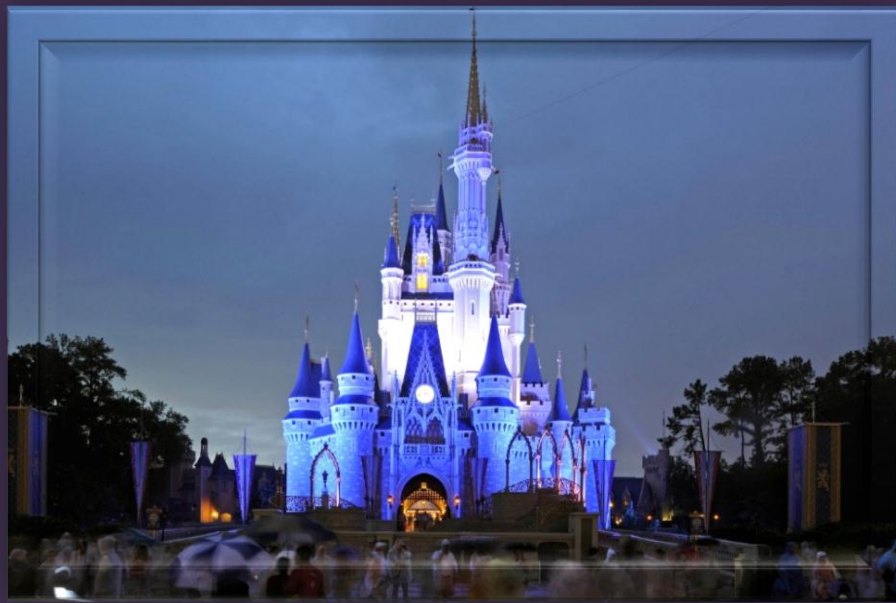

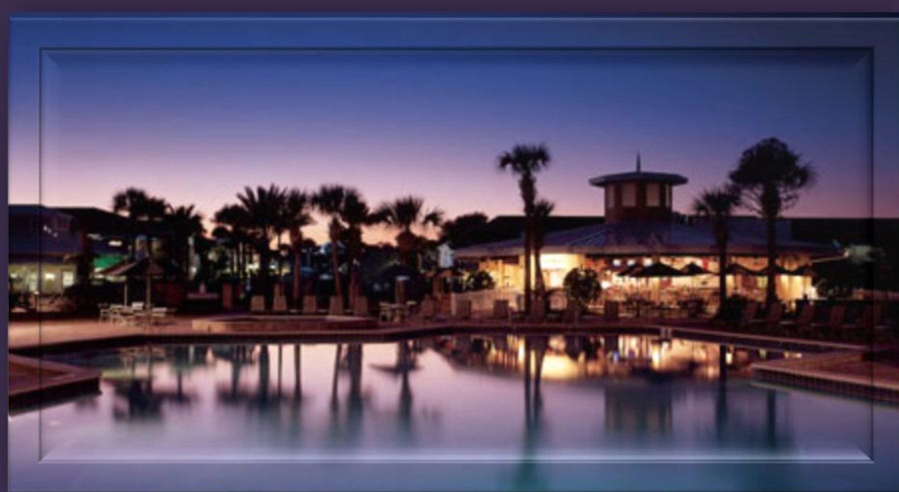

INTERNATIONAL ACADEMY OF BUSINESS DISCIPLINES
27TH ANNUAL CONFERENCE – ORLANDO, FLORIDA
MARCH 26-28, 2015

CONFERENCE PROCEEDINGS

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Proceedings of The 2015 International Academy of Business Disciplines 27th Annual Conference

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

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

Conference organized by
International Academy of Business Disciplines

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Proceedings of the 2015 International Academy of Business Disciplines 27th Annual Conference

Edited by John Fisher
Proceedings Liaison, James Weber

Welcome Message

It is a pleasure to welcome you to the 27th annual International Academy of Business Disciplines (IABD) conference in Orlando, Florida. This is our second issue of the IABD Proceedings. After last year's conference in San Diego, California, we solved some of the communication issues that had been raised by authors and track chairs by asking James Weber to be our Proceedings Liaison. This has worked out fabulously. It has allowed us to take some of the responsibility off of Editor John Fisher's plate and has made for a very smooth transition of abstracts from authors and track chairs through registration for the conference and publication in the Proceedings.

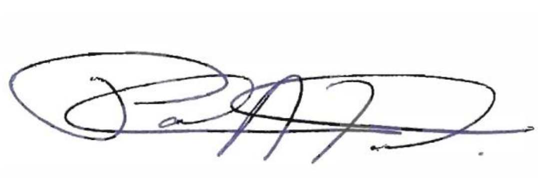
We hope that by allowing you to easily find the abstract that matches the session (page numbers will be published as footnotes in the Program) that you will come to the presentation ready to discuss and take an author's research further through feedback and conversation.

John Fisher has agreed to be the Editor of the Proceedings again this year. We hope that you will have an opportunity to speak with him during the conference to thank him for his work and to discuss your ideas for making the Proceedings even better (if possible) next year. As always, many minds tend to improve any project.

Finally, I hope that I will have an opportunity to meet you, if I do not already know you from past conferences. It has been a pleasure to be the President of IABD over this past year as we continue to transition into a new era for IABD. It has been exciting to see the web page become easily accessible and more interactive. This has also been the first year that we have employed Easy Chair as a new way to review abstracts and papers. We look forward to hearing your opinions of this new paper management system at the conference.

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

Sincerely,



Paul Fadil, President of the International Academy of Business Disciplines

Acknowledgements

The 2015 organizing committee would like to thank all those people who were involved in making the conference a success. A great amount of planning and organizing is required to hold a successful conference, so we are indebted to those who volunteered their time and energy.

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About IABD

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

IABD's objectives are:

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

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

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

INTERNATIONAL ACADEMY OF BUSINESS DISCIPLINES

MISSION STATEMENT

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.

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Conference Abstracts

AFRO-AMERICAN WOMEN AND LEADERSHIP POSITIONS: AN ANALYSIS OF YOUNG ADULTS OUTLOOK ON ASSOCIATION WITH LEADERS

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The purpose of this study is to examine the general perception of the role of Afro-American women in leadership positions, including the views of university students and their opinion of Afro-American women in leadership positions. Even though women at large in various industries have made great strides, they still account for only 4.2 percent of the Fortune 500 CEOs and 4.5 percent of Fortune 1000 CEOs (Knowledge Center, 2013). Women managers tend to receive greater scrutiny and criticism than men, and they tend to be evaluated less favorably, even when performing exactly the same leadership roles as men" (Eagly, Makhi- jani, & Klonsky, 1992). Many of today's Afro-American female undergraduates worry that the "Double-Glass Ceiling" is a real obstacle. This research describes the double glass ceiling as "first glass being female and second glass being Afro-American". The researchers of this study surveyed the differences in the views of female and male students currently enrolled in a four-year university in either an undergraduate or graduate management program. Thorough analyses on the positive and negative labels many male and female students used to describe themselves were performed. A sample of 136 randomly selected students were surveyed to find out whom they currently view as leaders and visionaries of today's society, as well as, their opinions on the forthcoming challenges many Afro-American female graduates will have in their future. Finally, Afro-American students (male and female) were asked to develop a timeline of their future, which included getting married, having children, climbing the corporate ladder, and seeking personal fulfillment.

AGRITOURISM: A NEW METHOD OF SUSTAINABILITY FOR RURAL COMMUNITIES

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To the lay person, the term 'agritourism' can be identified with activities such as hay rides, wineries, petting farms, or farmers' markets. A brief review of the literature has presented several themes that provide the core assumptions of this paper: that agritourism is a means of sustainability for rural communities and can thus be sub-categorized as, a form of, sustainable tourism. The sustainable development framework examines the economic viability of agritourism over the long term, even as a way to supplement, not necessarily replace, the income of small scale farmers. However, beyond the monetary and environmental discussions, these entrepreneurial activities directly affect the rural communities, the agri-provider, most notably the farmers, and the agri-consumer, the tourists. In summary, an exploration of the various forms of agritourism, an examination of its impacts and a discussion of how to increase the facilitation of these agri-touristic activities, are the main foci of this paper.

APPLYING THE SCHOLARSHIP OF TEACHING AND LEARNING TO A VIRTUAL PUBLIC SPEAKING COURSE

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As virtual courses increase in demand, it is imperative that instructors learn how to best engage students and create effective online learning environments. Literature in the Scholarship of Teaching and Learning (SoTL) reveals that departments often struggle to maintain foundational principles and rigor while students push for more flexibility, the use of new technologies, and increased interactions with both the instructor and their peers. Research shows that students often feel isolated in online courses; however, through the use of meaningful communication-based assignments, learners can be actively involved in an online course and build connections with their peers, creating a sense of community within the online classroom. The Virtual Public Speaking (VPS) course includes traditional principles of public speaking, while capitalizing on current technology to deliver the course online and to teach presentation strategies for synchronous and asynchronous delivery. Although traditional pedagogy was adapted to online delivery, the emphasis on peer-to-peer interaction was highlighted. A review of the self-reported data regarding student perceptions of growth across presentational competencies and proficiency with course technology confirmed the efficacy of the course and its ability to offer a high level of instruction by establishing instructor and student "social presence" and creating a sense of community. Although online courses can suffer from reduced communication and a lack of student engagement, our research confirms that, through the use of new technologies, and by incorporating multiple opportunities for teacher-to-learner and peer-to-peer interactions, student learning, involvement, and satisfaction can remain high in the virtual classroom.

ARE BUSINESSES THAT WITHHOLD OVERPAYMENTS MORALLY CORRECT?

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Business ethics is a code of moral principles and values that seek to govern the behaviors of right or wrong. Most business organizations have customer overpayments on their financial books. Although some organizations and financial managers support an immediate refund and/or reimbursement to the customer for all overpayments, others do not reimburse the customer unless the customer submits a claim with backup documentation. According to an article 16 years ago in Financial Executive (1998), an "audit of a major engineering and construction firm turned up a scant one tenth of a percent error rate in its accounts payable processing; the mistakes still equaled $100,000 that could be returned to the company's coffers" (p. 1). Today's numbers reveal significantly more in overpayments. Apparently, these types of errors are not unusual throughout the business community. Both sides of this issue will be analyzed based on the Rotary International Four-Way Test. Should every effort be made by all business organizations and financial managers to reimburse any overpayments?

