger meal proportion for dinner can potentially lead to a more normal level of body weight, a finding that contradicts what Davis advised. More future studies are needed to disentangle the important relationship between meal proportions and obesity.

EFFECTS OF TELEVISED TURKISH SOAP OPERAS ON MOROCCAN CONSUMERS' EVALUATIONS OF PRODUCTS "MADE IN TURKEY"

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Consumer perceptions and evaluation are influenced by various mass media communication such as TV shows and movies. Such cultural products are popular entertainment mechanisms for many consumers around the world and they are considered important vehicles of getting consumers' attention and influencing perceptions. Advancements in communication technology and the internet have facilitated the reach of TV shows and programming to distant consumers elsewhere at relatively minimal costs. As an important cultural output, cinema, music and TV shows provide cultural clues for international audiences and may be effective in shaping consumers' perceptions about lifestyles, values, product image, and ideals of a particular country. Such perceptions of and attitudes towards the home country image may be crucial in the development of consumers' country of origin (COO) image about the products originating from the source country. Therefore, this research examines the role of televised Turkish soap operas in influencing Moroccan consumers' perceptions and attitudes towards products "Made in Turkey." Data for the study is collected from Moroccan consumers using personal interviews.

EMOTIONAL INTELLIGENCE: IT'S MORE THAN JUST A "SOFT SKILL"

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According to the 2019 Forbes article, "The 10+ Most Important Job Skills Every Company Will Be Looking For In 2020," various aspects of professional communication skills are still among some of the most sought after job skills. Year after year, we see lists that rank teamwork, interpersonal communication, leadership, and oral and written communication, as the top skills employers look for from new hires. Although some of the terminology may have changed from interpersonal communication and teamwork to "Emotional Intelligence," the most sought after skills remain ones that rely on a strong foundation of effective communication. According to a 2019 article from the International Journal of Advanced Corporate Learning, "High EI teams are more creative, more cooperative, more effective, help each other, can differentiate their work in order to improve the outcomes of the team and the organization as a whole, can face difficulties or conflicts more constructively if they occur, think from different perspectives, and they can accept the diversity of people" (p.62). This presentation will showcase how the Professional Communication course was designed to help students understand and heighten their own emotional intelligence by using interactive assignments to explore the effectiveness of communication as it relates to various audiences, contexts and professional situations.

EMOTIONAL LABOR STRATEGIES AND THEIR INFLUENCES ON WOMEN'S LEADERSHIP IN HOTELS

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Emotional labor involves enhancing, faking or suppressing emotions to modify the emotional expression (Grandey, 2000). It is particularly evident in hotels where employees are asked to manage their emotions in response to the display rules for their job (Chu, Baker, & Murrmann, 2012; Grandey, 2000). Employees, however, are vulnerable to the emotional labor demands (Pizam, 2004), and there was emotional dissonance between the organizational desired emotions and employees' genuinely feelings (Morris & Feldman, 1996). Additional evidence suggests that emotions play a fundamental role in the emergence and development of transformational leadership (Michie & Gooty, 2005). Transformational leadership has also been related to higher job satisfaction and organizational commitment (Epitropaki & Martin, 2005). Yet, it is unknown what emotional management strategies women leaders use for the effective management purpose. This study focuses on women leaders working in hotels, who might experience more emotional experiences on their jobs. Given the relationship between emotional labor and leadership (De Meuse, Dai, & Hallenbeck, 2010; Guillet, Pavesi, Hsu, & Weber, 2019; Palmer, Walls, Burgess, & Stough, 2001), this study examines the influences of using emotional labor strategies on women's effective leadership in hotels. The study collects data from women leaders in four hotels located in China. Semi-structured individual and group interviews will be conducted and digitally recorded in Mandarin. A series of emotional labor strategies that are used by women leaders will be revealed. Our results and discussions will also propose a new model of emotional labor and women leadership, which involves in emotion modification and management. These results will provide important implications to the hotel management on how to manage women's emotions strategically, which contributes to women's career advancement.

ENCOURAGING A CASHLESS SOCIETY IN SAUDI ARABIA

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Many countries are switching from traditional cash and check-based transactions to electronic payments. Saudi Arabia is one country actively encouraging this transformation. Saudi Payments, the national payment infrastructure operator in Saudi Arabia, has launched a new fast payment system. It is built on a combination of NFC (Near-field Communication) and contactless payments and the implementation of a common QR platform. By 2030, the goal is to reduce the number of cash and check-based transactions and bring the share of digital payments to 70%. For comparison, in 2017-2018, this figure was about 20-25% of all payments. In this paper, a revised technology acceptance (TAM) model was used that includes the ease of use, the perceived benefit, trust in e-payments, perceived security, the user's self-efficacy, and the perceived quality. We also have the demographics of users in the study to seek the relationships with the adoption construct. Males and those who have full-time employment status are more likely to use the e-payment system. We

also found that ease of use, perceived trust, perceived trust, perceived benefit, and self-efficacy are statistically significant with monthly money spent on e-payment via a Pearson correlation analysis. We used stepwise regression to sort out the high correlation among independent variables. We found two important factors self-efficacy and employment status of the respondents. This study is a preliminary result on e-payment. More studies are suggested to have a better understand and strategies that will enhance the cashless society in Saudi Arabia.

ETHICAL DRAMA AND SOCIAL RESPONSIBILITY

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As the bigger companies embark on their CSR journey, they require more of their vendors and supply chain to do so. As a result, more companies and are interested in corporate social (and environmental) responsibility (CSR). Many businesses want to engage in CSR and are starting to engage consultants or start their CSR department for one reason – CSR reporting. With increased interests, schools are also offering sustainability courses and CSR reporting courses. CSR and a lot of the theories are developed and studied by the West, in regions like Europe and Australia. In many developing countries and emerging economies, they face completely different socio-political systems, with diverse political regimes, legal systems, and cultural environments. These factors have a significant effect on the applicability of theories and can directly impact reporting. Culturally, Asian countries love to maintain their reputation in front of others. To “save-face”, many of the companies learn CSR reporting to generate reports to show the good side of their business and not to understand their impact and improve on their business practices. Countries with no free press develop different understanding and concepts of sustainability and social responsibility. Human rights and environmental disclosure do not play an important part in policies in these countries and generally, a lot of these reporting is not necessary to do business.

EUROPEAN PARLIAMENT AND SARS-COV2 RISK COMMUNICATION – SOME REMARKS

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Communication has always proved to be an important weapon against misinformation and perceived inertia. Nowadays, the role of communication has taken on a new meaning when we consider its importance in the face of the Covid-19 pandemic that we have been facing for the last year and a half. On the other hand, this importance is leveraged when we talk about European institutions that have the decision-making power about the policies adopted in the member states and the funds they have available to fight this monumental adversity. It is the aim of this work to understand and analyze the way in which Portuguese MEPs have communicated with their Portuguese constituents in order to combat the misinformation felt at a complicated time when it is imperative that there is widespread knowledge of the policies that will be adopted and how they deal with the situation being experienced. Thus, we will analyze their action since March 2020, when the Covid-19 pandemic started in Europe, until August of the same year, the end of the first big wave.

EVOLVING JERSEY SPONSORSHIP ACTIONS AND FAN RESPONSES OVER TIME AND ACROSS MAJOR LEAGUE SPORTS

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In the past decade, we have seen a proliferation of shirt sponsorship in American professional sports. Major League Soccer was previously the only professional league in the US to allow corporate sponsorships on jerseys (shirt sponsorships). Now, more leagues have begun: the NBA began allowing teams to sell small sponsorship patches on jerseys. Major League Soccer now allows teams to sell a second sponsorship on the sleeve of the shirt, and the NHL began allowing ads on the helmet in the 2020-2021 season. MLB has stated that sponsor ads on jerseys will occur soon. The landscape of shirt sponsorship seems on the verge of an epic change. To the millions of sport purists who resist change of any kind to their sport (think of the uproar now being created when Nike simply put its "swoosh" across the front of every MLB uniform), the mere idea of shirt sponsorship may be seen by many traditional fans as a real shock. In this presentation, the authors will discuss a new research study that launched in 2020 to assess current attitudes of college students in Texas, Pennsylvania, New Jersey and South Carolina about the extent to which they approve of shirt sponsorship. The survey builds upon previous research by this team of scholars that examined shirt sponsorship when MLS was the only league in the USA that allowed this practice. Studies of shirt sponsorship provide valuable insights into such diverse topics as sports fandom, relationships between consumers and sponsors, consumer reaction to advertisers and sponsors, and fan avidity.

EXAMINATION OF QUALITATIVE VERSUS QUANTITATIVE VIDEO UTILIZATION

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Online courses and messaging tools have been commonplace in our workplaces, education settings and social gatherings. The onset of the Coronavirus has created a forced environment that engages technology in a more substantial way. That paradigm shift warrants further study in online learning. This study was designed to examine student lecture video utilization trends in qualitative and quantitative types of courses. It is presumed that more significant viewership yields greater productivity and engagement in all workplace, education, or social settings. Virtual settings are highlighting the impacts to education and communication. "Virtual settings or teams have two fundamental goals. One is to increase organization leader's knowledge of job-related problems. Another is to increase employee's authority to solve job-related problems" (Gilley et al, 1999.p. 184). This new virtual setting for students is more likely to mirror the settings for their future work. As a result, it is incumbent on teachers to maximize the learning environment. The transition from student to worker may be more closely aligned than ever before in the history of academia. This institution in this research has been offering online courses for nearly 20 years through 50 different professors. A longitudinal examination of the viewership captures the length of videos compared to viewership. The output of the evaluation is a theoretical model highlighting the importance of video communication/lectures in quantitative and qualitative courses.

EXAMINATION OF THE ANTECEDENTS AND CONSEQUENCES OF HUMAN RESOURCE DECISIONS AND THE PSYCHOLOGICAL CONTRACT OF HR

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Research on the engagement levels and psychological contract has highlighted a gap that has rarely been explored. The Psychological Contract with workers in general has been extensively studied but mainly in areas of traditional managerial interactions. This article addresses the issue by examining the past antecedents and effects on HR workers responsible for HR implementation and often policy administration. Interpretation of organizational policies at times require discretion and judgement. The group of HR workers often execute decisions that negatively influence their personal psychological contract with the organization to give justification to antecedents of the past. Drawing on a model of HR implementation, it presents a case study relating to performance evaluations. Hypothesis, the HR Manager will make decisions that are in alignment with past practices to be viewed in a positive light by leadership. This internal struggle negatively affects the psychological contract of the HR staff and encourages decision making that is inconsistent at best. The qualitative study will consist of HR Managers and their views on organizational antecedents and their effect on decision making and the impact to the psychological contract between HR Manager and Employer. The purpose of this qualitative methods case study was to examine the differences and difficulties HR Managers experience when making employment decisions in environments where management or executive leadership is perceived have high influence regarding employee behaviors. These decisions can cause conflict within the organization, but it can also cause damage to the psychological contract between the HR worker and the organization.

EXAMINING EMOTIONAL LABOR IN COVID-19 THROUGH THE LENS OF SELF-EFFICACY

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The purpose of this study was twofold, i.e., to investigate the effects of emotional labor on the restaurant employees' well-being and determine the mediating role of self-efficacy in this relationship. Data was collected in 2020 using an online survey, and results from 331 employees revealed that emotional labor had a significant impact on their well-being. Surface acting had a significant negative impact on their job-related well-being, whereas deep acting had a significant positive impact on both their job- and life-related well-being. The factor of self-efficacy not only had a significant positive impact on the employees' job- and life-related well-being, but also played a fully mediating role between deep acting and life satisfaction, with a partial mediating role between deep acting and job satisfaction. In addition, job-related well-being played a fully mediating role between deep acting and life satisfaction, with a partial mediating role between deep acting and job satisfaction. The implication of the findings is that developing deep acting skills and improving self-efficacy and job satisfaction are important. Managers must also establish a healthy working environment by providing better job support and creating a more relaxed working atmosphere. Such efforts can be effective for moving forward from these dark times.

EXPLAINING UTILITY TO INSURANCE CUSTOMERS: THE DOLLAR WEIGHTED UTILITY METHOD

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The purpose of this paper is to suggest a new method for presenting options to insurance customers in order to provide clarity in the process of evaluating risky decisions when purchasing insurance. A point of interest for the insurance industry is how customers consider the fairness of an insurance contract based on the probability of a claim and the certainty equivalent of paying a fixed amount up-front to mitigate uncertain losses. Insurance providers are better able to meet the needs of their customers when they are able to communicate the utility their policies provide. This paper extends formulas currently presented as prospect theory into a format available to the insurance industry in order to improve customer awareness of the value of any given insurance policy. The goal is to identify a single score that, presented in dollar amount, would offer equivalent utility to a prospective customer regarding the risk being mitigated. A targeted advantage of the method of arriving at a single payout utility equivalent (SPUE) is that the approach can be generalized to apply to most types of insurance as well as other types of decisions based on risky outcomes, such as lotteries or gambles.