ASSESSING THE IMPACT OF MULTIPLE SERVICE LEARNING CLASSES

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Service learning has become an increasingly popular pedagogy on university campuses. This is partially due to pressure on colleges and universities to produce students who are strong community citizens. In their 2010 empirical study on impacts of service learning, Weber and Weber examined the impact of service learning on four variables appropriate to developing better citizens: Civic Participation, Self-Efficacy toward Service, Attitude toward Helping Others, and the Role of College Education in Addressing Social Issues. They found a number of significant results for student service learning participation and made suggestions for future research, but were unable to conclude that taking a second or more service learning class had an impact on study variables. This study took a different approach to examining the impact of repeated exposures to service learning, proposing a specific pattern of results for various levels of service learning experience. More specifically, this study hypothesized that students currently finishing a service learning class who had already taken service learning classes would exhibit the highest scores on study variables. Next highest would be students who had taken a service learning class previously but were not currently finishing one. Next highest would be those who had not taken a service learning class previously but were currently finishing one. Lowest would be those with no experience with service learning. Results suggest that there is a clear pattern of response levels on study variables to service learning, but that hypothesized differences in mean levels of those responses are not all significantly different.

ASSESSMENT OF MOROCCAN'S PERCEPTION TOWARD PRODUCT/SERVICE ADVERTISING CREDIBILITY IN TELECOMMUNICATION SECTOR

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The purpose of this study is to assess Moroccans' perception towards advertising credibility in the telecommunication sector. This will provide the different operators with valuable insights and feedback since they might invest a lot in their advertising budgets. Based on business insights, three models were developed, and each of them focuses on a core concept: the first model measures for advertising credibility, the second tests for willingness to seek more information about advertised products and services, and the last investigates the intention to buy advertised products and services. The study models reveal that brand equity can be established based on four interrelated steps. The first one is to create brand identity in the mind of customers, and associate it with a product or service category. The second step is to define brand meaning and its value proposition. The third step is to trigger customers' reactions and responses to brand identity and meaning. The last step is to transform customers' reaction to a lasting loyalty between the customers and the brand. Telecommunication companies' marketers are also recommended to have celebrity endorser for their specific brands. However, the choice of this celebrity should be well studied, for example, through surveys or focus groups to identify and select the right celebrity, which is the most popular among a company's customers.

BARCELONA AS A SMART CITY: IDENTITY BRAND CHANGES AND CITIZEN PERCEPTION

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The world's cities are competing for the future through city branding strategies. An important element of differentiation within the brand strategies appears the concept of Smart cities and the sustainable transport. Our research aims to study the evolution of transport policies and its importance in defining the communication strategies of Barcelona to promote a new city positioning. We researched the role of electric vehicles within the area of political communication and city branding. According to the theory of city branding, citizens evaluate the physical and symbolic elements of their city (Ashworth & Kavaratzis, 2009; Florian, 2002; Kavartis, 2009). Therefore, cities can use this new brand as a way to unite stakeholders around a new competitive identity and a way to reinforce the communication and message (Herstein, Berger, Jaffe, 2013; Kavaratis & Hatch, 2013). This leads us to the concept of "common interest" among consumers and organizations, to the concept of dialogue and symmetry (Grunig, 2006; Grunig, et al, 2002, 2009). We found that in many markets of Europe citizens are calling for a greater role in the development of sustainable products and services (such as electric mobility). Organizations are more sensitive to this citizen activism (NGO's), which act as opinion leaders and share the spotlight with the other agents of social change (Ordeix & Rom, 2012; Sevin, 2014).

BEHAVIORAL SCIENCE AND TEACHING

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Behavioral Economics and Behavioral Finance (collectively BEF) has seen great advances that have come to shape the thinking of economists around the world. The start can be traced to the seminal works of Kanheman (1979) and Debondt and Thaler (1986). This progression of research covers a spectrum of empiricism, experimental economics, surveys, and neuroscience. The result of the work is that the once revered bastion of absolute rational thought has suffered setbacks and the new consensus that people are not always rational and that this irrationality is somewhat predictable. Specifically findings have shown that losses and gains are treated in an asymmetric fashion, people discount the future at rates that are seemingly irrational, are biased by framing, inertia, and procrastination. Moreover, the majority of people are overconfident and have a desire to "fit in". This paper will demonstrate how educators can use the theories behind behavioral economics and finance in order to affect classroom behaviors to create an environment in which the student actually wants to work harder and study more. Some examples of behavioral theories that can be used in the classroom include prospect theory and loss aversion, framing theory, anchoring and priming, honesty policy and opportunities to overcome overconfidence. These techniques can be applied to any level of education and any reference to a level of education is merely a perspective for the reader.

BIG DATA ON GPU: A LOW-COST APPROACH TO SEARCHING LARGE, UNSTRUCTURED DATA USING COMMODITY GRAPHICS PROCESSORS

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This paper describes the implementation of a big data algorithm for processing massive, unstructured textual data on relatively inexpensive, commercially available graphics processing units (GPUs). Specifically, the authors have extended the MapReduce parallel programming methodology to create a tool for searching plain-text data sets using search patterns known as regular expressions. The resulting program, MapGrep, can be used to find text patterns in large text data flows, such as Twitter streams and stock market news alerts, in near-real-time. For even larger data sets like medical journal databases, MapGrep can be employed to find correlations between text patterns, including symptoms, medications, and patient outcomes that might previously have seemed unrelated or may not yet have been connected in the literature. The work presented in this paper makes use of free, open-source tools to implement MapGrep on a mid-level desktop/gaming PC with a commodity graphics card, resulting in a speedup of 3-30x over comparable CPU-based approaches.

CHALLENGE OF LEADERSHIP SUSTAINABILITY IN FAMILY OWNED BUSINESSES

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Family owned businesses strive to not only be successful as measured by profit, market position, and other determinants used to gauge businesses success, but they also strive in the continuity of transitioning management and ownership from one generation to the next. The long term success and survival of family firms depends on their ability to sustain capable leadership of the organization, generation after generation. The succession planning process is presents numerous challenges. One challenge is the successor’s ability to acquire key knowledge held by the predecessor. Another challenge is having a successor with adequate leadership, operational, financial, and other skills to maintain and improve the business’s position. This paper examines various approaches of successor leadership development and how those approaches may influence the leadership transition planning of the family business. The long term success and survival of family firms depends on their ability to move the leadership of the organization from one generation the next.

CHALLENGES IN EDUCATING COLLEGE BOUND MILLENNIALS: LEVERAGING TECHNOLOGY TO MOTIVATE STUDENTS

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Generation Y, sometimes referred to as "Millennials", "Echo Boomers", or jokingly as "Generation Why?", refers to the cohort of individuals born, roughly, between 1982 and 1994. The millennial generation, like others before it, has been shaped by the events, leaders, developments and trends of its time. However, the emergence and use of technology has had the most defining impact on this generation. For the millennial college bound students' technology has always been a part of their lives. They have amazing technical skills, are adept at finding information and multitasking, and, tend to have short attention spans. The rise of instant communication technologies and new media used through websites like YouTube and social networking sites may explain Generation Y's reputation for being peer oriented and for seeking instant gratification. They are voracious consumers of technology and use it for education and entertainment. Educators will need to adapt from providing education to providing edutainment to stimulate and engage this generation of learners. College professors will have to get creative in leveraging technology to motivate and educate this generation of students. In order to be effective educators we must understand our audience. This includes trying to understand what factors influence and motivate our students and appreciate that different generations' have their characteristics and habits that mold how they respond to their teachers. Each generation has a different approach to learning and, as educators, we need to adapt to provide the appropriate learning environment and effective teaching strategies.

COLLEGE STUDENTS AS CONSUMERS: A DETERMINATION OF PERSONAL FINANCIAL EDUCATION NEEDS OF A DIVERSE POPULATION

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The effects of the Great Recession have made financial knowledge and adroitness in money management functional imperatives for consumers worldwide. As consumers, college students face unique financial challenges in addition to many broader financial challenges facing the wider population. Researchers point to a deficiency in US college students' financial knowledge and link this to a lack of personal financial education in college curricula. While there is no widespread urgency to promote students' financial literacy, some colleges are instituting programs to address this issue. Business schools, family and consumer science departments and student service units are popular hosts to such programs. Their delivery mechanisms include counseling centers, peer-to-peer programs, workshops, seminars and courses. A top-down approach is often taken to the development of programs with students having little or no input. Qualitative research conducted at a state university in the Southeast sought to ascertain students' views on their financial education needs. Focus groups including ethnic minority and non-traditional student groups were convened. This study investigates students' financial activities, influences on financial behavior, attitudes toward financial education and preferred program delivery mechanisms and content. Results reveal that one size does not fit all. While overwhelmingly students want structured financial education from their university, interesting differences emerge among ethnic and other groups. Students want to learn about budgeting, investing, credit cards, student loans, and savings.

COMPETITION, TECHNOLOGICAL DYNAMISM AND MANAGERIAL PERFORMANCE: IN THE PERPECTIVE OF THE BSC

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In a competitive world, a company must persevere in pursuing technological dynamism to keep pace with innovation in order to achieve greater performance metrics. Although the leveraged customers and suppliers can be considered a significant threat, new entrants, substitute products or services, rivalry amongst current competitors, abundance of similar competitors, slow industry growth, lack of differentiation or switch cost, high exit barriers, and the presence of rivals with diverse strategies, origins, and personalities (Porter, 1979), it is argued, fit better the description of environmental competitiveness. The environment in which an organization operates dictates the direction in which it should plan its internal business processes as well as its learning and growth development to satisfy customers and thus achieve enterprise performance. For the current study, we collected data by surveying individuals in management teams in American and Canadian companies using the Dunn and Bradstreet database. The data were analysed from the responses until February 2009. The results provide some support for the hypotheses that companies, working in a competitive environment, that pursue technological dynamism and upgrade internal business processes through learning and growth that would better increase customer satisfaction have better operating results.

CONCEPT EVOLUTION OF SMART CITY IN EUROPE: POLITICAL COMMUNICATION BENCHMARKS

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The evolution of the concept of smart city has grown in interest when developing policies of the cities of the future. Energy, sustainability, transport, communication and education are the cornerstones of a new technological development that affects citizens, including the sustainable mobility as a way to reduce energy consumption of cities. Our study is based on an analysis of the values of electric mobility and especially the electric vehicle positioning strategies "smart" of the big cities in Europe. The authors of this study are immersed in a transnational research project that aims to assist in defining new communication policies for companies and institutions. During the first phase we researched the perceptions and motivations of the agents of change and analyzed public opinion perception, satisfaction of current consumers of electric transportation, all associated with the green culture. This research is benchmarking urban policies of the cities of Barcelona, Amsterdam, Bucharest, and Moscow. Barcelona and Amsterdam are the two cities leading the smart cities movement in Europe, while Bucharest and Moscow are in a very remote position. In our first stage of the research we explored the main contrast between these cities in order to establish a common methodology and sharing procedures.

CONFRONTING IMAGE PROBLEMS HEAD ON: MONSANTO'S PUBLIC RELATIONS EFFORTS TO RESTORE THE COMPANY' REPUTATION

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Monsanto, a sustainable agriculture company that delivers products to farmers worldwide, has become widely known for its dark history of polluting the environment, mislabeling products and suing customers. Activists and humanitarians have protested the company's practices, and customers have stopped using its products. As a result, Monsanto has received intense negative media publicity that portrays the company as being a greedy, unethical and arrogant monopoly. The company has ignored various kinds of criticism in the past but now is forced to confront its 2011 title as the world's "most evil corporation." This case study assesses Monsanto's public relations efforts in the last three years to repair its badly-damaged reputation. Gathered from available data, it is evident that the agriculture company has recently tackled the public perception issue and begun switching to a proactive approach in communicating with its customers, increasing informational events and recognizing the public opinion. While it is too early to precisely determine the impact of Monsanto's recent public relations efforts, the authors note that the company's actions and special events are in the right place. However, consistent dedication to genuine public relations efforts that consider other target publics (e.g., community leaders, shareholders and employees) are still needed to assist in salvaging Monsanto's reputation. Damaged reputations require the implementation of long-term plans to dispel deeply-rooted beliefs.

CONSUMER DESIRE FOR "ONE-TO-ONE" COMPANY TWEETS: USING TWITTER AS A RELATIONSHIP MARKETING TOOL

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The current study attempted to investigate the association between consumer Twitter use and consumer desire for personal interaction on Twitter with companies. Results displayed that an increase in personal use of Twitter will be associated with an increased desire for companies to interact with them on Twitter in the same personalized ways that they interact with other Twitter users. Specifically, when a consumer adopts her/his own personal Twitter account and her/his general activity on Twitter, number of people in her/his Twitter network, and number of sent retweets and "favorite" tweets all increase, so does her/his desire for companies to personally interact with, follow, and endorse her/him. These findings are consistent with the social media research literature that suggests consumers expect companies to conform to the vastly interactive, two-sided nature of the social media landscape. Discussion and practical implications center around the recommendation that companies need to increasingly abandon the traditional "one-to-many" promotional approaches and adopt the necessary and expected "one-to-one" relationship marketing approaches of a brave new interactive world.

CONSUMERISM AND MARKETING IN THE DIGITAL AGE

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Advances in telecommunication technology have contributed to the popularity of smartphones and social media websites, not only in the United States, but worldwide. The United States leads the world with 196 million smartphone users in 2014. Worldwide, smartphone users are estimated at 1.75 billion. Similar increases have been reported among users of social media websites, with Facebook leading the pack with 900 million monthly visitors, followed by Twitter with 319 million, Linkedin with 255 million and Pinterest with 250 million. These increases are signs of how deeply and widely social networking companies have penetrated the lives of ordinary people and, in turn, transformed the ways in which people communicate and businesses sell things to consumers. In essence. Social media sites and smartphones have become very useful and integral tools for marketing and consumerism. Using social media for marketing can enable small businesses to expand their clientele. And the educated customers, interacting with brands through social media, benefit consumerism. This paper seeks to explore trends, challenges and opportunities in social media marketing and its benefits to consumerism.

CORPORATE COMPETENCE MATRIX: A MECHANISM TO IMPROVE QUALITY OF KNOWLEDGE EXCHANGE & REDUCE OPPORTUNITY GAPS

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In previous work, our team has explored the conditions under which the country of origin of expatriates has an impact on the perception of local executives on the management skills of expatriates; the main factor affecting this perception is the lack of a mechanism for the exchange of knowledge and workers between the business units of the multinational. Therefore, this paper explores whether this mechanism exists and under what conditions, within six multinational companies whose home countries are USA, China, and Mexico. The paper proposes a confrontation of needs vs skills matrix within three organizational levels: corporate, subsidiary, and individual from which supply and demand of exchange are obtained.

CREATING EFFECTIVE BUSINESS INTERNSHIPS

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Internships can provide significant learning and are potentially beneficial for both the student and the organization. However, organizations may be missing opportunities not only to improve the learning experience for the student, but to also develop high potential applicants as well as a systematic approach to recruiting, retaining and developing high-performance employees.
Kolb's experiential learning approach is well known for its support of hands-on experience, and internships provide such opportunities for students. By framing internships using the Malcolm Baldrige Criteria, improved learning opportunities and higher levels of satisfaction for both the hosting organization and the educational institution may be realized. As students obtain a higher value from internships which have been integrated into the academic program and structured appropriately, there is sufficient evidence to review, redesign and establish more effective internship structures. Elements of leadership and strategic planning within the organization should be represented in the internship process; potential candidates should be screened for overall fit within that culture and the organization, and internship satisfaction, engagement and dissatisfaction should be part of the assessment process while the student is engaged in the internship, not after the fact. Behavioral and performance expectations should be reviewed so midcourse corrections can be implemented if necessary. Internships should also be part of an effective work system which can provide measurable results to support strategic initiatives. More research is necessary from both the institutional and organizational perspectives to provide current information and support and improved learning experiences for students.

CULTURAL INFLUENCES ON EARNINGS MANAGEMENT

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Corporations engage in earnings management to achieve a target profit, avoid small losses, or reduce the variability of the income stream. This study analyzes a sample of 1,158 firms during 1992 to 2011 from 7 countries: India, Hong Kong (China), Japan, France, United Kingdom, Canada and the United States employing the Jones (earnings management) model. Overall the significant results from the regression analysis indicate a positive relation between earnings management and firm performance, uncertainty avoidance, individualism, power distance, outside investor rights, legal enforcement, and legal system whereas the correlation was negative for the variables of business cycles and securities regulation. Further, the results varied across countries. In particular, 3 clusters formed (using Hofstede, 1980) comprised of: 1. U.S., Canada and the U.K., 2. Hong Kong and India, and 3. France and Japan. The clusters were significantly different measured by uncertainty avoidance, individualism, power distance, and earnings management. The earnings management results were robust to the earnings management model utilized including Healy, DeAngelo, Jones, and Modified Jones.

CUSTOMER PURCHASING DECISIONS AND BRAND CHOICE IN THE HOSPITALITY INDUSTRY IN GHANA

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In the past decade, rapid growth in Ghana's hospitality industry has resulted in an intense battle for the hearts and minds of customers. This study examines customer purchasing decisions with respect to brand choice in the hospitality industry in Ghana, with emphasis on three highly rated hotels. The study employed the survey research design. Data was analyzed using descriptive statistics, ANOVA, test of means of differences, and correlational research design to investigate the predictive relationship between the independent variables (customer purchase decision variables) and the dependent variable (hotel brand). Regression test was also conducted to test the study's hypothesis. Results will be analyzed based on beliefs, attitudes and behavioral choices of customers in relation to the selected hotel brand. Recommendations will then be provided.

DEFINING AFFECTIVE LEADERSHIP THROUGH EMERGENCY SERVICE STUDENT INTERVIEWS OF LEADERS

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Affective leadership motivates followers to action, often through a vision. A leader with a relevant vision can affect followers and create a pathway for individual and group success. When a leader's vision is adopted or shared by the group, the group and individuals tend to become empowered. Empowerment provides individuals with the capacity to believe, think, and act from a position of strength. The key element of empowerment is relationships, not accomplishments. While the leader plays a vital role in determining and achieving the vision, in affective leadership the leader influences and motivates followers through whom the vision and goals are achieved. This research examines a new leadership model, which redefines the bases of power and legitimacy and focuses on affective leadership style. This model, designated by the acronym LEAP, is comprised of four leader traits or characteristics. A leader is Legitimate, Ethical, Affective, and Persistent. The research draws from interviews by senior students in emergency services of leaders in their field. The students asked leaders four questions about legitimacy, ethics, effectiveness, and persistence. The interviews were written into papers which were submitted as part of a leadership capstone course. Grounded theory was used to analyze the papers and propositions were developed about the four LEAP characteristics. The research findings were used as a means of further defining and validating affective leadership.

DENIAL, BLAME AND FEAR: CRISIS COMUNICATION IN THE AGE OF EBOLA

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Thomas Eric Duncan, a Liberian native, became the first person to be diagnosed with the deadly Ebola virus in the United States after he sought health care in a Dallas, Texas, hospital in September 2014. He was initially misdiagnosed and sent home. During his second and final visit to the hospital, he received the proper diagnosis of Ebola. By then, it was too late, and he died a few days later; but not before infecting two nurses who cared directly for him. Duncan's illness and death generated the kind of panic that had not been seen in this country since the onset of the AIDS epidemic. Confusing and contradictory information from the Dallas hospital, the Centers for Disease Control (CDC), and the media, intensified public fear of the deadly disease. News reports revealed that the hospital had not followed safety protocol, placing employees and others in danger of contracting the virus. The CDC was accused of providing contradictory Ebola protocols. In attempts to repair their damaged image, the CDC and the hospital blamed each other. Subsequently, the hospital admitted its mistakes and apologized. This paper adopts rhetorical theory and image restoration discourse to analyze the rhetoric both CDC and the Texas hospital used to achieve legitimacy and restore their image as a result of the Ebola crisis communication. Suggestions for effective crisis communication are proffered.

DESIGNING A SMALL BUSINESS POINT OF SALES SYSTEM

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Point of sales systems (POS) are transaction processing systems positioned between customers and internal information systems. Over the years, they evolved into touch-based workstations, and lately into mobile applications on tablets, and smart phones. We discuss hardware integration, and software standards, such as the "Unified POS" which is maintained by the National Retail Federation. We look at recent trends, including smart cards, NFC (Near Field Communication), and cloud-based systems. Invariably, POS systems are involved in credit, or debit card processing. Traditional gateway processors raised the bar on new businesses in the aftermath of the recent credit crisis. Fortunately, new service providers entered the field of mobile devices, and became true game-changers. We compare various options. In the same context, we have to look at security of systems, and connections. The main area of POS applications is in retail, and hospitality. A bare-bone POS provides all functions needed to operate a single checkout counter. Our proposed design is for a restaurant system, which is more challenging. Additional modules are required to maintain tables, and running tabs. In terms of system development, we explore different models, mainly based on open source. Finally, we look at typical ways to monetize such systems.