EXTRACTING MEDICAL INSIGHTS TO MANAGE IRRITABLE BOWEL SYNDROME FROM ONLINE POSTS OF ADOLESCENTS AND PARENTS

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Adolescents with irritable bowel syndrome (IBS) are increasingly seeking and sharing information about their symptoms in online healthcare forums. Their posts and those from their parents contain critical medical insights that can be used by doctors, patients, and caregivers to manage IBS symptoms in adolescents. By employing topic modeling and social network analysis, this study analyzes all the messages (over 750 topics and 3400 replies) posted by adolescents with IBS aged 13-17 and parents having children with IBS in the IBSgroup.org forum. We first detect six main topics each for both parents' posts and teens' posts. Then a social network analysis was performed to gain insights on the nature of the patients' online interaction patterns. Both the teens and parents gain social support from the online platform. While parents are more anxious about the pathology of IBS, the adolescents worry more about its effect on their everyday activities and social lives. Topic modeling shows that IBS affects teens most in the areas of pain and school performance. Further, the issues raised by parents suggest that girls be bothered more by school performance over pain, while boys show exactly the opposite – pain is of greater concern than school performance. Adolescents with IBS suffer physical pain and are deeply disturbed by social influences and anxiety due to the symptoms. Boys and girls are affected differently by pain and school performance, whose views on the effects differ from their parents.

FACE-ISM THEORY IN YOUTUBE IMAGES OF CANDIDATES IN THE 2020 U.S. PRESIDENTIAL ELECTION

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Face-ism theory (Archer, Kimes & Barrios, 1983), which posits that newsmakers whose media images display more facial prominence are viewed as more powerful by media consumers, informed the theoretical research perspective. The study is relevant to public relations, because how images of candidates are displayed in news content may have an impact on voter perceptions of the candidates. The unit of analysis was any still photograph of the Democratic and Republican presidential and vice-presidential candidates in the United States 2020 general election from YouTube videos published by United States television news networks Aug. 12 until Nov. 3, 2020, election day. Two coders examined 5,425 candidate photos; intercoder agreement was 96 percent or higher on each variable. A six-point body index scale served as the dependent variable. Independent variables were the networks, candidate, gender and political party. Trump's images were the most frequent (3,276/60.4%), followed by Biden (1,386/25.5%), Harris (480/8.8%) and Pence (283/5.2%). FOX published more images of the candidates (1,051/19.4%) than any other network; ABC published the least (505/9.3%). Images of Democratic candidates (56.6%) were more frequently cropped at upper regions of the body with more facial prominence than images of Republican candidates (46.8%) who were more frequently cropped at lower regions of the body with less facial prominence, significant at <.001. Images of Trump (46.1%) showed less facial prominence than images of the other candidates, significant at <.001. Images of the female candidate displayed more facial prominence (52.9%) than male candidate images (49.9%), but the differences were not significant.

FACULTY DEVELOPMENT AS A 21ST CENTURY PARADIGM OF CORPORATE SOCIAL RESPONSIBILITY

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The COVID pandemic highlighted an underlying issue in higher education; there is a concern that instructors may be out of touch with students, as demonstrated by the rush to embrace technology for those who are not as familiar with online teaching platforms. This also highlighted the need for business faculty to expand their knowledge of technology for more effective teaching. Business faculty members are often not as knowledgeable about teaching theory and methods, having focused instead on their disciplines. Technology literacy is a challenge especially for faculty teaching graduate programs because the students may be more well-versed in technology than the faculty member. With the increasing numbers of students in online education and the adult students in the graduate programs, business faculty must consider more effective teaching preparation to have a more positive impact on students. This can include, in addition to more effective use of technology, obtaining more knowledge about how adults learn, how to be more effective and implementing more options in online classrooms, using a student-centered approach, and developing a more caring approach in online education. By looking through the theoretical approaches of stakeholder theory, andragogy, and corporate social responsibility, faculty development can be addressed through an effective framework and integration of developmental areas, elements and supporting activities to better address effective graduate online teaching and learning in the 21st century.

FINTECH, DIGITAL PAYMENTS AND THE RISKS OF OUTSOURCING PAYROLL ACCOUNTING: THE CASE OF MYPAYROLLHR

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Payroll accounting is a commonly outsourced by small and medium sized businesses because it is a time-consuming process that requires specialized knowledge and expertise. Efficient payroll processing is critical to retaining a company’s employees who depend on the timely arrival of their paychecks to meet their own financial obligations. Payroll needs to be processed seamlessly at regular intervals while complying with legal obligations to the government in terms of tax with holdings. Errors in payroll are expensive and trigger red flags to the IRS which could precipitate a costly tax audit. Outsourcing payroll allows small and medium sized businesses to focus on their core competency and their primary business. However, the benefits of outsourcing payroll accounting, comes with attendant risks of fraud and misappropriation of funds that are amplified with the use of fintech and digital payments. Firms need to conduct adequate due diligence and ensure there are proper financial controls at third party processors to prevent such fraud. This presentation provides a recent real life case study that illustrates the potential pitfall of outsourcing the payroll function and emphasizes the need for due diligence and financial controls.

GAMIFIED INFORMATION SYSTEMS: GAMEFUL EXPERIENCES, ACHIEVEMENT GOALS, AND PERFORMANCE

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Gamification, the use of game design elements in non-game contexts (Deterding, Dixon, Khaled & Nacke, 2011), is permeating various types of information systems (IS) and becoming a promising approach for motivating and engaging IS users. Despite the potential benefits of using gamification elements in information systems, there is still limited understanding of how gamification influences IS users’ motivations and task performance. This paper focuses on the implications of gamified IS for task performance through its impacts on the goal adoption and achievement behaviors of IS users. Drawing on goal-setting theory, regulatory focus theory and gamified IS research, a research model is developed to investigate how gamification influences IS users’ goal choices, goal striving behaviors and task performance. The model proposes that the motivational gameful experiences offered by a gamified IS affect IS users’ goal orientations toward achievement, which in turn affect users’ task performance, mediated by their self-regulatory goal-striving strategies. By providing an understanding of how various gameful experiences of gamified IS influence users’ goal orientations and their task performance with an IS, this paper will offer guidelines on how to appropriately design and implement gamification to improve the task performance of IS users.

GASLIGHTING IN FAMILY COMMUNICATION

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Gaslighting is a form of emotional abuse, manipulating the victim psychologically to feel uncertain about themselves. The abuser plants a seed of doubt, causing the victim to question one's memory and/or judgement, using their own words against them. The term became popular by the 1944 movie Gaslight, starring Ingrid Bergman and Charles Boyer (Sarkis, 2018). In the movie, the husband attempts to convince his wife that she is going crazy, hearing and seeing things that are not happening. The goal of this study is to shed light on this verbal and emotional abuse experienced by family members. This study examines discourse in family relationships, analyzing conversations. Participants agreed to record themselves in their own home. The participants were also interviewed twice for insight and clarification into their relationships. The study reveals the different techniques that abusers use to manipulate their victim. It also discusses certain characteristics of gaslighters, raising awareness of this psychological form of control.

GENDER & RANK OF FACULTY

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In 2014 we collected information on faculty from three different business colleges in Texas at tier 1, 2, and 3 AACSB accredited universities. We updated that in 2020/2021. We are now adding to this updated Texas data with information from all 4-year public universities in an entire state in the South-Central US. We are also expanding this to include other departments that typically are dominated by either men or by women as well as business faculty. The goal is to determine if there are rank and/or salary disparities by gender and if these disparities are impacted by the affiliation (department) being predominantly male/female/neutral. In this lead-in presentation, the exploratory data from the early Texas study, the updated Texas data, and some of the new state's universities are presented. The Texas data was from three AACSB accredited universities at research tiers 1,2, & 3. The same tiers are presented in the new state comparison date. This study will use both multiple linear regression and logistic regression. As this study is still early in our analysis, we are seeking input from other analysts and researchers for ideas. Emerging results will be shared.

GLOBAL PANDEMIC AND THE CHALLENGES OF THE MOVIE INDUSTRY

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As a result of the pandemic, many movie companies are considering (some have announced) simultaneous release, which means to launch their movies in movie theaters and the streaming services at the same time. This presentation explores the pandemic and simultaneous releasing of the movies. I will discuss the impact the strategy of simultaneous movie releases has on the industry from the perspective of audiences, movie theaters (box office), and producers.
Firstly, audiences' experiences - in this part I argue that audiences are paying for the environment and a way to pursue their social interactions. However, with the simultaneous release approach

brought on by the pandemic, fewer chances would be provided. Secondly, the lack of technology - here I would present the examples of movies that used advanced technology such as Avatars and Star Wars and discuss how simultaneous release makes these technologies inaccessible for audiences. Finally - the harm done to the creators. I will highlight how, as a result of the pandemic and the form-switching in the industry, much pressure would be added to the producers.

GLOVE USE ANALYSIS – LARGE HEALTHCARE FACILITY IN THE MIDSOUTHWEST

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The Coronavirus disease 2019 (COVID-19) has altered the way many industries worldwide conduct their normal day-to-day operations. The healthcare industry is certainly one of the hardest-hit industry segments since COVID-19 began. In this research article, we will focus on obtaining an in-depth analysis of the overall impact of personal protective equipment (PPE) ordered at a large healthcare facility's emergency department in the mid-southwest by studying the order history of medium size gloves. Currently, the data collected has an observed 285 days' worth of orders between February 2019 (pre-COVID-19) and January 2021. We will use order quantity as the dependent variable and explore independent variables such as COVID-19 hospitalization rates (%), weekly COVID-19 death rates, weekly pneumonia death rates, weekly influenza deaths, total COVID-19 doses administered daily, the daily count of people receiving their first and second doses of the COVID-19 vaccine, and the average weekly fuel prices nationwide. This data will be used to check for significant correlations in the order history of medium-sized gloves and the impacts that the independent variables might have played into the number of gloves ordered during this time frame.

HOW CAN CONTINUOUS ACCOUNTING IMPROVE A COMPANY'S ACCOUNTING CYCLE?

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Like many industries, technology and innovation are transforming the accounting profession. This means moving away from a traditional format to modern technology-based format. One of these new innovations is called continuous accounting. Researchers explore that continuous accounting is a more efficient method of financial reporting. This topic recently just emerged, little research exists today on continuous accounting, and the impact the new accounting processes have on the financial departments of an organization. By analyzing existing academic studies and professional content, researchers could decide a threshold to measure a company's efficiency and cost-savings to display the results of implementing continuous accounting technology. The sample included several studies done by the pioneers of continuous accounting that included all Big 4 accounting firms. This study found that continuous accounting, if used properly, did enhance a company's ability to both shorten the length of time in the accounting cycle and improve the quality of financial reports. The research seeks to advance the understanding of the ways continuous accounting can provide real-time intelligence to financial organizations and the impact it has on a company's traditional accounting processes.

HOW CAN THE TELECOM INDUSTRY MAKE EFFECTIVE USE OF THE BSC FOR THE IMPROVEMENT OF FINANCIAL INDICATORS?

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This case study describes the results of investigation of the financial indicators used by Canadian telecom companies for their performance evaluation and communication, focusing on the Balanced Scorecard (BSC) model and its practical application for the telecom industry. After analysis of the financial indicators that are in use by the five largest Canadian telecom companies, the expanded Kaplan and Norton (1996) model, developed in this paper, is recommended for the telecom industry as a methodology of the financial perspective of the BSC design. This study offers an algorithm for the improvement of financial indicators using the financial perspective of the BSC model. The objective of the proposed improvement is to better connect clearly defined strategic goals to financial indicators for use in internal and external corporate reports for shareholders, telecom management and the public. This is in view of intensified competition and challenging external environments that made it difficult for many companies in the industry to achieve operational performance excellence and improve on their financial results. Application of the developed models will result in the creation of annual corporate reports linked to the announced goals, providing a better and clearer understanding of the financial results and their direct link to the announced strategic goals.

HOW EMPLOYEE PERCEPTIONS OF LEADER'S INTERPERSONAL COMMUNICATION COMPETENCE CORRELATES WITH JOB SATISFACTION AND MOTIVATION

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This research explores the connection between employees' perceptions of leadership communication – specifically, their leader's interpersonal communication competence – and employee motivation and job satisfaction. Utilizing the interpersonal leadership model developed by Lamm, Carter and Lamm (2016), the literature review explores supporting research that first develops a connection between leadership and interpersonal communication. Spitzberg's (1983) theory of interpersonal communication demonstrates why perceived communication is important and how it correlates with motivation and job satisfaction. The Perceived Leadership Communication Questionnaire (PLCQ), the Multidimensional Work Motivation Scale (MWMS), and the Job In General (JIG) scale were used to look for correlations between perceived leader communication, job satisfaction and motivation. Elements of the three scales were combined with demographic questions into a questionnaire distributed electronically to non-faculty, university employees. The various types of positions within a university provide the opportunity to relate the results to more organizations. The results indicated that the 223 respondents had high levels of job satisfaction and work motivation. Additionally, they perceived very strong interpersonal

communication competence from their leaders. The results offered support for some of the four hypotheses tested. A moderately strong, statistically significant relationship was found between the respondents' general job satisfaction (JIG) and their assessment of a leader's communication (PLCQ). Statistically significant, but weaker, negative correlations were found between the measure of amotivation, (MWMS-AM) and both job satisfaction (JIG) and perception of leader communication (PLCQ). These results suggest that leaders should consider the role that perceived communication has on the employee's job satisfaction and work motivation.

HOW SOUVENIRS EXTEND HAPPINESS: AN EMOTION REGULATION PERSPECTIVE

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Souvenirs can help purposefully extend tourists' travel experience after a vacation by remembering the best moments and/or reliving positive experience (Quoidbach, Mikolajczak, & Gross, 2015). The souvenir plays a role in facilitating individuals' memories, which might be enhanced by collecting tangible reminders to re-live the experience. Other functions of collecting souvenirs include self-creation, creating positive emotions, relieving stress, reminding or emphasizing someone's identity (Habermas & Paha, 2002; Pearce, 1994; Winget, 2011). Collecting souvenirs has been considered as a mirror to reflect the status of individuals' post-vacation experience (Quoidbach et al., 2015). However, little is known about the role of collecting souvenirs that play in individuals' post-vacation emotional experience. This study is built on the construct of emotion regulation and examines how souvenirs extend individuals' happiness after vacation. This study conducted semi-structured interviews with tourists within a week after their vacation to collect data on their perceptions on the role of souvenirs in extending happiness from vacation. Study results revealed multiple meanings attached to the role of souvenirs in tourists' post-vacation happiness, such as valued relationship as consistent with Csikszentmihalyi (1993). Importantly, souvenirs played as a physical trigger and/or tangible reminder in individuals' emotion regulation, such as memories and stories attached to the souvenirs. In this sense, souvenirs played a role in being an intervention to regulate individuals' emotions which potentially improved their well-being. In conclusion, this study provided important implications to the industry about the role of souvenirs, which helped make strategic marketing and branding decisions.

HOW TO MEASURE ORGANIZATIONAL LEGITIMACY THROUGH ONLINE NEWS

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Although it is more common to find academic literature on legitimacy and its relationship with other variables of business management, we are still not clear on how to measure it. Legitimacy is a perception, and as such, we have to measure it through observable indicators. On the one hand, there are authors who measure legitimacy at the individual level, through interviews or surveys that measure the perceptions of what stakeholders consider appropriate and desirable. On the other

hand, there are authors who consider that it is also necessary to measure legitimacy at the collective level, and that this is determined by the perception transmitted by the media. Literature has measured the legitimacy of the media through the news published in newspapers. We want to go further; the internet is here, and individuals inform themselves and create opinions from what they read on the internet. The aim of this research is to develop a new methodology to measure legitimacy, capable of processing the information which is in internet. We analyze of the news content of the 50 companies that make up the EuroStoxx50. We use the news published on Google and in the Lexis Nexis database. By doing so, we contribute to managing legitimacy because we provide a more complete and reliable measurement of organizational legitimacy.

HUMANITARIAN AND ECOLOGICAL CRISIS IN EASTERN UKRAINE SINCE THE CONFLICT 2014

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The armed conflict and the hostilities in eastern Ukraine are already in the sixth year. The socio-economic situation and the hardship of the conflict affected population, representing around 5.2 million men, women and children, remains more than difficult and challenging. The humanitarian crisis is not addressed effectively and leaves the population, especially residing close along both sides of the line of contact, in a poorly, deprived, challenging and deteriorating state, constantly exposed to the direct impacts and threats of hostilities, since the overall security situation in eastern Ukraine remains tense, volatile and unpredictable. Furthermore, International Humanitarian Law and Human Rights continues to be repeatedly violated. The population, primarily on non-government-controlled areas (NGCA)is facing multifaceted difficulties and hardship, depriving them from basic rights and services. The economy of the non-government-controlled areas, which declined drastically and almost collapsed in 2017, made thousands of employees redundant, and additionally imposed environmental threats to the region.

IMPACT OF COVID-19 ON PEDAGOGY AND STUDENT SUCCESS

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The COVID-19 pandemic has caused drastic changes to collegiate education. Colleges and universities are not accustomed to quick reactionary changes but have been forced to adapt with relatively short notice to meet the needs of students and faculty. Working groups were stood up charged with addressing issues related to academic calendars, hybrid scheduling, and appropriate social distancing on campus and in classroom settings, determine grade forgiveness and academic probation, and classroom technology modifications for remote instruction to name a few. This study is an exploration of one university department’s adaption to education during a pandemic. The goal of this study is to explore the impact of the COVID-19 pandemic on traditional collegiate pedagogy as well as steps taken to adjust to teaching during a pandemic. This investigation will take a case study approach because of the currency of COVID-19 and the ongoing pedagogical steps taken to improve the educational environment. The case description will cover the

institutional setting, our student profile, as well as a variety of courses, and the pedagogical approaches that we employed while teaching these courses. We will then detail the changes we implemented within our courses as well as whether the change was an instructor's choice or was driven by new COVID-19 policy compliance. We will conclude with an analysis of some of the results of these changes to our approaches and discuss our plans for improving our pedagogy in the face of a continuing pandemic.

IMPACT OF SOCIAL NETWORKS ON BOTTOM OF THE PYRAMID SUPPLY CHAINS

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Firms at the bottom of the pyramid (BOP) face economic disruptions that are fundamentally different from the economic disruptions faced by large firms. BOP firms are inherently different in its ownership and management structure compared to large firms. The BOP businesses are family-owned businesses where the management and ownership are one and the same. These businesses often employ on an average about three people and have very limited monetary and non-monetary resources. However, large firms are dependent on these BOP firms to help in the last mile delivery of goods and services. Any disruption to the BOP firm also causes disruption to its entire supply chain. This research looks at the factors, specifically the role of the extended social network, that impact the disruption to the BOP firm.

IMPLEMENTING BUY LOCAL CAMPAIGNS WITH AUTHENTICITY: EXPANDING THE PUBLIC RELATIONS TOOLKIT

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The steady increase of online shopping and the recent outbreak of COVID-19 presents significant challenges for how small, local businesses operate and maintain support during times of economic hardships. Buy Local campaigns provide one way all communities can support their local businesses during economic difficulty and prosperity. This paper provides a case study that examines a successful Buy Local campaign implemented by the Tahoe Chamber of Commerce and asserts that Buy Local campaigns are effective public relations techniques that should be utilized during times of economic prosperity and hardship. Buy Local campaigns should therefore be further explored in public relations research and utilized in public relations practice. Buy Local campaigns are also found to be enhanced by authenticity, and the following study expands authenticity's application to public relations through the context of Buy Local programs.

INFLUENCE OF SPORT EVENT AND DESTINATION ATTRIBUTES ON PARTICIPANTS' SATISFACTION

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Small-scale sport events can provide multiple benefits for local communities, both economically and in terms of tourism. Some rural destinations, moreover, are trying to create events that combine participation with the consumption of local services and products. Offering satisfactory experiences to the participants of these events can have clear benefits in terms of re-participation, intentions to return to the area or recommendation to other future participants or visitors through word of mouth. This study wants to identify what elements affect satisfaction in outdoor sports events. The study analyzes features related to the events and the destination that hosts them. The data were collected by sending online questionnaires to athletes (n=464) who participated in five outdoor sports events in the Osona region (Barcelona, Catalonia, Spain) during 2019. The surveys consisted of 2 blocks of questions that included 13 factors related to the performance of the events and 24 attributes, divided into 6 categories, linked to the destination. The results allow us to identify that previous information, professionalism of the organization and volunteers, the course and environmental protection are the most influential characteristics related to the event. Regarding the destination, the most important attributes are the natural attractions, the climate, the surroundings and the environment. These results may have important practical implications for event organizers and sports tourism destination managers.

INFLUENCING FACTORS TO CONTINUANCE INTENTION

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The widespread acceptance of new communication technologies like mobile apps has changed the way lodging firms interact with the customer and conduct business (Kansakar et al., 2019; Wang & Wang, 2010). These technologies have allowed firms to increase productivity and efficiency by facilitating communication and transactions through more convenient channels (Meuter et al., 2003). Because of consumers' continuously changing expectations, firms must implement new strategies and become more consumer focused and adaptable (Bilgihan et al., 2011). Mobile apps provide firms with a unique value proposition by allowing easy, useful, and real-time access to information to consumers and personalization capabilities through client identification and localization services (Camponovo & Pigneur, 2003; Clarke, 2001; Picoto et al., 2014; Sharma & Gutiérrez, 2010; Watson et al., 2002). Introducing contextual factors to research models allows researchers to understand the impact of technology specific characteristics to leverage their use when implementing said technology. The objective of the study is to examine the factors of mobility, responsiveness, personalization and perceived usefulness and their possible influence on consumer's continued use intention. Specifically, the authors seek to understand which factor is the best predictor to continued use intention. Previous research on technology adoption has found that perceived usefulness has been consistently found to influence behavioral intention in different settings (Davis et al., 1989; Karahanna et al., 1999). Therefore, the study seeks to examine the relative influence of contextual factors when examined with perceived usefulness.

INTERCONNECTIONS AMONG ENTREPRENEURIAL OPTIMISM, REALISM AND PESSIMISM: A STUDY OF YOUTH ENTREPRENEURS IN A DEVELOPING COUNTRY

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Scholars have attributed optimism as a primary reason why entrepreneurs are generally disposed to start up business ventures, endure their many challenges, achieve entrepreneurial successes and persist despite business failures. We argue that just as optimism has been found to characterize the role performance of entrepreneurs, though often overlooked, pessimism and realism may also play a part. This paper investigates the levels of optimism and pessimism of youth entrepreneurs in the developing country of Guyana and determines whether these levels correlate with each other and with what we term, the axis of realism – the perceived challenges, business successes and other outcomes the youth entrepreneurs experience. We build a conceptual model that explicates the relationships among optimism, pessimism, perceptions of challenges and personal/business outcomes and test the application of this model using data from a youth entrepreneur survey conducted in a developing country. Investigations have yielded significant interconnections among the optimism, pessimism and realism in youth entrepreneurship dispositions.

INVESTIGATION ON FACTORS INFLUENCING UNIVERSITY STUDENTS' ENTREPRENEURSHIP ORIENTATIONS

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Enterprise-level small businesses have been a critical contributor to the U.S. economy and employment. In 2015, small businesses generated 30.2 million overall to the United State Economy. Also. 58.9 million people worked for small businesses which represented 47.5% of the private workforce (U.S. Business Administration, 2018). The small business sector became particularly important after the Pandemic due to its ability to create new jobs and stimulate the economy. It has been proved that small business played a vital role during the recovery from the 2009 to 2011 economic recession, because it counted for 67% of the net new jobs during the recovery (Longley, 2021). Recognizing the employment opportunities from enterprise-level small businesses during this time of high unemployment allowed higher education institutions to place more emphasis on enhancing entrepreneurship among their students (Silva and Nobre, 2018). Multiple scholars have called for more in-depth evaluations on entrepreneurial intention because it is the predictor of whether a student will become an entrepreneur. Entrepreneurial orientation (risk-taking, innovation, and proactive) is the commonly agreeable antecedent of entrepreneurial intentions (Koe, 2016). This study collected a total of 334 valid responses from a mid U.S. university. The results of the ANOVA and multiple regression analyses indicated that students' majors and perceived internal and external barriers influence their entrepreneurial orientation. Entrepreneurial major students have a higher level of risk-taking orientation compared to students with other majors. Perceived internal and external barriers influenced students' risk-taking and innovation orientations. Based on the results, the study provided recommendations on how to build stronger student entrepreneurial orientations.

INVESTOR PREFERENCES IN TECHNOLOGY FIRM FUNDING: IS THERE GENDER BIAS?

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Many high growth technology firms have been assisted with venture capital (VC) support. Securing financing at the startup stage of operations is salient since it enables the firm to grow and become sustainable. With proper financial support, a good number of these firms mushroom into highly successful commercial enterprises. The National Venture Capital Association reports that in 2019, investment decisions totaled approximately $136 billion in US-based firms. Upon closer examination, investment decisions in 2019 totaled approximately $6.1 billion or, 3% for female founded firms. Approximately $20.6 billion or, 10% of investments supported male and female co-founders. The metrics indicate that female founders are less likely to secure venture capital. A limited number of studies explore gender issues with respect to entrepreneur VC support in the technology sector. This investigation explores the reported imbalance in technology firm founders securing VC. The study examines the perceptions of venture capitalists as they assess characteristics of technology firm founders and their firms. The impact of these perceptions on the decision to fund is also explored. Members of the VC community review the pitches of male and female technology entrepreneurs. Next, they evaluate the capability of the entrepreneurs and the appeal of their ventures. The venture capitalists also provide information about their decision to fund a venture. Whether venture capitalist perceptual differences exist regarding technology founder capabilities and appeal of the firm is investigated. Exploring the venture capitalist's decision to fund a venture is also examined.

LICENSE TO EXCLUDE: MINORITY BARBERS IN ARKANSAS

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In this paper we explore the cartelization of the barber industry in Arkansas during the progressive era. Predominantly white union barbers, with the goal of increasing wages and decreasing competition, implemented voluntary regulations that would be enforced by the union. African Americans and other minority barbers who often had more success than white barbers prior to unionization tended to ignore these regulations, destabilizing the cartel. Lacking an enforcement mechanism with teeth, white union barbers turned to the state in an attempt to eliminate what they saw as unfair competition. By implementing a licensing law and creating the Board of Barber Examiners, established barbers were able to give themselves a stark advantage over future entries into the profession. Though the barber licensing law and its regulations were racially neutral, its effect on minority barbers was detrimental. African Americans failed to pass barber licensing exams at an equivalent rate as their white counterparts, and the number of black barbers in Arkansas decreased significantly over the decade that the regulations were implemented. Furthermore, the Board of Barber Examiners continued to create new regulations that harmed minorities and benefitted unionized barbers. In making our assertions, we examine primary sources regarding the Journeyman Barber International Union, while also keeping in mind the data on pass rates, and composition of regulations and exams that the Board of Barber Examiners implemented. Though scholars often assume that licensing laws harm minorities, we provide a detailed case study to support those claims.