DEVELOPING A TWO-PHASED MODELING OPTIMIZATION APPROACH FOR PORTFOLIO PROJECT SELECTION

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Regularly, any organization requires decision making in relation with selection and scheduling a project portfolio among the candidate projects. Since, there are usually no adequate resources in organizations to execute all suggested projects; hence, the manager's main responsibility is to elect a portfolio of those projects being more adjusted with the organization's benefits. A wrong election shall cause two negative results: the organization's resources are being spent for weak and non-strategic projects ended to spoil resources and time, on one hand; and on the other hand, the organization loses the profit may gain from spending such resources for the other proper projects. Therefore, one of the main items concerning organizations' managers is being always selection of the best projects being more adjusted with the organization's goals. In this article, a two-phased model for portfolio project selection is presented; in the first phase by using PROMTHEE method, alternative are ranked and in the second phase alternative with higher rank, concerning restrictions are selected and scheduled.

DIFFERENTLY ABLED EMPLOYEES IN INDIAN ORGANIZATIONS: PERSPECTIVES OF EMPLOYERS AND GENERAL EMPLOYEES

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The Census 2002 results recorded a population of differently abled males to be 12.6 million and females 9.3 million in India. In 2011, the disabled population had increased to 14,986,202 males and 11,824,355 females. The government of India has enacted several laws for the disabled populations. Still, there is a wide gap between the aspirations and realization of employment among people with disabilities in this country. Recently, some Indian organizations have initiated diversity management policies to facilitate meaningful contributions of differently abled persons in corporate decisions. However, little do we know how such organizations are supporting these differently abled people to advance in their chosen professions. What is the perception of general employees about their differently abled colleagues? We interviewed ten managers and ten disabled employees who are currently employed in Indian organizations. We found those organizations who hire persons with visual disabilities have broadened their mindset, not just in terms of providing required infra-structure, but also accepting them as one of the value creators for the business in which they operate. However, many corporations still believe they are not ready to hire deserving candidates because they do not possess the required support system for the differently abled employees. They are still confused whether first to hire differently abled candidates or to make their existing infrastructure disable friendly.

DIGITIZATION OF AGRICULTURAL INFORMATION IN BANGLADESH: USE OF ONLINE INFORMATION BY FARMERS

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This presentation provides the results of an investigation of the use of online information sources by farmers in the Tangail and Munshiganj districts of Bangladesh. To understand the access to and use of information by the farmers this study has taken Roger's (1983) "Diffusion of innovation" model as a theoretical framework. Diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system. Both quantitative (survey) and qualitative (in-depth interview) data collection methods have been used. For quantitative data, a survey questionnaire was used to gather information from 110 respondents, 55 in each district. To find qualitative data interviews were carried out with farmers who represented a range of ages, education levels and income levels. Some agriculture extension officers (service providers) were also interviewed to assess the patterns of their service to farmers. The survey found that nearly all of the farmers are not familiar with the online agricultural information sources due to lack of technological facilities, such as a computer and internet access. Farmers are not concerned about using Information and Communication Technology (ICT) or online information sources. Instead they are worried about the low prices of their products and high prices of seeds, fertilizers, pesticides, fuel and transportation. They rely on other sources of information such as television, radio, newspaper, other farmers and service providers.

DO INTERNATIONAL NETWORK ACTIVITIES AFFECT FIRM PERFORMANCE? CASE STUDY OF HIGH-TECH SMES UK

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The main objective of this paper is to investigate the effect of international networking on firm performance in SMEs, UK. Through primary research it explores the importance of international networking ability of firms in small and medium sized enterprises. In recent years, scholars and researchers focused on firm's networking activities as a key factor for SMEs' growth and its impact on competitive advantages and performance. The international networking capabilities of firms have been recognized as a vital element to growth and survival. The current research has used quantitative methodology and data was collected via online questionnaire and mail survey from a sample of 118 SMEs in UK. The data analysis illustrated the positive and significant relationship between international networking activities of the firms and their performance. Learning, synergy of combined resources and knowledge sharing all were positively associated with firm profitability and to less extent on firm sales growth. All three hypotheses were supported.

DOES CONCESSION EXPERIENCE MATTER FOR SPORT FANS?

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The purpose of this study is to examine the impact of the perceived quality of concession services on sports fans' purchase intentions among fans of different level of loyalty and avidity. Recognized by Larson and Steinman (2009), each customer contact and service encounter become critical when there are only a limited number of games to play. Bauer (2012) studied quality issues and challenges in NFL. To achieve the goal of this study, a survey was conducted among fans using a mall-intercept technique at an NFL team's stadium. A total of 389 respondents were included for data analysis. The 12 concession experience questions utilized five-point Liker scales ranging from "strongly agree" to "strongly disagree". Fans' purchase intention were measured by questions like "I will continue to buy Eagles tickets" and "I am likely to purchase a product or service from an Eagles sponsor." Respondents identified themselves as "non-fan", "passive follower", "moderate fan", "loyal fan", or "avid fan". We employed a series of logistic regression models among different fan groups to examine the likelihood of purchase from the sports team and its sponsor. This study has a potential to offer insightful marketing and management implications on creating memorable and satisfactory concession experience, as well as on building stronger brand image for sports teams.

DUOC-EESENCIALMERSON PUBLIC DIPLOMACY WORKSHOPS: LESSONS LEARNED AND NEXT STEPS

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In the world of today, XXI century organizations are very different from those of 20 years ago. As Humberto Maturana says, we exist in language and, according to Fernando Flores, nothing happens in business without it. Businesses can be defined as networks of conversations. In other words, networks of linguistic commitments, networks of speech acts whose objective is to produce satisfaction conditions. Businesses are the place where conversations are had, human beings are constituted by the linguistic commitments they produce and communication is the generation of social commitments. Today, Businesses are global and their members habitually connect to the outer world and in that context, people have to negotiate and they do it soliciting, making offers, searching for people, and generating commitments around their conversations. This work analyzes the experience of a workshop organized by Emerson College, Boston, which was attended by a group of 12 Chilean students, teachers and administrators from DuocUC, as part of a network of conversations between the participants of the two institutions (Emerson and DuocUC), and it reviews their testimonies in terms of their possibilities and their commitments. At the same time, this project is described as an exercise of public diplomacy, and it is linked to the four basic movements of conversation proposed by Flores: Promises, Petitions, Affirmations and Declarations. Finally there's a description of lessons learned as a product of the workshop and follow up steps are proposed to generate new linking opportunities between both institutions.

EFFECTS OF REGULATORY FOCUS ON IT SUBSTITUTION

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This research draws on the Regulatory Focus (RF) Theory to examine the effects of IT users' regulatory foci on their intention of IT substitution. IT substitution refers to the replacement of one IT with another IT that satisfies identical needs. The decision of IT substitution is likely to evoke considerations of both incumbent and alternative ITs. The RF Theory distinguishes between two motivational orientations – promotion focus and prevention focus, and provides a useful framework to understand IT substitution behaviors. Individuals with a promotion focus are driven by the need for attainment of positive outcomes, and are thereby oriented toward the maximization of gains and advancement. In contrast, individuals with a prevention focus are driven by the need for avoidance of negative outcomes, and hence are oriented toward the minimization of losses and safety. An individual's RF guides his/her information processing and decision making, thereby influencing which information he/she specifically seeks out and retains when making a decision about IT substitution. Accordingly, this research classifies two sets of factors influencing IT substitution intention along the RF perspective. It proposes that the promotion-focused individuals will draw on the advancement-oriented factors (e.g., the relative advantage of alternative IT and the descriptive norm regarding IT substitution) to make IT substitution decisions; while the prevention-focused individuals will reply on the safety-oriented factors (e.g., the satisfaction with incumbent IT, the perceived risk of alternative IT, the perceived effort expectancy of alternative IT, and the injunctive norm regarding IT substitution) to make IT substitution decisions.

ENACTED FAMILY ROLES, IDENTITY, AND SUPPORTIVE COMMUNICATION OF TWIN SIBLINGS

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The purpose of this study is to examine instances of naturally occurring conversations between twin siblings, using conversation analysis. This method is instrumental to investigating everyday twin-to-twin talk. The following research questions guided this study: (1) What communicative patterns of analytic interest are occurring in everyday talk between twin siblings? (2) What communicative patterns of analytic interest are occurring in everyday talk between twin siblings as they interact with other family members? Findings suggest that there are patterns of analytic interest present in everyday conversations between twin siblings. Because these patterns have not been discussed in prior research, they will be referred to as conversational phenomena. The conversational phenomena discovered included testing, and speaking for one's twin. Twins engaged in testing while conversing alone to show support for their twin. As they engaged in talk with a parent present, it served as competition/support, role confirmation/enactment, and identification/de-identification between the twin siblings. Speaking for one's twin could only occur while the twins were conversing in front of a parent. It functioned as a competitive move, as support, and as a way to gain attention.

EXPANDING PUBLIC RELATIONS EDUCATION

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Today the public relations field is recognized as one of the fastest growing profession in the world. However, public relations educational efforts have not kept up with the changing tide found in the "real world." While there has been movement within the U.S. to include public relations courses in Business Administration (MBA) programs, further academic expansion is necessary. This paper argues for the incorporation of public relations courses in the curricula of universities with programs not only in business, but human resources, justice studies, visual arts, education, and culture and hospitality. This paper specifically explores the impact lessons in public relations—such as communication strategy, media relations, international corporate responsibility, and reputation management — can have in a variety of professions ranging from business to visual arts and presents four key tenets underpinning the reason public relation courses should be included into a multitude of applied academic programs. These tenets are present in the excellence theory of public relations (Grunig & Grunig 2011), and are prudent for all universities to consider: participative culture & diversity, symmetrical communication, sustainability and ethical practices.

EXPLORING THE DYNAMICS OF FDI-FPI INTER-LINKAGE THROUGH THE ASEAN LENS

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Global integration of commerce and business has invited the attention of researchers beginning with international trade and then moving on to capital flows. A good deal of research has focused on FDI (foreign direct investment). The significance of FPI (foreign portfolio investment) and related research, increased with local, regional and global financial crises. There is a paucity of research on the linkage between FDI and FPI. We examine the potential interdependence of FDI and FPI. The rationale stems from several dimensions: a) the MNC (multinational company) globalization objective, through foreign market entry strategies, to bridge the discontinuity between domestic markets, b) the potential for FDI and FPI to impact foreign (target) country's economic growth individually, and in turn, to be affected by the mediating power of the economic performance itself, c) The trade and capital investment (cross-temporal) inter-linkage, as is discussed in the international product life cycle model. The ASEAN region, in its original form, presents an excellent case for the analysis of the potential linkage between FDI and FPI because of the 1997 financial crisis. However, the linkage appears elusive from a quantitative modeling perspective. This has necessitated the employment of the evolving concept of Granger causality. In particular, we have taken the approaches developed by Hurlin and Venet (2008) and Dumitrescu and Hurlin (2012) for testing Granger causality between FDI, FPI and GDP growth. The null hypothesis is homogeneous non-causality signifying no causal relationship for any of the countries of the panel (Indonesia, Malaysia, Philippines, Singapore and Thailand).

FACTORS DETERMINING CUSTOMER BRAND CHOICE OF HOTELS IN GHANA

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While the hospitality industry within the Ghanaian context continues to witness rapid growth, the proliferation of new hotels within the industry makes it more difficult for firms to understand what their customers' desire and are willing to pay for. This study investigates factors determining customers' brand choice of hotels in Ghana with a focus on three star-rated hotels. The survey design method was employed. Data was analyzed using Test Mean of Difference, ANOVA and Correlation. Results will be analyzed based on customers' demographic profile, brand price, quality, tangible elements and employee relations as well as psychological factors such as perception and beliefs. Recommendations will then be provided.

FINANCING A SUSTAINABLE SOCIAL POLICY: THE CASE OF ALGERIA

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In almost all countries in the world, intergenerational equity becomes a real challenge when it comes to deal with the nation's financial resources. Such equity is required insofar as the authorities aim not to favor one generation to the detriment of another, even if one or the other does not already exist. The reflexion about intergenerational equity had been sent into the field of public finance by speaking about an equity relative to the tax policy, which can get transferable charges from one generation to another. However, it is very important to mention that such equity based especially on intergenerational obligations much affects the welfare of future generations, and in which both the present generation and government must play a positive role. In this sense, a current social policy is forced to take into account the requirements of a virtual society or rather supposed to exist in the future. Thus, a sustainable social policy, with the intergenerational equity as pivot, is a real discomfort for rentier economies such as in Algeria. In this article, the Algerian economy will serve as a case to explain that social policy, especially when it comes to public expenditures, is a function of the economic situation and to try to advance a possible solution to finance future social policy at present. In this sense we propose the establishment of an intergenerational compensatory fiscal system capable of financing social policies in particular periods of recessions.

GLOBAL LUXURY PRODUCTS AND THE WORLD OF CSR: DO CONSUMERS KNOW; DO CONSUMERS CARE?

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In the world of affordable luxury, several global brands are trying to differentiate themselves. The route they are taking is through corporate social responsibility. For example, Michael Kors has developed a program entitled “Watch Hunger Stop,” whereby a percentage of sales is donated to the United Nations World Food Program. Ralph Lauren’s “Pink Pony” campaign funds a global fight against cancer. Donna Karan and DKNY launched a program entitled “Hearts for Haiti.” And Kate Spade’s “On Purpose” campaign is intended to help women in Ruanda become economically independent. These efforts, which are primarily philanthropic in nature, are all laudable. However, they fall short of embodying the full scope of corporate social responsibility. Given that these initiatives are focused on luxury fashion products, these corporations have neglected a key tenet of corporate social responsibility: the sustainability of the ecological environment. Furthermore, our hypothesis holds that global millennials, the target market for affordable luxury, neither know of, nor care about, these philanthropic leanings.

HAVE FAITH IN THE SYSTEM? EXPLAINING THE PAY GAP

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According to Microsoft CEO Satya Nadella, women should have “faith that the system will give you the right raise” (Stampler, 2014). How can women have faith in a broken system? Women’s pay is less than men’s, particularly in traditionally male-dominated occupations. This paper will examine trends of the pay gap from the industrial revolution era to present day, reviewing the history and reasons behind the gender pay gap. The gender pay gap is a problem women in many countries have tried to overcome. In the United States, the pay gap has barely budged within the past decade. The reasons include the fact that women are less likely than men to work long hours as well as the fact that women are less likely to negotiate pay. The Harvard Business Review explains that although ”7%” of women had negotiated pay, “ 57% of their male counterparts -- or eight times as many men as women -- had asked for more” (Babcock, Laschever, Gelfand, & Small, 2003). The study used data from men and women that graduated with a MBA from Carnegie Mellon. The pay gap is an obstacle women continue to tackle, whether it be due to internal or external forces.

HOW DO U.S. CONSUMERS' EVALUATE "MADE IN CHINA" PRODUCTS? AN INVESTIGATION OF THE COUNTRY-OF-ORIGIN (COO) EFFECTS

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The findings of this study could add to the existing body of COO and CE research with more insight into and in-depth understandings of the relationship between COO effects, consumers' psychological traits (e.g., consumer ethnocentrism), consumers' attitudes related to the product, product-specific contextual factors (i.e., price, COO of the brand, product involvement), and their purchase behaviors. Knowing how U.S. consumers react to "Made in China" products with varying price points, COO of the brands, levels of product involvement could provide advertisers and marketers better insight into understanding U.S. consumers' behaviors and thus, better serve these consumer' purchase preferences and generate desirable return on investment of their promotional efforts. This study could also provide a fuller picture of the interaction between price, product involvement, and branding. Branding is integral to the wellbeing of businesses. A better integration of global and local marketing and communication efforts will contribute greatly to companies' branding outcomes. For instance, an American company, whose main target audience are Chinese American consumers, could promote the fact that their products are "Made in China" in ads more frequently, that is, above and beyond its existing advertising appeals on product quality and other relevant product attributes, should empirical findings indicate Chinese Americans hold a more favorable attitude and have more tendencies toward purchasing "Made in China" products.

IMPACT OF THE 2008 ECONOMIC DOWNTURN ON GOLF CLUBS IN NORTHWESTERN PENNSYLVANIA AND SOUTHWESTERN NEW YORK

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Golf, as an industry, has felt adverse effects of the 2008 economic downturn. While it still survives, it does so from a different point of view. Recent studies, such as the ones performed by Golf Digest and Business Weekly, which were conducted to analyze the impact of this downturn, reflect lower memberships, a decline in equipment sales, and higher employee layoffs. In some instances, golf clubs have filed for bankruptcy (reorganization), while others have closed entirely. The purpose of this study is to analyze the effect and significance of the 2008 economic downturn on golf clubs in the Northwestern Pennsylvania and Southwestern New York Regions. Therefore the importance of location is paramount to the validity of the study. Many golf courses have been researched that reside in large metropolitan areas, but few if any studies have been performed analyzing smaller socioeconomic regions. This study was conducted in the Northwestern PA and Southwestern NY region, as to compare the local impact on golf courses after the 2008 economic disaster. The goal is to determine the effects felt by these golf clubs with respect to economic hardship and provide recommendations for change. To survive, local golf clubs will need to make changes in the future. With dynamic demographics and industry trends there is a need for changes, upgrades, and improvements. With recommendations from this study and future analysis, the hope is to help these local clubs adjust and reach new economic levels in the future.

IMPLEMENTING SERVICE LEARNING INTO ACADEMIC PROGRAMS

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Engaging a wide myriad of publics through community partnerships provides unique benefits to students, faculty, institutions, and community organizations in the United States and around the world. Benefits of creating such relationships – known as community engagement in some circles, and in other circles as ‘service learning’– leads to financial benefits, enhances the prestige and visibility of the institution, and strengthens democratic values by reinforcing civic responsibility in students. Additionally, these relationships expand job opportunities for graduates. Despite the benefits from creating academic projects designed to engage students in the community as a part of the educational experience, implementation of service learning is not universal. This paper reviews some of the benefits of service learning, identifies commonly perceived difficulties in implementing service learning, offers solutions on how to overcome such difficulties, and finally provides real suggestions to begin implementing service learning, either individually or institutionally.

IMPROVING INTERCULTURAL BUSINESS COMMUNICATION

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Cultural appreciation is essential for good business communication because the global business environment is becoming increasingly inter-connected and inter-dependent and the distinction between developed and developing countries is getting more and more blurred. Thus, an understanding of cultural differences is more than ever becoming paramount to ensure healthy economic growth and sustainability. The failure of multi-national business ventures has been attributed to three significant factors: (1) the lack of intercultural skills and competence, (2) the inability to communicate effectively in a global setting, and (3) the failure to apply appropriate business interactions. Multinational organizations have to develop an appreciation of intercultural sensitivities and intercultural values before venturing into intercultural communication. This paper will attempt to analyze the significance of intercultural communication in international business based on survey data collected in China, England, Germany, and Japan.

INNOVATIVE ENTREPRENEURIAL APPROACH IN VIETNAMESE COMPANIES

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We provide an overview on how national culture influences the innovative entrepreneurial approach in Vietnamese companies. The study aims to encourage understanding of the unique cultural setting in Vietnam that may impact Vietnamese companies' embracing innovation. The framework of the study is drawn upon Kirzner's theory of entrepreneurial innovation. We review a few dimensions of national culture to develop an understanding that covers research into the moderators that could play a role in Vietnamese companies' inclination for entrepreneurial innovation. We suggest that in the light of their national culture, Vietnamese companies are more likely to consider improvisation rather than a breakthrough innovation. Therefore companies are more likely inclined towards gradual innovation focusing on the development or improvement of products and services customized to local need to improve profitability. The study may have implications in developing universal models in entrepreneurship research in a cross-cultural setting and generating further insights that could lead to development of country specific plans and policies.