LONGITUDINAL STUDY OF BUSINESS STUDENT ETHICS

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This manuscript compares the responses to ten questions (scenarios) administered to college students at five different intervals from 1985 to 2020. The significance of these comparisons comes from looking at the changes over time and what these changes mean as a reflection on our society and for business practitioners. In general, students are disagreeing more with the unethical scenario. However, there are some revealing instances where this is not true. Have we piqued your interest? Come to our presentation and discover which instances show our students are more unethical.

MARKETING VISION FOR HIGHER EDUCATION INSTITUTIONS FROM THE PERSPECTIVE OF QUALITY AND PERCEIVED VALUE IN POST-COVID19

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COVID19 pandemic has been a great challenge for Higher Education (HE) institutions around the world. The challenge has been to convert many face-to-face processes into online or virtual learning processes. Although many institutions have been focused on online methodology for years, this stage has provided them an opportunity to consolidate competitive advantages developed previously. A U.S. institution of HE focused on online graduate programs is used as a case study. This business school has seen these months as an opportunity to consolidate its value proposition. This research turns out the different perceptions of its former students and their intention to return to the institution or to repurchase another program at the institution. To address this problem, we have used the PLS method, which shows a high correlation and significant results between perceived quality and perceived value, between perceived value and repurchase intention, but not between perceived quality and repurchase intention.

MAKING THE DOLLAR STRETCH IN A FREE MARKET: A CASE STUDY OF ROBBING PETER TO FEED PAUL

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The goal of the Food and Agriculture Organization of the United Nations (the Organization or FAO) is “to achieve food security for all and make sure that people have regular access to enough high-quality food to lead active, healthy lives” (fao.org/about/en). However, in order to achieve this goal, the Organization has engaged in employment practices that are contrary to its stated values and mission with regard to its humanitarian efforts. This paper will identify various instances where FAO violates its fiduciary responsibility as an employer in order to carry out its mission mandated by their member states and funded by those states’ annual contributions. The primary objective of this case study is to reveal how even non-profit, humanitarian organizations have begun engaging in capitalistic employment practices in an effort to make their donor funds stretch to meet their goals while remaining accountable to their shareholders (member states). The

secondary objective is to demonstrate that these unethical employment practices result in the Organization under-compensating their dependents (wage theft) in order to feed the populations that benefit from their programs around the world.

MAPPING RESEARCH TRENDS ON STRATEGIC AGILITY OVER THE PAST TWENTY-FIVE YEARS: INSIGHT FROM A BIBLIOMETRIC APPROACH

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This paper aims to identify the most influential papers/authors and topics around strategic agility. It uses citation analysis to explore the stage of maturity of the topic of strategic agility and science mapping analysis to examine how the research into strategic agility has evolved over the period 1996-2021. The study is performed with SciMAT bibliometric analysis software using co-word analysis in a longitudinal framework across five study periods. The results show that strategic agility is a topic that yet lacks consensus in its definition and reach. Likewise, the topic has not yet reached maturity, and that there are several thematic areas in the field, where Information Technology shows to be particularly relevant across all the study periods but also observing very different themes such as Collaboration, Competitive advantage, Innovation, or Education.

MATURITY MODEL TO DETERMINE DIGITAL STATUS IN HIGHER EDUCATION

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Digital transformation affects society as a whole. It is an ongoing process of change based on digital technologies. This leads to new digital products emerging at an ever-increasing pace due to continually shorter development cycles. Digital transformation is challenging for all its key players: businesses, individuals and communities, governments as well as the education sector (with research and teaching). In Higher Education digitization, changing environmental conditions, disruptive products and business models, agile management, increasing change dynamics and/or digital transformation have percussions on both products (programs, modules, courses and content) as well as processes (the way of teaching). Maturity is a measurement of the ability of an organization for continuous improvement in a particular discipline. Based on this definition a maturity model which determines the digital status at a university is implemented, a questionnaire to determine the level of maturity developed and validated in practice.

MISINTERPRETATIONS AND BARRIERS: WHY BUSINESSES STILL FAIL TO FULLY IMPLEMENT INTEGRATED MARKETING COMMUNICATION (IMC)

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The practice of pragmatic communication has become highly sophisticated in recent years. This is not only due to new technology, social media and the necessity to reach global publics, but also because communication means different things to different publics. A review of the literature reveals that a significant amount of crossover among various components of communication has created confusion about roles and responsibilities of contemporary communicators. The concept of integrated marketing communication (IMC) has changed the way that communicators and

marketers interact in their business conduct. In many organizations, one may discern that advertising, corporate communication, marketing, promotion and public relations act jointly as part of the IMC mix. A main objective of this integration is to ensure consistency and unification of messages, brand promotion and public engagement. The analysis suggests that IMC models remain conceptual in nature with none fully tested or validated to date. At least six barriers hinder the implementation of integrated marketing communication: (1) lack of corporate structure and culture compatible with implementation of IMC applications, (2) absence of senior level dedication and support, (3) managers' misinterpretation of the full dimensionality and benefits of IMC, (4) specialization of agencies and client organizations, and (5) staff resistance to coordination of various tasks and arrangements. The review concludes that many firms have declared allegiance to the IMC approach while agencies that service their needs have followed suit in their endeavor to offer integrated solutions. Along with their growing acceptance, companies still lag behind in their implementation of IMC.

MODERATING EFFECTS OF GENERATIONS ON EMPLOYEE RETENTION DURING THE COVID-19 PANDEMIC: A REGRESSION ANALYSIS

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The main objective of this study was to gain insight on whether certain organizational innovations could positively impact different generations' intention to remain at organizations in the United States during the COVID-19 pandemic period. A voluntary survey was conducted via Amazon M-Turk in April and August 2020. Independent variables included transformational and transactional leadership, corporate social responsibility, work-life balance, technology, and autonomy. We used employee retention as the dependent variable and grouped the data into three groups as a moderator: Gen Z, Gen Y, and Gen X. The multiple regression models tested the hypotheses. The evidence suggested that all five factors significantly related positively to employee retention. For Gen Z, the most important factor relating to remaining with an organization was transformational and transactional leadership. For Gen Y, transformational and transactional leadership, work-life balance, and autonomy were the most significant factors. For Gen X, the most important factors were transformational leadership, autonomy, work-life balance, and corporate social responsibility. This research provided insights on what innovations companies could make in order to increase employee retention.

MOVIEPASSED OUT: LESSONS GLEANED FROM CORPORATE FAILURE

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It is often said that "Those who fail to learn from history are condemned to repeat it" (Churchill, 1948). For this reason, the practice of revisiting and dissecting past corporate failures can prove highly instructional. In fact, conducting such post-mortems might sometimes reveal not just past mistakes that should be avoided but also theoretically brilliant ideas that failed because they were either poorly-executed, insufficiently supported, or simply ahead of their time. This article presents a case study of the theatrical film subscription service MoviePass's rise and fall and, in so doing, attempts to provide an interesting and provocative narrative for examination of a company that

failed spectacularly. In its wake, MoviePass left a legacy of unrealized potential and innovative ideas that eluded MoviePass's leadership but that have percolated into other companies' offerings. This article aims to engender an appreciation for the value of analytically discussing failure and to promote an understanding of how engaging in such an exercise can help decision makers – here, within the context of the pandemic-ravaged movie industry, an examined market generalizable to countless other areas sorely affected throughout 2020 and beyond. This case study simultaneously helps to fill a gap in management literature by examining corporate failure through a strategic lens, thereby providing an effective instructional tool for management educators and facilitating a prime opportunity for discussion of one of the industries hit hardest by the COVID-19 pandemic.

MYTHO-TOURISM: FAN COMMUNITIES AND BRAND LOYALTY TO MYTHICAL CRYPTIDS IN THE U.S.

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Hill (2010) found 985 amateur research and investigative groups with headquarters spread across all fifty states and the District of Columbia whose interests lie in the paranormal and cryptid arenas. Hill described the proliferation of internet sites, news outlets and television shows with paranormal and cryptid topics. Indeed, a cursory search on the Internet with the search term "cryptid" uncovers a wealth of sites which offer information on topics related to monsters and other mysterious creatures sited by individuals, or more interestingly cryptid-related products for sale, tours, and festivals. Commerce in cryptids paraphernalia is widespread yet understudied. This project aims to uncover examples of Cryptid-specific fan communities and apply the lens of brand loyalty to the wide-spread phenomenon of cryptid-related mytho-tourism. By analyzing the promotional materials from three cryptid-related websites for festivals or stores (Mothman (PA), LizardMan (SC), and Fouke Monster (AR)), suggestions for increasing mytho-tourism in other small towns in the U.S. (e.g., MoMo (Louisiana, MO), Hodag (Rhinelander, WI), Bear Lake Monster (Garden City, UT), etc.) can be offered.

NOMOLOGICAL NETWORK OF SUPPLIER INTEGRATION AND CUSTOMER INTEGRATION ON FIRM'S PERFORMANCE

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The progress of information technologies has enabled firms to integrate business processes with their suppliers and customers across firm boundaries. Such technology enabled integration improves firm performance in terms of operational and financial measures. The purpose of this study is to examine the extant literature and proposes an integrated nomological network on SCM integration and CRM integration and their impacts on firm performance. We propose to explain how a firm's capabilities influence the firm's integration with its suppliers and customers, and how such SCM and CRM integration influence a firm's performance. In the research model, a firm's internal integration and e-business capability enable the firm's supplier and customer integration, which in turn influences a firm's customer satisfaction (immediate impact) and financial performance (long-term impact). Hypotheses are proposed based on extant literature. This study extends our understanding of the nature of integration with firm partners across firm boundaries, as well as their driving capabilities and performance impact.

NON-STANDARD WORK SCHEDULES MANAGEMENT AMONG CANADIAN EMPLOYEES: AN EMPIRICAL STUDY

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This study examined the relationship between non-standard work schedules (shift work and weekend work) and job burnout, stress and psychosomatic health problems among full-time employed Canadian in a large metropolitan city on the east coast. Data were collected by means of a structured mail back questionnaire (N=376). One-way and two way ANOVA were used to analyze the data. Employees involved with weekend work reported significantly higher emotional exhaustion, job stress and psychosomatic health problems than employees not involved with weekend work. Similarly, employees on non-standard work shifts (other than fixed day shift, 9-5 p.m.) reported significantly higher overall burnout, emotional exhaustion, job stress and health problems than employees on a fixed day shift. Results from two-way ANOVA indicated that employees involved with weekend work and non-fixed day shifts reported significantly higher emotional exhaustion and health problems than other employees. Implications of the findings are discussed for future researchers in light of management of employee well-being and non-standard work schedules.

NORM DETACHMENT: UNWILLINGNESS OF MILLENNIALS TO NEGOTIATE

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Although millennials seem aware of the need for negotiating, salaries paid to starter employees do not always suggest this. It is much more likely for a job candidate to accept an offer for employment without negotiation than it is for a job candidate to bargain for a higher salary. At one point in time bargaining for a higher salary was commonplace. However, due to unknown circumstances, millennials be unwilling to negotiate. Our results show that millennials do not negotiate during times viewed as appropriate and times where negotiating could reap a substantial benefit. This raises certain questions about why that may be. We have looked at numerous articles about the behavior of millennials and their skills in negotiating. The results of these articles showed that millennials may not negotiate due to embarrassment or lack of care, but we also found millennials can be taught how to negotiate. Our research also shows that millennials are more impulsive and seek instant gratification. What causes the lack of interest for millennials to negotiate could be embarrassment, lack of knowledge, or lack of a desire. Future research could provide data on millennials' willingness to negotiate relative to other generations. Also, the research could be done on millennials negotiating for items such as cars and houses. Such research could provide enough data worth comparing to that of starting salaries.

OCCUPATIONAL LICENSING AND IMMIGRATION EMPLOYMENT

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Under federal law, undocumented immigrants in the United States cannot obtain professional licenses unless states affirmatively provide eligibility by enacting legislation. In 2014, the state of California passed SB 1159, which amended the state's legal code to allow professional licenses to be obtained by any individual who completes the necessary training and other state licensing requirements regardless of immigration status. SB 1159 significantly reduced barriers to obtaining occupational licenses by immigrants, making California the least onerous state in which to obtain professional licensure as an immigrant. Undocumented immigrants play a vital role in many industries that suffer from labor shortages, and unnecessary barriers to occupational licenses leaves a large and qualified workforce untapped. In this paper we use data from the Census' American Community Survey to examine the effects of this legislation on the ability of undocumented immigrants to obtain professional licenses and fill labor shortages in licensed occupations. Specifically, this paper examines the number of undocumented immigrants in California working as licensed commercial truck drivers before and after the implementation of SB 1159 to determine if easing occupational licensing restrictions for immigrants resulted in increased immigrant employment in this particular industry.

OCCUPATIONAL LICENSING GROWTH AND ITS EFFECT ON OPTICIANS AND COSMETOLOGISTS

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This study examines the relationship between the growth in state occupational licensing regulations and the change in the number of service-providing business establishments over time in the U.S. We exploit cross-state variances in occupational licensing data from the available datasets in 1993, 1996, and 2017, focusing on the low-to-moderate-income occupations. We find the general trend has been for states to license more occupations and to increase the burden of licensed occupations over the years. The states that had a relatively low level of licensing burdens in 1993 generally had the most growth in licensing. We find that more concentrated industries are associated with higher licensing burdens, but an initial higher licensing burden is associated with lower levels of sector concentration over time. When we focus on opticians and cosmetologists, we see a negative relationship between the days required to obtain a license and the number of per-capita practitioners across states.

ORDER CARTONIZATION AND FULFILLMENT CENTER ASSIGNMENT IN THE RETAIL INDUSTRY

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Within the retail industry, after customer place orders, their orders are sent to fulfillment centers and their orders are often cartonized on a first-come-first-serve basis. This strategy has the benefit of reducing shipping costs, but it is far from an optimal solution. This paper explores an integrated mathematical model for fulfillment center assignment and simultaneous cartonization within the retail industry. Considering the complexity of the model for larger-scale problems that arise in real-world scenarios, a decoupled model is proposed. Moreover, a fast and effective heuristic, a genetic algorithm with modified two-stage crossover and mutation operators and a simulated annealing with two cooling schedules are also introduced. The results of applying the integrated and decoupled models using the proposed heuristic and metaheuristics are presented for various testing scenarios. The results show that the decoupled model is more efficient than the integrated approach. More specifically, the proposed heuristic and metaheuristics are shown to be more efficient when applied to testing instances that are tightly constrained.

ORGANIZATIONAL BEHAVIOR MODIFICATION (OBM) HELPS IN OPERATIONS OPTIMIZATION, STUDENT RETENTION, AND SUPPLY CHAIN MANAGEMENT BY SIMULATION

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In a university environment much of time is expended for faculty members to advise and retain students to effectively manage supply chain of students for retention, review, timely support, and interventions. The selections of their courses are not optimal because the courses are out of sync or the student does not have the correct prerequisite. It has been generally found that concessions are made for the benefit of the student to be retained. The result is an imbalance in the system. Some courses, which are popular enjoy over enrollments and those courses that are hard or unpopular suffer from the dearth of enrollment. Also, enrollments are less in courses where multiple prerequisites are enforced. The result of such imbalance causes advisement to be ineffective, or not optimal for the long-term interests of students. Consequently, the supply chain management of students suffers. The student also realizes sooner, or later, that he or she does not have adequate preparation for those courses. So, flood of add and drop situations occur when the courses start. Students realize their inadequate preparation and take precipitate action in dropping, switching, and late registering. This makes them fall out of sync from the system of graduation and continuous progression. General Purpose System Simulation (GPSS) can address this issue and can come in aid of such advisement situation. GPSS is a simulation software that sees advisement as a complex banking problem or a complex queuing line problem and can diagnose the advising function as operations research and optimization problem.

PEDAGOGICAL APPROACH TO DEVELOPING STUDENT SKILLSETS BY PARTICIPATING IN A COMMON COLLECTIVE

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Gaining the skills to speak one's truth is important. Gaining and then applying these skills for the benefit of others may be more so. By creating a Common Collective student organization, Emerson College is empowering our students to become change-agents by applying their communication skills and generating content for use by various non-profit educational and charitable organizations. There is a constant need for communication practitioners to step up and apply their skills to make a positive impact on social justice. Communication students are in a unique position where if given direction and oversight, they can readily apply their hard-earned communication skills to educate, remind, convince or persuade using the various communication channels they have mastered. Through the creation of student groups such as Common Collective, Emerson College is providing the means to connect our students with vetted organizations that will benefit from their applied communication skills to address social justice issues. In this presentation, we will examine the formation and foundation of this student group, its relationship to Team Harmony and how its' members are making a difference.

PERCEIVED ETHICS, GROUPING AND COMPARISON AMONG BUSINESS STUDENTS

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This study examines perceptions of ethics based on responses to a survey of 952 college students at the University of Central Arkansas during the spring of 2020. This study follows prior studies (Maxwell, Gatlin-Watts, Carson, and Luna, 2009; and Gatlin-Watts, Carson, and Maxwell, 2007) which consisted of 10 ethical scenarios using the Likert-scale of the students ethical perceptions (i.e., always acceptable [behavior] …. never acceptable). In this study, ten scenarios were grouped into two dimensions: legal/regulatory and informational. It was found that students determined that legal/regulatory ethical scenarios were more likely to be perceived as never or seldom acceptable behaviors than the informational scenarios. A comparison between the current sample and the sample from a similar 2018 study conducted by the authors was performed. The two studies had similar rankings for the ethical determinations. The prior study suggested that societal responsibilities, rather than personal and/or corporate gains, are more likely to be considered in determining whether an activity is ethical or not. These findings were confirmed by this study. This paper also examines personal and academic backgrounds. In particular, correlations within the collected data indicate that females and older respondents appear to be more acquiescent to ethical standards than their counterparts. The content of ethics courses taken by the students also plays a significant role in the students' ethical perceptions.

PERFORMANCE OF U.S. MARIJUANA STOCKS

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This study examines the investment performance of US based marijuana stocks. Medical marijuana was first legalized in 1996 by the state of California. Stock price and dividend data was collected for 200 stocks with significant operations in the marijuana industry from their inception date to January 6, 2020. Weekly returns for the 200 stocks were calculated along with 3 stock market indexes (NASDAQ, Dow-Jones Industrial Average, and the Standard and Poor's 500) for comparative purposes. The portfolio of 200 marijuana stocks, as well as a winsorized portfolio of 180 marijuana stocks (deleting the upper and lower 5% of stock returns), experienced much higher risk (using total variability, i.e. standard deviation) and return compared to each of the 3 stock market benchmarks. Considering the marijuana stocks as a portfolio we have high mean return, high standard deviation, high positive skewness, and a very peaked return distribution (kurtosis) relative to each of the respective stock index metrics. The 200-stock portfolio versus the winsorized 180 stock portfolio had fat tails especially on the right-hand side of the spectrum. However, the portfolio beta was slightly negative, not significantly different than zero for both portfolios. These findings support the hypothesis that investors should consider marijuana stocks in their investment portfolio for both return and diversification reasons. Nonetheless, marijuana stocks do have extreme volatile returns and are not for the faint- hearted investor.

PERFORMING HUMANISM IN CHINESE PUBLIC RELATIONS

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As the Chinese philosopher Lao Tzu said, "The best virtue is as kind as water (shangshan ruoshui)." In English it can be translated to "the highest excellence is like (that of) water." This aphorism indicates that water, albeit soft, invisible, and even shapeless, has the power to moisturize and transform things in an unobtrusive way. This water metaphor and broadly the Daoist thinking, along with Confucianism, has underpinned Chinese public relations (PR) to establish its own identity and style while copying from the Western ideas, templates, and models. In essence, Chinese ancient philosophies centered on 'humanism' consisting of tenets such as benevolence, love, and harmony, with an ultimate purpose of maintaining authority, social order and stability. An overview of the trajectory of modern Chinese PR after the 1980s has revealed not only the traditional cultural influence, but also the creative reinterpretation and 'performing' of humanistic values in contemporary PR practices. It is argued that this humanistic (re)turn to Chinese PR has been and will continue to be leveraged as an astute state apparatus to balance the needs from both the authorities and their people.

POLITICAL YOUTH VOICE SPIRAL: AN APPLICATION OF THE SPIRAL OF SILENCE TO OPINION EXPRESSION AMONG YOUNG AMERICAN VOTERS

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Drawing on the Spiral of Silence theory, the study investigated young Millennial and Generation Z voters' willingness to voice their political beliefs in divergent public opinion climates in the new media era. Young voters in every generation have typically been more cynical, more susceptible, and less informed than any other age groups, and more easily influenced by unbalanced media consumptions and skewed social and political contexts. However, this pattern is changing through 'given' and 'chosen' media consumptions and generational political characteristics. Utilizing a quasi-experimental design of 2 (pro- vs. anti-voting message exposures) x 2 (self pro- vs. self anti-voting attitudes) x 2 (Millennials (N=82, in 2004) vs. Generation Zers (N=158, in 2016)), the study found that young voters in the internet and social media eras were not silent any longer. This study observed the deviating patterns of the fading Spiral of Silence, the dual Spiral of Voice, and the reverse Spiral of Silence among the two youngest generations in the American political landscape, and the tendency was stronger for Generation Zers over Millennials. Generation Z young voters in the 2016 election year were much more expressive regardless of public opinion climates and even more expressive in incongruent opinion environments, and formed stronger counter views, compared to young Millennial voters in the 2004 election year.

POLLING, PUBLIC OPINION AND THE 2020 ELECTION

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On November 3, 2019, a group of Journalists, Practitioners, Academics and Students met at the National Press Club in Washington DC to discuss the Road to the White House 2020, one year out from the election. At this point, the consensus among the panelists was the nomination of former Vice President Joe Biden for the Democratic Party, and a competitive election for the White House. At that time, no one could have imagined what 2020 had in store. This paper uses over 70 pre-election polls to explain the 2020 Presidential Election through the lens of public opinion. From the early front runners of Sen. Kamala Harris, Sen. Elizabeth Warren, Sen. Bernie Sanders, and former Vice President Biden, to the rise of Pete Buttigieg and Andrew Yang onto the political scene, the polls were able to capture the fight from the progressive wing of the Democratic party and then the quick coalescing around Joe Biden as the nominee around Super Tuesday. The Republican side saw President Trump with little opposition in the GOP primary from former Gov. Bill Weld. However, he was unable to get re-elected under a global pandemic, in which he himself had contracted Covid-19. Emerson College Polling's collection of data shows that despite a divided Democratic party and increasingly hyper-partisan mindsets, the head-to-head ballot test numbers between Biden and Trump stayed relatively stable throughout the year, resulting in one of the most accurate national polls of the 2020 election.

PREVENTATIVE HEALTH CARE AND FACTORS AFFECTING DIETARY BEHAVIOR AMONG BABY BOOMERS IN TAIWAN

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As society grows older, the importance of preventive health care information (PHCI) cannot be overstated. There are many aspects associated with PHCI. This study specifically looks at the impact of PHCI seeking behaviors while controlling for demographic variables such as gender, age, education, employment, income, perceived health, perceived health knowledge, social influences. Social influences are identified as three groups, i.e., family, peers, and professionals. Data for this study was obtained based on a convenience sample of 390 baby boomers from Taiwan and was analyzed using SPSS. A series of Likert-scale questions were asked. By using factor analysis and Cronbach alpha analysis, we identified two variables, i.e., balanced diet and advanced choice. A balanced diet includes eating items such as fruits and vegetables, while an advanced choice diet includes items as organic foods, supplements, or vitamins. According to the Pearson correlations, income level, perceived knowledge, and personal influences were found to be statistically significant in both dietary behaviors. In addition to these factors, education, professional influences, and peer influences were found to be significant in a balanced diet. In an advanced choice diet, perceived health was found to be significant. Through stepwise regression analyses, study findings indicate that PHCI seeking behavior, income, and personal influences all affect a balanced and advanced choice diet. In addition, gender also affects whether one eats a balanced diet.

PREVENTIVE HEALTH CARE, SOCIAL INFLUENCE, AND DEMOGRAPHICS ON LIFESTYLE OF TAIWANESE BABY BOOMERS

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Preventive health care information (PCHI) is a vital aspect of controlling the cost of healthcare and has prevented many expensive medical procedures from happening. The purpose of this study is to examine how demographic variables (i.e., education, gender, age, employment status, and income level), health condition, health knowledge, and social influences (professional, peers, and family), affect lifestyle change. Lifestyle is measured by a perceived lifestyle change question and a series of Likert-scale questions that are grouped into two variables, i.e., healthy lifestyle and healthy actions. The study used data of 390 respondents collected from Taiwan. Both perceived health knowledge level and peers were consistently found to be good predictors for all three types of lifestyle measures. Education, income level, and gender were found to be important predictors for some measures of lifestyle. Perceived health condition was found to be negatively related to healthy actions. This study confirms the importance of some demographic variables, perceived health condition, perceived health knowledge, and social influence. These findings then suggest that further research is needed in this area in order to ensure generalizability.

PROGRESSIVE CAMPAIGNING IN THE AGE OF COVID

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Historically, progressive campaigning has relied on in-person outreach like canvassing and literature drops – but in the wake of the coronavirus pandemic, their methods have had to rapidly adapt. As Time Magazine frankly phrased it: “the COVID-19 pandemic has changed everything– from how the campaign is conducted to how we vote to what we value.” This study and the following presentation of the topic will look specifically at the ways in which COVID-19 has affected the former most of those (i.e. how we campaign), specifically in regard to self-acclaimed “progressive” campaigns and the changes that they had to make to adapt to new safety restrictions. Although there may be campaigns that have many of the same ideals as a progressive campaign despite not explicitly using the label, in this context a “progressive” only refers to campaigns that already publicly identify with the term. This ensures a paradigm of sorts that can be used to guarantee consistent messaging in the new campaigning methods addressed. Many of the tactics that have been utilized over the past year to change organizing have had a distinct focus on digital engagement. The exploration of these various strategies will be addressed through personal and professional anecdotes from political actors who have worked on progressive campaigns throughout the pandemic. Additionally, the presentation will refer to several studies addressing the problems of digital inequality, social movements, and campaigning during COVID-19, while relating them all to this topic and their subsequent altering of organizational methods.