INTEGRATION OF ARTIFICIAL NEURAL NETWORK AND GENETIC ALGORITHM FOR BREAST CANCER IDENTIFICATION

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Cancer is a dangerous and harmful disease, which can damage and destroy biological cells of the human body. The two most common types of cancer are Malignant and Benign. Malignant is a cancer cell that grows in the human body quickly, on the other hand Benign are non-cancerous cells and are less harmful. The most common causes of cancer death are diseases of lungs, liver, stomach and breast. Breast cancer is a disease that is usually found in women. Early diagnosis and screening are necessary to prevent from breast cancer with minimum numbers of pathological and other tests. In order to minimize features from benchmark breast cancer data, Genetic Algorithm (GA) may be the best choice. In this paper, we use the strength of GA as feature selection in combination of Error Back Propagation Network (EBPN) and also for optimizing other parameters of EBPN. A program written in MATLAB optimizes many parameters such as momentum, learning rate, number of hidden layers and number of neurons in each hidden layer. A best architecture of EBPN is then constructed, and breast cancer data with 14 out of 30 features from Wisconsin Diagnostic Breast Cancer (WBDC) data set was presented. Results show that EBPN along with GA produces 95.08% accuracy, 97.20% specificity and 91.51% sensitivity, which are highest among published works on this data set.

INVESTIGATING THE RELATIONSHIPS BETWEEN SPORTS STADIUM ATMOSPHERICS, SPORTS FANS SATISFACTION AND FUTURE BEHAVIORAL INTENTIONS

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This presentation describes efforts to test and validate a newly-developed model to assess the sports stadium atmosphere by surveying attendees at a college football game in the USA in the fall of 2014. Previously, this new model had never been tested in the USA and had never been used to survey fans at an American football game. The concept of the sports stadium atmospherics model is based on the concept that the atmosphere or environment in a sports stadium is created based on both the physical facilities of the stadium (the lights and sounds, the scoreboard, the seating of spectators, the architecture, etc.) as well as the actions and behaviors of people in the stadium (e.g., the passion of the crowd, the yelling by fans, cheerleaders, mascots, marching bands, etc.). Data that results from administering the sports stadium survey instrument can be used to assess fan satisfaction at the event as well as future fan behavior (e.g., will they return for future games, spread positive word of mouth, and recommend the venue to others). The research is very applicable to marketing professionals as well as sports venue managers because it suggests that fans' perceptions of stadium atmosphere influences the extent they are satisfied by attending an event and their perceptions will also influence their decision to return to the stadium for other events.

INVESTORS OR COLONIZERS: EXPLORING THE MINDSET OF CHINESE INVESTORS IN AFRICA

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Much has been written about various countries investing monies into Africa for agricultural and mineral exploration purposes. Saudi Arabia is growing agricultural products in Africa and sending the produce home. South Korea has been buying or leasing vast tracts of land for manufacturing purposes. China is investing in agriculture and mineral exploration and supplying its own labor force as well as sending produce home to China. With over one million Chinese people now working and living in Africa, many are viewing China's movement of its people into Africa as a colonizing force. Is there any benefit for African people in these new investments? This paper will explore the mindset of Chinese investors in Africa as well as explore the worldview of these investors.

IS MORE BETTER?
A STUDY OF DIVERSIFICATION STRATEGY IN VENTURE CAPITAL MARKET

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Diversification strategy in the venture capital (VC) market has received increasing research interests, as studies have shown this strategy adds value to venture capitalists' (VCs) investment. We build on the previous study results and investigate how the nature of diversification strategy—related and unrelated—affects VCs' investment including early startups. We draw arguments from a perspective of efficient knowledge management and a perspective of structural coordination need. Two opposing hypotheses are developed. Secondary data of the VC investment from 1990 to 2010 was collected and panel analysis was performed. The study results suggest that related diversification is associated with better VC firm performance, while unrelated diversification shows little effect.

IS SHE MATHILDA THE HUN? WOMEN'S PERCEPTIONS OF FEMALE MANAGERS

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The number of women occupying mid-management positions in organizations has steadily increased. Subsequently, generations of organizational employees may have been supervised by a female manager. Moreover, the types of organizations where these women manage are increasingly diverse yet some of the sectors are traditional in nature and remain male-dominated. Perspectives about these managerial women as well as initiatives designed to facilitate their effectiveness continue to evolve. Since these women have garnered increased responsibilities within organizations, studies have explored their management styles as well as the challenges they encounter. Few studies, however, explore female subordinate attitudes about these women. More specifically little is known empirically about the dynamic between managerial women and their female subordinates. This study explores female subordinate perceptions of the behaviors of women in mid-management positions as well as the attitudes held about them. Identifying female subordinate perceptions of these women and whether these perceptions differ from male subordinates is also of interest. Exploring whether perceptions of these women vary generationally is the second aim of the study. Examining the relationship between organizational type and female subordinate perceptions of managerial women's behavior will also be investigated.

KATE SPADE NEW YORK: A CASE STUDY ANALYSIS OF THE RELATIONSHIP BETWEEN MARKETING AND SALES AND MARKETING AND SERVICE

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This paper examines the relationship between marketing and sales, and marketing and service through the lens of the luxury fashion brand, Kate Spade New York. Too often these relationships can be pushed aside or become disjointed in a company as large as Kate Spade. However, it is consistency throughout marketing, sales and service that enable organizations to effectively communicate their brand promise. This paper analyzes elements such as leadership, corporate social responsibility and the use of technology, demonstrating how they play an integral role in maintaining consumer loyalty and motivating employees. By looking at Kate Spade, other companies can learn from their marketing executions and recent industry strides. This study was accomplished through observation of Kate Spade New York's social platforms and company website. Further research includes timely articles and academic sources, which provide context and evidence to critical discussion points. It is concluded that Kate Spade New York has assembled a cohesive brand through its exemplary relationship between marketing and sales, and marketing and service.

LEARNER-CONTEXTUALIZED CONCEPT ELABORATION AND KNOWLEDGE OF CONCEPTS IN STRATEGIC MANAGEMENT

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Knowledge of concepts is a student learning outcome (SLO) of effective learning (Bloom, 1956) and extant research shows that elaborations are effective facilitators of comprehension of new concepts(Hannon, 2012). Elaborations refer to any type of instructor or learner enhancements that clarify the original to-be-remembered information with other information (Reder et al. 1986).Although elaborations affect learning, studies that inform the use of elaborations to foster the learning of concepts in undergraduate strategic management courses are lacking. This knowledge gap is evident from a review of the literature especially with respect to learner - generated elaborations in the context of small private colleges and universities in which student engagement in reading and learning of concepts is a challenge. The study reported in this paper addresses this gap with a focus on the following question: 1) What is the effect of contextualized learner-generated contextualized elaborations on knowledge of concepts in the context of a Strategic Management course? Based on the literature review, it was proposed that contextualized concept elaboration is significantly associated with knowledge of concepts. The data collected were analyzed using descriptive statistics, regression and analysis of variance. The results confirmed the proposition that contextualized concept elaboration is significantly associated with knowledge of concepts. The performance of students who successfully completed the contextualized concept elaboration assignment was significantly higher than the performance of students in the control group which did not engage in contextualized concept elaborations.

MANAGEMENT COCKPIT AS A LAYER OF INTEGRATION FOR A HOLISTIC PERFORMANCE MANAGEMENT

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The management nowadays is confronted by a variety of information originating from either internal or external sources. Thereby, the difficulty to focus on the relevant and company critical key-figures information increases. In practice, actually information management is often a major weakness of efficient corporate management. That weakness is caused by the lack of a centralized, categorized and summarized presentation and analysis of strategy and decision-relevant information. Management cockpits, a kind of information center for managers, are an approach to meet the challenges of information management. They are a specific work environment for decision makers to get a quick and simple overview of the company's economic situation. In the most completely equipped premises, the entire process is supported - from acquiring information, analysis to decision-making and communication. By using management cockpits, a cross-functional, KPI-based and strategy-oriented controlling and management process can be successfully established in companies as well as the work of interdisciplinary management teams is supported. In order to provide these possibilities, the management cockpit is equipped with a range of functionalities that allow the structuring, categorization and management-adequate visualization of information along with extensive analysis and simulation options. Management cockpits, as a communication and collaboration platform, are starting point and valuable process companions on the way to a holistic and sustainable performance management.

MARKETING RELATED DECISIONS: EVIDENCE FROM VIETNAM

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For companies wishing to be successful in their business endeavors in international markets it is imperative for their managers to pay attention to the environments of the countries in which they do business because environmental factors such as physical, economic, cultural, political, and legal vary from country to country. These environmental differences in turn provide the basic requirements for making sound international product, price, place, and promotion strategies. The aim of this paper is to propose several marketing implications to international managers for conducting business in Vietnam. These perspectives are drawn from discussions and briefings provided by senior management of various local and international businesses on macro-environmental factors, published articles, observations, and experiences during a visit to Vietnam as a part of the Faculty Development Program of a University. Vietnam is considered an emerging economy, however little has been written about the marketing implications of international companies doing business in Vietnam. Although a few articles related to various aspects of marketing in Vietnam have appeared in the literature, however these articles have not focused on the specific 4ps of the marketing mix. The findings of this study together with those of previous studies could provide relevant information to international marketers for conducting business in Vietnam and also expand on the stream of research on Vietnam.

MARKETING RESEARCH BUDGETS: HOW THEY ARE IMPACTED BY THE BUSINESS CYCLE

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The business cycle and the overall economy play an important role in determining how a firm will allocate its scarce resources for its marketing research budget. It is important for CEO's and executive decision makers to understand the business cycle when preparing their marketing research department annual budgets. Too often firms tend to increase their marketing research dollars during economic peaks or early declines in the business cycle. Likewise, firms often tend to cut their marketing research budgets during troughs or the early stages of growth in the business cycle. Also, when preparing marketing research budgets, decision makers often estimate their budget simply as a percentage of previous years' total revenue. Other factors, such as the introduction of new products or marketing programs can also impact a firm's marketing research budget. This presentation will provides insight to help executive decision makers in preparing marketing research budgets. A qualitative model for assessing the overall business cycle will be presented. This model will identify key variables that decision makers can use in order to assess the business cycle and the overall health of the economy and to improve the development of annual marketing research department budgets.

MEDIA CHOICE FOR ADVERTISING BY DEGREE GRANTING INSTITUTIONS DURING A PERIOD OF ECONOMIC DOWNTURNS

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During a period marked by budget cut, decline in enrollment and increased competition, it is incumbent on administrators and higher education leaders in colleges and universities to continue to advertise in order to be competitive. Advertising communicates the features, advantages, and benefits of a product in a way that will motivate customers and prospective customers to buy the product. Like companies, colleges and universities have a product (service) to offer and also use advertising to gain competitive advantage. Colleges and Universities, like companies, also have to make decisions as to which advertising medium to use in order to maximize exposure and make prospective students to take desired (some) action. Although the issue of the medium used by colleges and universities has prompted some studies, studies that examine the media choice of colleges and universities during a period of economic downturns are scarce. The purpose of this paper therefore is to determine the media choice of degree granting institutions in the University System of Maryland during the period of economic downturn.