PROMOTING MULTIDISCIPLINARY ENGAGEMENT IN THE COVID ERA - DIA DE LOS MUERTOS

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El Día de Muertos is a time of the year when Mexicans of all different backgrounds come together and celebrate what we all have in common; death. This might initially sound a little grim, but this syncretic tradition of thousands of years is a source of hope and light for millions of people. Last semester, in collaboration with my fellow students and faculty, we came together by hosting a "syncretic" event that combined different departments and topics to bring back a sense of unity to our community during Covid times. Our interdisciplinary activities were thought of with the needs of our diverse students and community in mind; a special talk with the Mexican Consulate on the current political challenges between Mexico and the US; a virtual workshop with acclaimed Mexican painter David Silvah; a dialogue on mediated realities prompted by the streaming of Academy Award winning film "Coco"; a Calaverita contest exploring a unique genre of Mexican literature; and, finally, our Altar event with the Center for Spiritual Life to honor this more down-to-earth aspect of the tradition. We think interdisciplinary events like these can be beneficial to community building, as student engagement becomes a higher challenge during these times and school leaders search for more holistic approaches to Global education.

PUBLIC KNOWLEDGE ASSESSMENT OF CYBERSECURITY PRIOR TO COVID-19

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The COVID-19 pandemic has forced an increased cyber presence across industries, academia, and governmental groups. To mitigate the spread of the pandemic, educational settings moved from the classroom to remote learning and businesses increasingly embraced telecommuting. Now more than ever the general public maintains multiple unbroken connections over the internet and may be oblivious to the cyber threats against themselves and the organizations to which they connect. To address the increase in cyber risks, it is important to understand to what level the general public understands the cyber threats their behavior introduces. Arguably more important is assessing if they understand what actions to take to address those threats. A survey instrument was designed and administered to test the public's knowledge of current cybersecurity issues with a focus on actionable behaviors. This survey consists of 45 questions covering current cybersecurity issues, critical knowledge, and actionable responses. The sample covers multiple demographic levels across education, socioeconomic, and cultural dimensions. The focus of this research is to report the initial exploratory results of the survey as it pertains to the state of the public's knowledge of cybersecurity issues before the start of the COVID-19 pandemic. The goal is to providing cybersecurity professionals the information they need to focus their pandemic and post-pandemic response actions regarding training programs, improving security protocols, and improving threat response actions.

PUBLIC RELATIONS AS PERFORMANCE

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While dominant approaches seek to define public relations (PR) as a management discipline (Grunig, 2007), emerging scholarship reframes it as promotional (Edwards, 2018). This presentation goes further, considering PR as inherently a performance practice, drawing on the work of Goffman (1959), Butler (1997), Alexander (2017), and Brown (2015).
Practitioners perform their professional identities, managing the line between conforming to, and disrupting, role expectations. They also stage the performances of others, through media events and training, and through the creation of appearances, in text and image. PR is central to contemporary social drama. The cumulative effect on culture can be seen as a 'masquerade' of narcissism and illusion, accelerated and amplified by digital platforms, a centre that cannot hold. The need for deeper, slower, more human communication becomes imperative in the context of climate crisis and pandemic. These themes are explored in the forthcoming The Global Foundation of Public Relations: Humanism, China and the West, (eds Brown, St John and Hou, Routledge, In Press) and Public Relations as Performance: Behind the Mask (Fawkes, Routledge, due 2021/2).

PUBLIC RELATIONS STANDARDS DURING THE PANDEMIC: UNDERSTANDING EXCELLENCE WITHIN CONTEXT AND FUNCTION

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This panel focuses on “global engagement in the midst of a global pandemic” for individuals engaged in public relations. Of special interest are the experiences and insights relevant to public relations professionals as educators, students, agency employees, and corporate employees. Pandemic-related challenges and constraints will be highlighted as they have presented themselves in these four public relations contexts. Two areas of standards created by the conditions of a pandemic demand will be examined: (1) standards challenged by working in an ongoing ever-changing pandemic and (2) standards of the public relations profession being executed under these conditions. Six persons will serve as panelists for the purposes of examining the two standards from the named four public relations contexts.

PUTTING MORE IN TO GET LESS OUT: A STUDY OF THE SEWAGE AND POLLUTION PROBLEM IN NEW YORK CITY

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In 1972, the United States saw a revitalization of the Federal Water Pollution Control Act, now known as the Clean Water Act. Now, 48 years later, New York City (NYC) government officials are getting around to complying with the regulations set forth by this act. Residents of NYC have been exposed to sewage overflow in their waterways from the combined sewage overflows. They are frustrated that local efforts do not seem likely to resolve the issue. Existing wastewater infrastructure needs help to process the increasing waste produced by NYC residents and the people who work in NYC but live outside the city. This paper examines the local water/sewage rates in conjunction with pollution and other factors such as rainfall, political power, population, pollution rates, inflation rates, and sewer rate per hundred cubic feet. The number of wastewater treatment plants and the capacity for the 14 existing wastewater treatment plants to process all of the sewage generated by New York City residents are essential elements in the study as well.

RAISE OF INTERNATIONAL VALUE OF SPAIN DUE TO THE INTERNATIONAL AFFAIRS DEALS WHEN THE RETREAT OF THE IRAQ TROOPS.

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This paper seeks to analyze the hypothesis that the withdrawal of troops from the Spanish army in Iraq in 2004 led to a strengthening of Spain's weight in international relations in the medium and long term. The decision taken by the new government just after the March 2004 elections led to a crisis of confidence with the allies who had sponsored the invasion of Iraq in March 2003. At the same time, it led to an increase in the weight of the European political scene and in the medium term a good relationship between Spain and the new leaders of the United States and the United Kingdom. This case study investigates how the decision was confidentially communicated to the United States administration, how the withdrawal was carried out, and how it was communicated and politically profitable to Spanish public opinion. One consequence was the legal reforms that required that any army mission on the international scene must have the support by a vote of the Spanish parliament. The study methodology is based on the author's own experience as a member of the Foreign Affairs Committee of the Spanish Parliament at that time and speaker of the legislative reforms consequent to the decision. Also, in interviews with the Spanish Prime Minister, Minister and diplomats in charge of making the decision effective at this time. Likewise, in the way of announcing the decision by communication professionals and its impact on the increase in value of Spanish foreign policy in the European context.

REACHING OUT TO CONSUMERS: ONLINE ADVERTISING VS. TRADITIONAL ADVERTISING

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We are exploring how traditional advertising is changing due to shifts in developing new technology and due to lack of regulation of online advertising. Advantages and disadvantages of different forms of advertising are discussed as well as the managerial implications.

There are two broad categories to promote their products and they are: traditional advertising and online advertising. The way that a product is promoted via advertising will be a significant factor in determining the success of sales of a brand's products or services. One other thing to consider is the global concern about perceived advantage of online advertising to avoid paying their fair share on revenue which is earned on different social media platforms and is not necessarily related to just one country. Google and Facebook currently control close to two-thirds of global online advertising revenue. While dominating the online advertising market, these two companies have thus far avoided paying adequate taxes. There is a proposal to introduce the online advertising tax which is already reality in Australia and some other countries are also considering that legislation. We present existing policy arguments and policy options steps to ensure that tax avoidance by online advertising companies is mitigated. Furthermore, proposals are presented on how these new tax revenues could be used to support public service internet platforms.

REDEFINING THE SUBJECT OF THE FREE MARKET FOR INTERNATIONAL TRADE IN THE 21ST CENTURY

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With an eye on understanding how those people negatively affected by the increasing disparity in the distribution of wealth, resources and the common good in general, the paper will begin with contextualizing the development of the capitalism and the extremes to which business and industry employed it. The paper will acknowledge the resulting systematic inequalities that are the result of an unabashed endorsement of a version of capitalism, which is becoming ever more global with the realization of new markets creating disproportionate wealth for a very few individuals at the expense of the very many. There will be an examination of the human being that will inform the central argument: business and industry must see her as singularly subject and necessarily the beneficiary of the common good rather some-thing reduced to a commodity by which the new common goods may be achieved: money, wealth and power. The apex of the endeavor will be to explore the ontological imperatives that are inherent to the being that is uniquely human. This will go toward developing ethos-based responses to the questions about the common good: whom it ought to serve; the lengths one should go to ensure their stake; and how local and international institutions may engage in governance to account for fair and proportionate distribution of resources for the long-term cultivation of the common good. The paper will conclude with two case studies of corporations that are resisting unfettered capitalism in favor of humanity while still projecting long-term gains for their shareholders.

RISK AND CRISIS: REMARKS ON A SCIENCE COMMUNICATION APPROACH TO HELP NAVIGATE UNCERTAINTY

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Amid the global crisis shaped by the SARS-CoV-2 pandemic, government institutions, find themselves dealing with risk and crisis communication daily. With rising numbers of infections and casualties, and continuous scientific developments about the virus, uncertainty is ever more evident in the decision-making process. How institutions should address public communication in this context has been a topic of debate since the first general lockdowns. As lockdowns seem to fulfil our hopes and wishes for a decrease in the spread of the virus, other concerns rise in people's minds, regarding economic and social well-being. Risk and crisis communication become a balancing act of decision-making and of how to communicate those decisions effectively to the public. "Decision making involves uncertainty. Some of that uncertainty concerns facts: What will happen if we make a choice? Some of that uncertainty concerns values: What do we want when we cannot have everything?" (Fishchoff & Davis, 2014) This work will argue that science communication, by navigating itself in the realm of science uncertainty, can empower publics to better deal with risk and crisis contexts where consensus is not always possible, but it is greatly influenced by scientific developments: "By revealing uncertainties, scientific discourse is an essential resource for communications about them" (Fishchoff & Davis, 2014).

SARS-COV-2 AND THE CHILDREN: SOME REMARKS ON RISK COMMUNICATION

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To communicate for children usually is not a priority and when there is need to communicate content for children it is usually addressed to their parents, other family members and caregivers. This issue has been highlighted during the first wage of the SARS-CoV-2 pandemic, in 2020. Some countries and their rulers made the news because of communications, such as town halls, directed to children. As a subject that concerns all societies, it is important to communicate the pandemic for the younger public too. In this context, risk communication became even more relevant, and some countries have very good examples. However, in Portugal, little was made during March and April 2020 to communicate for children, and this is what we intend to develop with this work. Risk communication has been crucial to communicate the pandemic and the precautions we need to have about it, because it allows the spread of selected information to the public, diminishing the damage of the crisis to the organizations and also allowing the stakeholders to keep their confidence and relationship with the organization. In this work, we answer the question "How was the pandemic caused by the SARS-CoV-2 virus communicated to children between 3 and 12 years old by the governmental organizations and other institutions in Portugal?", by analyzing information collected during the first wage of the pandemic, between March and June 2020. The data collected was then analyzed using a categorical thematic analysis.

SEARCH FOR MORE GREAT, ETHICAL LEADERS: UPDATING MANAGEMENT EDUCATION

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The field of management has experienced a significant shift in demographics, as women have moved out of family and home duties and into the workforce since the late 1950s. Similarly, more women have entered graduate school as the need for higher education for careers to continue. Current pedagogical approaches to teaching ethics are in need updating to remain relevant; the approach commonly addressed is rights-oriented, which does not reflect diversity or the care-oriented approach of many women and some minorities. Kohlberg's moral development research is based on only men and focuses on a rights approach. The emergence of care ethics and the strengths perspective from social work found their genesis in fields dominated by women. Regrettably, both have been largely overlooked in their relevance to business and management education. In addition, we continue to overlook approaches more suited to adult learning as proposed by Knowles while pedagogical approaches to education thrive throughout management education. Currently, graduate school students are adults and, typically, have 5 to 10 years of work experience, thus requiring different learning models for effective education. Research has demonstrated gender differences in moral reasoning and, to date, the primary approach in business has been only the rights orientation in ethics. Looking through the lenses of constructivism and andragogy, this paper assesses the status of how we teach ethics in graduate school and recommends appropriate changes to make ethics more than theories to be studied, emphasizing application and connections to leadership, the ethic of care and stakeholders.

SHIFT SHARE ANALYSIS OF SERVICE EXPORTS OF THE COUNTRIES OF LATIN AMERICA & CARIBBEAN

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Increased market globalization on the one hand, and rapid advances in telecommunications and information technology on the other, have given a boost to the volume of services marketed across national borders in recent years. This paper analyzes the relative progress made by the countries of Latin America & Caribbean for a share in this expanding sector of the international market over a 15-year period, from 2002 to 2017. A shift share analysis was carried out to identify the winners and the losers in the market during the study period. Results show that the major winners of market share in terms of total service exports were Brazil, Panama, Argentina, Peru and Colombia in order of magnitude. On the other hand, the major losers of market shares, in order of magnitude (of losses), were Mexico, Dominican Republic, Chile, The Bahamas, and Jamaica. Policy implications of these results for the countries of Latin America & Caribbean are discussed.