MEDICAL TOURISM: HOW FAR ARE YOU WILLING TO GO TO SAVE MONEY?

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Medical needs of Americans are increasing as the population is aging and struggling with obesity. The addition of new medical technology and techniques, their widespread availability, and procedural improvements have created a more open market for medical providers. Costly procedures in cardiology and orthopedics serve as examples of increasingly needed medical treatments. Individuals, businesses and insurance companies have struggled to find ways to pay for these needed procedures. Traditionally, in the U.S. the majority of medical procedures have been performed locally. Because of the rising costs associated with these procedures individuals and some health care providers are now looking to foreign markets. The performance of medical procedures by foreign providers has created a whole industry referred to as Medical Tourism. The growth of the field of Medical Tourism has presented significant questions, as well as substantial risks and rewards that need to be addressed before the consumer decides what is right for their particular circumstances.

NATURE, ART, AND HEALING PLACES: A VISUAL NARRATIVE INQUIRY

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Using a method of visual narrative inquiry, this exploratory study examines some practical utility of nature and fine arts in designing a mindful workplace. From a theoretical perspective of Darwinian aesthetics on the common features of visually pleasing environments, this study interprets autobiographical visual narratives of visiting two higher educational institutions in the Northwest and a retreat center in the Northeast of the United States phenomenologically, suggesting positive functions of public arts (i.e., paintings and sculptures) exhibited in those places. Furthermore, based on some empirical evidence of positive impacts of green space on the recovery from surgery and health benefits of better hospital design, this study examines how nature and art works could be more actively utilized to enhance overall quality of work life in contemporary organizations.

NONPROFIT MERGERS: THE FUNDAMENTAL FACTORS FOR SUCCESS

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This paper reviews the phenomenon of mergers in nonprofits, and analyzes the rationales and success factors for this type of mergers. Mergers and acquisitions are common activities in the corporate world, but they are still relatively new for nonprofits. With the general decline in funding levels, nonprofits are now facing a more competitive environment as a growing number of organizations are competing for a pool of funding that has stagnated globally. Funders and board members also have increasingly been calling for nonprofits to become more collaborative and efficient. As in the corporate world, such mergers may not always yield the desired synergies and efficiencies. However, in the nonprofit world, unsuccessful mergers can have dire consequences for the organization's indigent clients who often have few other alternatives to obtain the support they may be receiving. Because of this potential outcome, it is important that nonprofits understand reasons for merging, have realistic expectations for outcomes and, above all, contemplate a merger as part of a strategy to expand or augment their mission. This paper demonstrates that although most mergers are usually conceived in the middle of a cash crisis, successful mergers need to be part of a long-term strategy that is designed to strengthen or expand the organization's mission. Similar to its corporate counterpart, a nonprofit merger should be considered as an opportunity for the organization to better serve its constituencies and as a solution to a broader organizational strategy.

OIL, VORACITY, AND GROWTH: DO POLITICAL CONSTRAINTS MATTER? NEW EVIDENCE FROM OIL-DEVELOPING COUNTRIES

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Lane and Tornell (1996), and Tornell and Lane (1998, and 1999) introduced the "voracity effect" as a potential political economy channel through which terms-of-trade windfalls can slow down economic growth through the fiscal process. This paper reinvestigates the voracity effect on a panel of fifteen developing, hydrocarbon producers with various degrees of dependency on oil and natural gas. In particular, we argue that voracity is more likely to impede growth when policy-makers face weak (or no) political constraints, and tend to have more discretion over spending. The study contributes to the literature in four ways. First, it employs a measure of political constraints (Henisz, 2010) to proxy institutional barriers to fiscal voracity. Second, it explicitly identifies windfall gain shocks and fiscal voracity and tests their effects on growth. Third, instead of making *a priori* assumptions regarding the types of government spending through which the resource rents are being funneled to different interest groups, we allow *all* types of spending to be potential channels. Fourth, the study accounts for panel heterogeneity and the existence of common correlated effects, employing Pesaran (2006) CCEMG technique. We find that not all types of voracious spending have been bad for oil-producer's growth. However, in line with the voracity theory, when political power is concentrated in few powerful groups and the executive is faced with weak political constraints on altering public policies, voracious spending tends to lower growth.

ON THE IMPLEMENTATION OF SMART E-GOVERNMENT: A VIABLE SOLUTION FOR GLOBAL WARNING

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With global economic and inter-government cooperation for business, culture, trading and financial transaction, the technology for communication, travel and meeting has made it very simple and user friendly for mutual discussion and interaction. In spite of all the available technologies for communication, we are still travelling to locations for face-to-face meeting for which there exist a number of frameworks. Technology is one of the few segments that is still growing in our job market, and is being used as an essential tool to do business, but has not been accepted widely in many organizations and across the nations at a global level. One question remains unanswered: in the light of bad economy globally, why are we still traveling for the meetings, discussions, and workshops as it affects the environment in one way or the other. In this paper, we address some of the issues that are hindering the use of these technologies to minimize the global warning.

OPTIMAL INCENTIVE CONTRACTS, COMMON UNCERTAINTY, AND INTRINSIC VALUE

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This paper concerns the optimal use of incentive contracts in a multiple agent situation where moral hazard problems are issues. This paper proposes to investigate (1) the effect of common uncertainty on expected contract cost of different contract types (an Individual contract, a Team-based contract, a Relative performance contract), (2) the effect of common uncertainty on the principal's preference over the different contract types under different levels of common uncertainty, and (3) the intrinsic value of using relative performance information on agents' efforts. Taking the standard agency paradigm where a principal can improve his welfare by achieving better risk-sharing without altering agents' incentives to take the desired action, this paper hypothesizes that (1) the expected contract cost of a Team-based contract would increase, while that of a Relative performance contract would decrease as the level of common uncertainty increases, (2) there exists a critical value of the common uncertainty such that a Team-based contract is preferred by the principal when the level of common uncertainty is below the critical value and a Relative performance contract is preferred by the principal when the level of the common uncertainty is above the critical value, and (3) neither the level of common uncertainty nor the contract type would change the agents' effort levels.

PACHA IBIZA: A CASE STUDY ANALYSIS OF THE RELATIONSHIP BETWEEN MARKETING, SALES, AND CUSTOMER SERVICE

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The Pacha Group is a nightlife franchise that has grown far beyond their humble beginnings in the outskirts of Barcelona. Pacha is one of the oldest and longest running nightclubs on the holiday paradise island of Ibiza, Spain. In addition to their staple Ibiza location, the Pacha Group franchise extends to international club locations, luxury hotels, a clothing line, a bilingual magazine, a restaurant/cabaret, and even a party boat. This paper will focus on how the core values of the Ibiza location and the electronic dance music culture have contributed to the Pacha brand image. Uniqueness, glamour, and hedonism are inherent in the relationship between marketing, sales, and customer service. This paper proves how the timeless brand values have flourished with the external influences of the increasingly popular vacation spot and electronic dance music. This obvious dedication to values has led to Pacha becoming both the epitome of Ibiza nightlife and a hub for the electronic dance music scene.

PERCEIVED STATE OF WOMEN EMPOWERMENT IN RURAL INDIA: CASE OF NAMKHANA AND PATHARPRATIMA

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In 1990 Government of India directed the National Bank for Agriculture and Rural Development (NABARD) to implement a new nationwide microfinance initiative linking banks, non-governmental organizations (NGO) and informal local Self-help groups (SHG) to provide a dominant form of financial access for rural women. Along will be the awareness creation through training, workshops about the socio-political economic situation and rights of women and facilitate alternative sources of livelihood. Research has shown women participation in a credit program raises their ‘bargaining power’ and ‘empowerment’, be a dominated role in the households. However these loans end up under the control of their husbands and little evidence could be found on their development and empowerments. Against this backdrop we investigated about how SHG have influenced their empowerment. We undertook an interview based survey and collected responses from a convenient sample of 103 women involved in various SHG, with the logistic support of SPAR (Society of Participatory Action and Reflection), NGO operating in the administrative blocks of Namkhana and Patharpratima of South 24 Paraganas district in West Bengal during April and May, 2012. We could not obtain any significant evidence to claim women in these areas are empowered (Stromquist,1995) either cognitively, psychologically, economically, socially or politically. There is a need of deeper coordination and professional management of the NGO , SHG, Panchayats and other government machineries in the region. We suggest promotion of social entrepreneurships for sustainable livelihoods in the region which would generate economic independencies paving ways to the social political and cognitive empowerment of women.

PERSUASION IN BUSINESS COMMUNICATION: THEORIES, MODELS, AND CREATIVE STRATEGIES

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Persuasion measures are probably the ones most respected by people in the advertising business. And to be persuaded is to be won over to another point of view. The viewpoint of interest to people in advertising is consumers' interests in obtaining or purchasing a particular brand. Persuasion is the conscious intent on the part of the source to influence or motivate the receiver of a message to believe or do something. Persuasive communication, creating or changing attitudes and creating conviction, are important goals of most brand communications. Persuasion, in other words, is an area where cognitive and affective factors are interrelated. Persuasion works both through rational arguments and by touching emotions in such a way that they create a drive to act. Persuasion can take many forms. As individuals, we find ourselves trying to convince others to act or think in a certain way, or we experience others trying to convince us. Consequently, persuasive communication is one of the most essential attributes in the context of critical thinking.

POLITICS AND POP CULTURE: HOW THE FACE OF POLITICAL COMMENTARY AND ANALYSIS IS CHANGING

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What do Kerry Washington, Kelsey Grammer, Kanye West and Kid Rock all have in common? Beyond their obvious celebrity factor, each has publically disclosed their political identity and offered strong support for their preferred political candidates. The amount of attention these pop culture phenoms receive when they espouse their social consciousness and begin advocating for political policies and candidates, especially presidential candidates, suggest the media holds their *lay* opinions in a high regard. Some of the challenges associated with the growing popularity of pop culture and politics include: potentially reducing the serious consideration of candidates, particularly lesser established candidates; spawning guilty associations when certain celebrities provide political endorsements, and the risk of overshadowing the information provided by those who have been traditionally considered most qualified to critique and interpret political developments (e.g. political strategists, national party officials, political scholars, etc.).This paper analyzes the nature of political insight and commentary provided on major media platforms by celebrities during the last six months of the 2012 presidential election.