SHOULD FREEDOM OF SPEECH BE ACCEPTED UNIVERSALLY?

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Multinational companies (MNCs) face ethical dilemmas when doing business with countries with different ethical standards and sets of human rights from the MNC's home country. In 2019 and 2020, there were examples of this situation in news coverage of the global operations of companies like Disney and Google. Using South Park's "Band in China" (season 23 episode 02), we discuss the issues created by censorship and how the United States' view of freedom of speech is currently at the center of the debate around a single global standard of discourse. While the First Amendment should reflect universal values, many countries do not agree with this idea. We also show how MNCs can use the business ethics literature to help them make ethical decisions. In particular, companies should train employees in Thomas Donaldon's (1985) heuristic for decisions reconciling international norms. Donaldson's heuristic is based on the application of three questions: Is the conflict between countries rooted in economics or fundamental cultural differences? Is it necessary to engage in this practice to do business in this country? Does engaging in this practice violate essential human rights? Although these questions might be hard to answer, thinking about them should help companies better understand the conflict at hand, the source of this conflict, and alternatives for dealing with the dispute and focus on long-term problems their decisions might create for their company.

SOCIAL MEDIA USE OF RELIGIOUS LEADERS (PRE-COVID)

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Informal conversations with religious leaders explored how they use or do not use social media for personal and professional application. Issues of privacy, policy, and relationships are noted along with the reasons for using or not using social media. The leaders indicated a lack of formal policy for their personal social media and for the organization in general. Even those specifically

charged with representing the organization lacked formal policy guidelines. The leaders tended to avoid or at least limit their exposure to social media with similar thoughts and actions toward offering their own posts. Lack of time and the potential for misunderstandings were often noted as reasons for this aversion to social media. When leaders did use social media, uses centered around dispensing information to organizational members such as weather-related cancelations or promoting upcoming events. Most leaders noted that they would likely be spending more time on social media in the future.

SOCIAL NETWORK APPROACH ON EMOTIONAL RESOURCES

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The capability of individuals to create, exchange and apply new knowledge is derived from a range of factors, including the means by which individuals communicate, coordinate, and cooperate, and the nature of an individual's social interactions (Nahapiet & Ghoshal, 1998). The purpose of this paper is to address this gap by examining the factors that influence knowledge exchange, and how an individual's position in organizational knowledge flows affects his/her performance. The focus of this research is to further the understanding of knowledge exchange within organizations by examining how the dyadic relationships between individuals, in terms of the quality of their relationships (relational ties) and influence opportunities for knowledge exchange. A key aspect of this research is the investigation of emotional resources (that is, political skill and emotional labor) on access to knowledge resources. Another key extension of prior research is the examination of the link between opportunities for knowledge exchange and individual performance. Further, this study views individual performance as a multidimensional construct, distinguishing between efficiency and creativity.

SOUTHWEST AIRLINES EFFORTS TO DIMINISH NEGATIVE MEDIA PUBLICITY CAUSED BY ENGINE FAILURE

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This case study assesses the public relations efforts that Southwest Airlines (SWA) pursued to manage its first fatal accident caused by an uncontained engine failure three years ago. The failure occurred during a flight from New-LaGuardia Airport to Dallas Love Field. One passenger was killed, and eight passengers received minor injuries as a result of the accident. While SWA immediately implemented emergency protocols, the company's reputation was hurt, and the accident generated negative media publicity. The airliner seemed to have followed a proactive approach in response to the situation. Based on available evidence, the main goal was to reduce negative media publicity and assure customers, flight attendants and pilots that SWA is safe. The perceived objectives were to: inform the family of the deceased passenger about the compensations they will receive, assure flight passengers of the company's support and convince them not to sue the airliner, show appreciation to the pilots and flight attendants for their attention to the passengers during the emergency, and tell the media that investigations are taking place. The main messages centered on: it is still safe to fly with Southwest Airlines and the company's aircrafts go through regular and rigorous safety tests. The objectives of the campaign cannot be precisely evaluated because they were neither measurable nor time-bound. However, based on reviewing news articles, navigating websites and analyzing passenger testimonies, we concluded that most of the objectives were met. SWA did not engage in any type of public relations activities for the rest of 2018.

SPRING 2020 DISTANCE LEARNING: WHAT CONNECTS THE SCHOOL DISTRICTS OF ARKANSAS AND WHAT DOESN'T?

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This study examines Arkansas school districts' response to COVID-19, specifically focusing on the type of distance/remote learning method school districts switched to towards the end of the Spring 2020 Semester. The instruction methods range from online teacher-student instruction through platforms such as Zoom and Google Classroom to Alternative Methods of Instruction (AMI) packet pickups with minimal or no teacher-student instruction. The choice of the instruction method has both short- and long-term effects on students' performance and the achievement gap between economically advantaged and disadvantaged students. We examine the different factors that are associated with school districts choosing online teacher-student interaction. Results show that school districts with a larger percentage of minorities were more likely to switch to online teacher-student instruction. Another finding is that schools in counties with higher broadband coverage were more likely to switch to online teacher-student instruction rather than use packets. Factors such as whether the district was a charter district or not and the performance of the school district seem to have no impact on the decision to switch to online teacher-student instruction vis-à-vis AMI packet pickups.

STRATEGIES FOR RECOVERING FROM SERVICE FAILURE

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By accounting for different stages of the service recovery cycle, this study aims to examine how the service recovery stages impact relationship marketing strategies (i.e., relationship quality, customer loyalty) in the context of service failure. Importantly, this study focuses on the three stages of service recovery, builds a conceptual stage model of service recovery by including the recovery attributes of these stages, and examines how these recovery attributes influence relationship quality and customer loyalty. Data were collected in March 2019 by using an online survey instrument. Participants were recruited through an online marketing company. Study instrument collected data on consumers' service recovery, relationship marketing, and consumer loyalty. The relationship and mediating effects between variables were tested using structural equation model (SEM) and the Bootstrap resampling technique. This study examined online service failures and the role of coupons in recovering from such failures via the Internet. Study results supplemented relationship marketing to the mechanism by which online service recovery influences consumer loyalty and confirmed the rationality of the path from service recovery to relationship marketing to consumer loyalty. In addition, results revealed the role of service recovery and relationship marketing between customers and enterprises.

STUDENT/CIVIC ENGAGEMENT DURING COVID-19: A NEW NORMAL

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One of the major challenges during the Covid epidemic was the need for engagement especially at the college level. This panel will explore virtual events via Zoom on the local, national, and global level hosted by Emerson College Department of Communication Studies student ambassadors. These conferences and their audiences enabled students and faculty to continue to build relationships and communicate their research as well as practical experiences through Global Summit conferences and other special events. Students will present their own tasks as well as their evaluations of how COVID-19 impacted their learning experiences during the fall semester. Case studies will include the Emerson Blanquerna Global Communication Pre-Summit in October, the American Behavioral Scientist Retrospective in November, weekly Pizza and Politics meetings, and American presidential debate watch party events. All events were completely brainstormed, organized, marketed, and facilitated by the student ambassadors, and will be evaluated for their strengths and weaknesses.

STUDENT PERSPECTIVES ON CONDUCTING “ON THE SAME PAGE” A BOOK DONATION CAMPAIGN FOR BOSTON PUBLIC SCHOOLS

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On the Same Page is an inclusive and diverse book donation campaign that was created by Professor Edelstein with her students at Emerson College. Each semester, students enrolled in the Nonprofit Fundraising Campaigns course conduct this literature equity campaign for a different Boston Public School. This semester, the beneficiary is Excel High School in South Boston, a school with a diverse student demographic that wants and needs to see themselves represented in the literature they read. The wish list has been created that contains hundreds of diverse books that are available to donate through the Frugal Bookstore, a minority owned business in Boston. To date over 1000 books have been donated to Boston Public Schools through OntheSamePageBoston.org. The benefits are immediate and long-term for generations of students to enjoy. Students on this panel; Sonali Anand, José Garcia, Lauren DiTullio, and Monica Roche will share their experiences and perspectives related to their work on the campaign and the cause this campaign addresses.

SUPPLY CHAIN MANAGEMENT AND OFFSHORING IN THE US

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In this day and age marked by globalization and the need for firms and managers to get tasks and services done at the lowest possible cost, offshoring jobs in the supply chain has become common practice in companies operating in many countries around the world. The United States of America is particularly affected by offshoring because many US jobs are offshored every year. Offshoring is a controversial issue, especially in the US as illustrated by the debate between individuals advocating the adverse effects of the offshoring of US jobs and the proponents of its benefits. Some studies discuss the impact of offshoring on the supply chain while others highlight the impact of Covid-19 on both offshoring and the supply chain in the US. Such a controversial issue, along with the aforementioned research efforts, do raise several questions, some of which are: What are the causes of offshoring? What impact did Covid-19 have on offshoring and on the supply chain? What are the advantages and disadvantages of offshoring on supply chains of firms in general and particularly in the US? What are some recommendations that can be made to address the disadvantages, negative effects of, or problems posed by offshoring? Considering the previous questions, should firms in the US continue to offshore jobs or should they stop doing it? This paper will attempt to provide answers to these questions, as well as offer prescriptive analysis regarding the implementation of ideas to address this situation.

SUSTAINABILITY IN THE UNITED STATES HIGHER EDUCATION SYSTEM. WHERE ARE WE HEADED NOW?

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Education and the accounting profession's governing bodies continue to narrowly define profit and loss using revenue and expenses without regard for environmental costs. With the current environment of COVID-19 wreaking havoc on businesses and industries, unemployment, and the economic climate, sustainability should find worth to the overall accounting and educational sector. Failure to include these environmental impacts of corporate operations continues to understate losses and overstate profits. The study has determined that higher education in the United States (U.S.) has made little headway with the inclusion of sustainability within the traditional college curriculum. The survey also yielded exciting information regarding the location of programs that included sustainability accounting in the curriculum and the level of accreditation of the business program. The geographic information and university accreditation status have never been collected previously by any other survey. The inclusion of sustainability accounting in the curriculum was anticipated to have increased. However, when comparing prior surveys on sustainability inclusion in accounting, progress has declined.

TACKLING BURN-OUT: HOW STUDENTS ARE GRAPPLING WITH THE COVID-19 PANDEMIC

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During the pandemic, topics surrounding emotional wellness have become more prevalent than ever in American society. Although these conversations have led to a slight de-stigmatization around mental health in millennials and older adults, there has been very little conversation surrounding the toll the pandemic has taken on Gen-Z and the lasting effects it could have on students. Like nearly all other aspects of society, schooling for many has moved to a virtual platform for safety reasons during the pandemic. Since then, many students have reported higher signs of "burnout" from this sudden shift in learning style. Burnout can not only be mentally taxing on students, but physically as well, with its links to increased likelihood for heart disease, high blood pressure, and substance abuse. This panel will explore how Emerson College students and student workers are grappling with this increased stress and how they think colleges around the country should be addressing burned-out student's concerns.

TALE OF TWO FACES: ANALYZING THE COMMUNICATION STRATEGIES JOHN D. MAHAMA AND NANA AKUFO-ADDO USED DURING THE 2020 ELECTIONS.

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Facebook usage in Ghanaian politics has become more prevalent over the past decade. Internet penetration rates across the country are at 48% and nearly 71% of internet users are on Facebook, making it a platform that politicians cannot ignore. Despite this, there has been little research performed on how individual candidates in Ghana use social media. This study will attempt to fill in this gap by analyzing what messaging tools were used by the two candidates in the 2020 Ghanaian elections, Nana Akufo-Addo of the New Patriotic Party and John Mahama of the National Democratic Congress. To do this, this study will perform a content analysis on 30 randomly selected posts from each candidate in the lead-up to the 2020 elections and quantify what types of messaging variables the candidates employed. The mean amount of engagement metrics for posts containing each messaging variable will be calculated to see what types of messages were the most effective.

TEACHING UNIVERSITY STUDENTS HOW TO WRITE A REAL BUSINESS PLAN

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At the university level, entrepreneurship courses could dwell on research and theory rather than practice. However, entrepreneurship is practice. A business plan is the ultimate expression of practice. Writing a business plan calls for a deep dive into laws, marketing, operations, strategy, accounting, and product development. How does a university student then, who likely has not been a practitioner, write a business plan? In our Business Plan course, guiding the student to develop a new product, conceptualize a market, design a business model and then properly research and develop a plan is the challenge. Students do not know how to conduct research … a quick search of Google is usually the deepest they go. It is a balance between broadening the student's understanding of how to research a topic and getting so turned off at the amount of work … drudging work … that they lose interest in the process of creating a plan. Levels of questions are posed that build to form the basis of a solid business plan. We will explore the steps and processes from the beginning of a semester to the final product – a 60+ page, sophisticated and fully developed business plan that can be taken to the bank.

TEAM HARMONY

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Team Harmony has been committed to educating, inspiring and engaging youth in the battle against hate in all its forms for twenty-five years. But now, the game's changed, thanks to Covid-19. And no, that was not sarcasm. Thanks to the world being online now more than ever, we turned an in-person rally into three tiers of what Team Harmony has become. The first is the web series-HATE: What Are YOU Going To DO?, which are six LIVE forty-five-minute virtual programs that highlight student activities that promote tolerance and inclusion and will discuss ways that each one of us can combat racism and prejudice in our communities. Over one hundred Global Youth Reporters, from thirty-five countries, and three hosts take us to places news sources never will. The second tier is The Virtual Institute for Activists, partnered with Emerson College. The VIA consists of ten select courses taught by established college professors, prominent educators and community organizers. The goal of this innovative Virtual Institute is to provide young people with the knowledge, skills and tools necessary to be an effective advocate for racial and social justice. The third is a toolkit, which covers areas that will inform your work of concepts of identity, knowledge of power structures, and how one takes action. Team Harmony's efforts can result in the establishment of a new majority, one committed to altering our civic discourse for a better and more just future!

TECHNOLOGY PARADOXES, REGULATORY FOCUS AND TRUST

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This research focuses on the paradoxical nature of user experience with information technology (IT) and draws on the Regulatory Focus (RF) theory and desirability-feasibility framework to examine how the diametric anchors of IT paradoxes (fulfills needs / creates needs, new / obsolete, control / chaos, engaging / disengaging, freedom / enslavement, assimilation / isolation, efficiency / inefficiency, competence / incompetence) influence users' perceptions of IT performance ambiguity, their cognitive and emotional trust in IT and continuance intention to use IT. According to the desirability-feasibility framework, this research classifies the IT paradoxes into two categories – the functional desirability paradoxes and the usage feasibility paradoxes. The RF theory distinguishes between two motivational orientations – promotion focus and prevention focus. Individuals with a promotion focus are driven by the need for attainment of positive outcomes, oriented toward the maximization of gains and advancement, and likely to adopt high-level construals focused on the functional desirability of IT. In contrast, individuals with a prevention focus are driven by the need for avoidance of negative outcomes, oriented toward the minimization of losses and safety, and likely to adopt low-level construals concerned with the usage feasibility of IT. Accordingly, this research proposes that individuals' regulatory foci determine the differential effects of the diametric anchors of IT functional desirability paradoxes and usage feasibility paradoxes on users' perceived IT performance ambiguity as well as their cognitive trust and emotional trust in IT, which consequently influence their continued IT use intention.

THEORETICAL UNDERGIRDING: COMPARING AND CONTRASTING PUBLIC RELATIONS AND MARKETING THEORY

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Theory is critical to the fundamental understanding of an academic discipline. Examining key disciplines initially through established definitions defines a sense of the parameters for functional operations. By examining the theoretical fundamentals, however, the nature of a discipline will be more fully discerned. In this study, Public Relations and Marketing, both key disciplines developed in higher education, are established as essential areas in society. How academic disciplines are developed theoretically may mean for those studying and entering into the professions are engaged in a serious challenge. This research identified key documents with established theory for each discipline as the framework of the analysis. Theory should be the foundation for the definitions in the discipline. A second level of analysis focuses on comparing and contrasting the values articulated from an ethical perspective. A third level of analysis explores how theory is integrated into a discipline's professional associations for maintaining standards. By comparing and contrasting these key characteristics for two major educational areas, a theoretical basis for each discipline is established. Hypotheses proposed focus on the following: HI: The role and nature of theory as defined by both disciplines. H2: How ethics is integrated into the value system from a theoretical perspective. H3: Establishes how each discipline grounds their image from a theoretical perspective. H4: Expands the comparison within professional associations established for each discipline to theory associated with leadership. The data gathered compares and contrasts each area of study as grounded and shaped by the theory.

TOTAL QUALITY MANANGEMENT AND THE SOFTWARE INDUSTRY

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Total Quality Management (TQM) has often been applied in the supply chain and in material processes in order to make the product better. With the software industry growing rapidly, TQM can also be applied to the immaterial products that are made in a slightly different fashion. TQM began in the United States in the early 1920's and have had three major influential figures. Joseph M. Juran began with the Juran Trilogy with the three main points of quality planning, quality control, and quality improvement of the customer, processor, and supplier. Philip Crosby took the trilogy further and has both four absolutes and 14 steps of Quality Improvement. W. Edwards Deming is known for the PDSA chart, also known as the Shewhart Cycle, and his 14 points. These three influential people have taken TQM from a concept to an appliable and invaluable asset for a company. As software firms do not have a physical product it can be hard to measure defects, but they can be seen as flaws in the code and the improvement comes with updates to the software. There are a few main approaches that a software firm can still apply: a customer centric approach, continuous improvement (Kaizen), sharing of responsibility, timely and effective decisions, and better communication and coordination. While these will look different across industries it is important that firms continue to use TQM principles to ensure they have the best product possible on the market. We examine these issues in terms of TQM and software.

TOURISM RESILIENCE AND THE EFFECTS OF COVID-19 ON EUROPEANS' TRAVEL SENTIMENT

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COVID-19 is the most acute crisis that global tourism has ever experienced, leading to a drop of 74% in international tourist arrivals in 2020 and to a loss of some US$ 1.3 trillion. To better understand how this crisis affects travelers and tourism demand, the current study examines Europeans' attitudes toward travel. Employing the research method of quantitative analysis, 36,000 surveys were distributed over a period of six months (September 2020 - February 2021) in Europe's top ten tourism source markets, as part of a research for the European Travel Commission. The survey focused on the themes of COVID-19 impact on travel, travel concerns, travel intentions, preferences and trip planning, and COVID-19 and responsible travel.

The study results indicate a resilient sentiment toward travel among European consumers, with over half of the respondents planning to travel in the near future, during the entire research period. The results also reveal which age groups are most likely to travel, preferred tourism products and activities, accommodation choice, preference for domestic vs. international travel, attitudes toward air travel, as well as health and safety concerns. These findings provide support for the tourism resilience theory, and the manner in which the tourism system and tourism demand re-organize and re-orient itself following major changes, demonstrating the highly adaptive capacity of travel and tourism. Furthermore, the research findings shed a light on tourism demand during COVID-19 and provide valuable insights for scholars in the fields of tourism resilience, crisis recovery and destination marketing.

UTILIZING TECHNOLOGY IN A TEACHING ENVIRONMENT TO LEVERAGE STUDENT LEARNING OUTCOMES DURING THE COVID PANDEMIC

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As a result of the COVID pandemic, there has been a crush to get traditional classrooms pushed into online environments as a means of keeping students and safe and moving forward with their educations. At the same time, there is an exploding need for students to become technologically adept across platforms and devices toward fully understanding and applying high technology as a means of meeting daily operations requirements. This paper presents the COVID response from a teaching team for students who are new to course requirements requiring online interaction as well as competency with work product applications. The course described here incorporates andragogical best practices for rapid deployment and training transfer. This is a sixteen-week

course that is a requirement for all undergraduate business students with well-defined and assessed course goals and outcomes. In particular, this course stresses the importance of a "hands-on" instructional environment as students from multiple disciplines move through multiple platforms and devices to achieve coursework. In this touch free, socially distanced accommodation, this course has received substantial positive feedback from students and faculty members. Assessments indicate that virtually all students working through this course become competent at using work product software across multiple devices and show a high level of readiness for subsequent courses, outcomes that are comparable to the students' in-class experience.

WESTERN RATIONALES FOR PUBLIC RELATIONS: THE ENGINEERING OF HUMAN INTERACTIONS

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One of the more controversial areas regarding early conceptions of the public relations profession was Edward L. Bernays' assertion that the emerging field proved its importance through its ability to engineer consent. While Bernays advanced this argument for several decades, by the 1960s he (and the profession more widely) mostly avoided this concept. It is possible, however, to see public relations to this day justifying its existence through the engineering metaphor. This presentation examines how a western rationale for public relations -- the engineering of human interactions -- is visible through public relations' orientation toward conflict, consensus, activism, and the pursuit of a defined end. These four rationales point to ways that scholars and practitioners can better understand and articulate how a humanistic public relations will likely inform the increasing public presence of the private organization in an era where the reach of the state in the face of neoliberalism continues to decline.

WHAT ABOUT THE CLIENT IN THE PUBLIC RELATIONS CAMPAIGNS COURSE? A LOOK AT WHAT THE LITERATURE TELLS US

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The public relations campaigns course serves as the "capstone," or culminating, experience in undergraduate degree programs. It bears the weight of expectations in terms of preparing students for professional practice by providing them with opportunities to complete projects for real organizations ("clients") (Aldoory & Wrigley, 2000; Benigni & Cameron, 1999). The needs of educators and students dominate the extensive literature on the course (see for example Farmer, Perry, & Ha, 2016; Harrison & Bak, 2017; McCollough, 2018; Muturi, An, & Mwangi, 2013). What is far less developed is the profile and motivation of clients, which are often community-based nonprofit organizations as the campaigns course has become a model for incorporating service learning into the public relations curriculum (Allison, 2008). Rogers and Andrews (2016) argue that the relationship between faculty, students, and clients calls for further analysis. To that end, they explore nonprofit organization communication needs and expectations of working with public relations students. Elsewhere, Rogers and Andrews (2013) consider organization recruitment, selection, and retention, subjects also addressed in more broadly framed research on the public relations campaigns class (see for example Benigni, Cheng, & Cameron, 2004; Benigni, Wood, & Cameron, 2007/2008). This paper will review what the literature tells us about the client in the public relations campaigns class, and in the process will suggest issues and/or variables that might merit further inquiry in support of the work of faculty teaching the class.

WHAT'S WITH A PUBLIC RELATIONS NAME AND CREDIBILITY: MOVING FORWARD IN SPITE OF A GLOBAL PANDEMIC

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Public relations people want to, and should, be part of all organizations' dominant coalitions. They should closely advise the C-Suite but are not always afforded that opportunity; this is especially true in today's global pandemic-modified public relations world. It is possible that this has something to do with the field's credibility and how public relations people are named. Names that are used as a matter of course are standards, and standards are more important than ever in a world dominated by technology and the exchange of ideas through technologically codified forms. This study's focus is whether the name that public relations people use to identify themselves, individually or at large, impacts credibility in the business environment of work. Hansen-Horn and LaGree (2020) found that, while there are many arguments for how public relations can be professionalized, few studies actually focus on how public relations is named in relation to how those in closely related fields, such as marketing, advertising, etc., are named. They found that the term "practitioner" was highly used by in public relations texts yet absent in comparable marketing and advertising texts. To further explore Hansen-Horn and LaGree's findings, a study was conducted to (1) pilot existing associations between public relations names and perceived credibility and (2) to answer the question of whether perceptions of PR credibility are associated with how a public relations person is named.

YOUNG ADULTS USE AND PERCEPTION OF DATING APPS

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While the more than 275 million smartphone users in the U.S. (Holst, 2020) represent a wide age range, it is clear that younger adults are more likely to own a smartphone. In fact, 96 percent of the young adults (18-29) owned a smartphone in 2019 (O'Dea, 2020). This young adult population is also heavily involved in dating and establishing temporary or long-term relationships, so it seems obvious that dating apps would be popular among young adults. This research goes beyond ownership of smartphones and subscription rates to dating apps to explore the level of use and opinions of, dating applications. The research presents the results of an online survey questionnaire completed by 469 young adults, aged 18-25, to answer questions critical to marketing communication practitioners, including the degree to which these young adults use dating apps, their attitudes toward those applications, and how demographic characteristics of the users might influence their attitudes. Research questions explore their use of dating apps, including the amount of time spent on them. Additionally, five-point Likert measures determined their level of agreement with positive and negative words or phrases that are sometimes associated with dating apps. Finally, respondents rated eight of the most commonly used dating apps for their age group.

In the hope of possibly identifying market segments, the use and attitude results were also analyzed to determine if responses correlated with several demographic characteristics.

ZERO-ONE LINEAR PROGRAMMING MODEL FOR DETERMINING AN OPTIMAL HEALTH INSURANCE PLAN

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This paper developed a zero-one linear programming model to optimize a process of selecting the best health insurance plan under multiple criteria. When comparing health insurance plans, there were four major factors to consider: premium, deductible, co-pay (both medical and pharmaceutical), and coinsurance. To ensure that we were getting the most efficient plan, we had to conduct a serious evaluation of each option. We compared how well the plan would work for an individual or a whole family. Without using a systematic decision analysis approach, this comparison would not warrant the best decision. Simply choosing the plan with the lowest premium or deductible may lead to choosing an option that would cost more overall. Since there were at least four different components in each plan, we must use a quantitative technique that could handle multiple criteria. The proposed 0-1 LP model included 11 decision variables and five constraints. While this model was built specifically for a specific family, it could easily be customized for other families as well.

ZOOM AND ONLINE FORMAT FOR INTERNATIONAL STUDENTS

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The Zoom and online format have expanded the possibility of long-distance study for international students. Virtually online meetings connect more attendees regardless to geographical regions than traditional class meetings. Another advantage of an online meeting is that it decreases the time and cost of participants’ transportation, while increases the accessibility of an event or a class. As event planners, conducting a webinar is easier than organizing a physical event, especially when the event is held weekly. Moreover, saving costs by holding an event on Zoom rather than meeting in person can also be beneficial for event planners. On one hand, international students from different time zones are able to attend any events or class, which broadens the influence of a single meeting. On the other hand, studying entirely online from long distance could be challenging for international students, not only the difficulties of meeting late at night, but also missing the experience of college life and in-person interaction on campus.

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