PORTRAYAL OF U.S. & U.K. WOMEN'S ROLES IN ADVERTISING: TESTING THE MIRROR

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A great deal of debate has centered on the role of television advertising. The two dominant positions in this debate have been the "mold" and "mirror" theories. The "mold" theory states that advertising leads societal attitudes, values, and beliefs while the "mirror" theory suggests the opposite. The majority of work supporting these positions comes from studies conducted in the United States. However, this study sought to test the validity of the "mirror" by examining the portrayal of women in the UK television advertising, and comparing results with those of an earlier U.S. television advertising study. Thus, the results from the three categories were compared to US Study (1988) using a 1-tailed test; Surprisingly, the results found U.K. TV commercials portrayed women's occupational roles in a stereotypical manner as was the case in the U.S. during the 1980's. The lag effect supported the hypothesis that U.K. TV ads are reactive to demographic changes rather than cause of change. There is a need for more cross-cultural studies in order to test societal limits of Holbrook's mirror.

PSYCHOLOGICAL CAPITAL, ADAPTABILITY, ENGAGEMENT AND PERFORMANCE IN A MULTINATIONAL COMPANY FOLLOWING THE GFC

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The Global Financial Crisis (GFC) affected many organizations across the world. There are numerous studies that have examined the financial impacts on organizations and employees but few that have investigated the human capabilities and qualities of employees who survived the crisis. The current study examined the relationships among Psychological Capital (PsyCap: involving self-efficacy, optimism, hope and resilience), employee engagement and employees' self-perceptions of performance and of personal adaptation after the GFC, in a multinational organization with headquarters in Europe. The sample totaled 183 employees from across Europe, the US and Asia, enabling cross-cultural comparisons of the relationships among PsyCap, engagement, performance and perceptions of how well the changes occasioned by the GFC were handled. The Psychological Capital Questionnaire, the Utrecht Work Engagement Scale, and specially developed self-assessment scales assessing perceived performance and perceived coping were administered (online). PsyCap significantly predicted all elements including the self-assessed competence in handling the GFC-occasioned changes that had occurred. These results occurred across the total sample and were seen also in each region. The GFC may well have impacted the different regions differently but the similarities in the models across each region suggest that organizational managers and HR will find value in understanding and using Psychological Capital in their recruitment, selection and employee enhancement programs.

R&D PROJECT PRIORITIZATION USING ANALYTIC HIERARCHY PROCESS

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In a financially constricted economy, the goal of funding relevant R&D projects becomes a vital consideration for any organization. The project has to satisfy parameters that fulfill the organization's vision and objectives. The aim of this paper is to investigate the criteria for ranking research projects, and eventually, to propose a hierarchical framework for projects evaluations. Analytic Hierarchy Process (AHP) is a decision making approach wherein the available alternatives are ranked using a hierarchy of criteria. The method of pairwise comparisons is used to gauge relative importance of these criteria and alternatives. The main advantage of using AHP is to combine both qualitative and quantitative judgments according to their relative weights of importance. To begin with, a comprehensive hierarchy of criteria was developed for short-listing research projects, based on literature. This hierarchy was then converted into a survey to ask experts about each criterion and its importance for selecting a research project. Then, a nation-wide survey was conducted to obtain feedback for this hierarchy from academia and R&D organizations. The objective of this survey was two-fold; (1) to determine the relative weights of all the criteria, and (2) to trim down the criteria of low-importance by using data analysis techniques. The second objective is of high significance due to the fact that too many criteria may lead to an information overload for the decision maker. From the data analysis, an abridged hierarchy was proposed that was then tested against empirical data drawn from R&D projects sponsored by a defense organization.

RELIGIOSITY AND ECONOMIC GROWTH IN THE US BY STATE

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The influence of religion is an all-embodying component of the world in which we live. "Religion is part of the human make-up. It's also part of our cultural and intellectual history. Religion was our first attempt at literature, the texts, our first attempt at cosmology, making sense of where we are in the universe, our first attempt at health care, believing in faith healing, our first attempt at philosophy" (Hitchens). This study looks at one of the many facets of religion, the impact that religiosity has on economic growth. Previous studies considered country-to-country comparisons and found that increased levels of religiosity decreased the level of economic growth in a nation. This study extends the existing literature by considering the impact of religiosity on economic growth in just one nation, the U.S. Using the level of religiosity by state, a model was constructed to compare the impact it has on economic growth in each state. The model included control variables to isolate the effect of religiosity on economic growth. The results suggest that differences in the level of religiosity in each state are similar to the studies looking at different nations, the higher the level of religiosity the lower the level of overall economic growth.

RISK MANAGEMENT IN A SUPPLY CHAIN ENVIRONMENT

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Supply chain sustainability (SCS) is a strategic business driver used as a public relations tool; nevertheless, real-life applications of supply chain sustainability have little empirical evidence supporting them. Supply chain risk management (SCRM) categories (such as disruptions, delays, and systems' risk) as well as their drivers and mitigation techniques, on the other hand, have already been identified and documented for some time in the business literature. Minimal empirical evidence exists about real-life applications of SCRM methods in supply chain environments. While these two related concepts are receiving growing attention in the academic circles, the extents to which the techniques of SCRM and sustainability are being used by their practitioners remain undetermined. This paper will investigate supply chain managers' level of understanding of supply chain sustainability and will attempt to determine to which extent practitioners do address this strategic issue in their supply chains. A survey will be employed to identify what supply chain executives deem important for sustainability in their supply chains and how these factors relate to the ones reported in the academic literature.

ROLE OF ADAPTIVE SELLING AND CUSTOMER ORIENTATION ON SALES PERFORMANCE: EVIDENCE FROM TWO DISTINCT MARKETS

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Adaptive selling and customer orientation have been considered imperative for successful salespeople. Although these topics have been frequently studied in the marketing literature, most studies have been conducted in developed countries and such studies are limited in other cultural contexts. Moreover, cross-country/cultural comparison of the role of adaptive selling and customer orientation is even scarcer. Therefore, the objective of this study is to examine the role of adaptive selling and customer orientation on salesperson performance in two distinct markets of Europe and Asia—namely Finland and Macau. Using personal interviews, data were collected from salespeople operating in both countries. Our results indicate that customer orientation had significant effect on sales performance, satisfaction, and adaptive selling behavior. Furthermore, salesperson adaptive selling behavior had significant effect on sales performance and customer orientation but not to satisfaction.

ROLE OF SOCIAL FACILITATION ON CONSUMER DECISION MAKING

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Social influence has been a very exciting topic in consumer behavior. How the behavior of peers (other consumers) affects consumers in question is an interesting question. Researches have shown that non-interactive social presence where people are present but are not interacting with each other influence the behavior of consumers. But does the presence of others affect consumer decision making? The present research investigates how mere presence others can influence consumers decision making. Does it affect the amount of time spent to make a decision for a product? Does it affect the choice? Based on social facilitation theory, we propose that in a retail store setting, consumer's take longer and make inaccurate decision in the presence of non-interactive others if the decision making task is difficult (availability of variety of different brands with different attribute levels and the relative weights) than if the decision task is easy. This is an important problem because most of the time, consumer's make their decision in an environment where people are present but are not interacting. But if this presence of others which is called "mere presence" influences one's choice, it is very important to know the effects to better understand the consumer's behavior in this typical situation.

SAVINGS AND LOAN DEBACLE TWENTY-FIVE YEARS LATER: A CRITICAL APPRAISAL AND INTEREST-GROUP THEORY RE-EXAMINATION

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August 9, 2014 marked the twenty-fifth anniversary of the signing into law of the Financial Institutions Reform, Recovery, and Enforcement Act (FIRREA) of 1989 by U.S. President George Herbert Walker Bush. FIRREA was enacted to clean up the savings and loan (S&L) financial debacle of the 1980s. In articles, books, symposia, and papers written in the wake of the debacle, popular media and mainstream financial economists seemed to converge in lockstep on the causes of the debacle: deregulation-inspired fraud or economic conditions endemic to the 1980s. This paper analyzes and rejects all previous proffered causes in favor of an alternative chain-of-causes explanation founded on interest-group theory. The first link in the chain of causes will be seen to reside in the legislative history of the New Deal of the 1930s. At this point began about forty-five years of a process in which market interventions led to unintended consequences and those consequences in turn led to further interventions and more unintended consequences until the late 1970s when no more interventions were possible and the industry could go in no other direction but economic collapse.

SCHOLARLY LEADERS: VALUE-BASED LEADERSHIP AND LINKAGES WITH EMOTIONAL INTELLIGENCE AND CREATIVITY TYPES

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Identifying outstanding leaders is important in the dynamic business environment. Leadership has been studied as traits, behaviors, and path-goal based theories to the present cognitive approaches (Friedrich, 2010). High-potential leaders exhibit the characteristics of assertiveness, independence, and flexibility to changing environments along with social responsibility and enhanced positive psychological capital with employees (Dries & Peperman, 2007; Luthans & Youssef, 2004). Outstanding leaders are generally optimistic and make value-based decisions through a self-reliant and directed approach to managing. Leadership includes the quotients of intelligence, emotions, and management competencies into the formula, IQ + EQ or EI = Success, plus MQ, respectively (Dulewicz & Higgs, 2003). Even with EI enhancing higher leadership, there exists a gap in the literature relating the construct to decision-based values and heightened creativity. The purpose of this research is to assess leadership knowledge and the relationships with values, emotional intelligence, and creativity. Participants include 797 global University students with an average age of 35 years who reported having full-time work and managerial experiences. Research evidence suggests that high leader knowledge was significantly related to EI and the values of self-direction, security, power, and stimulation. Leaders were found to have significant scholarly, mechanical, and scientific creativity. High EI individuals evidenced self-direction, achievement, conformity, universalism, and benevolence values. Findings indicated that individuals with higher emotional intelligence held self-concepts described through scholarly and everyday creativity**.** The hope is that this evidence on leadership enhances the understanding about the influence of emotional intelligence and value-based decision-making found in outstanding, creative leadership.

SEARCHING FOR ANTAGONISTIC COUNTERPART OF MANIPULATION: DOES GENUINE COMMUNICATION EXIST?

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Much of the discussion concerned propaganda and mass persuasion vastly developed during World War I and World War II. At the time, the word *propaganda* was replaced by words such as *communication* and *information* because they do not imply value judgment and tend to embrace the development of new communication technologies. In the core of propaganda and persuasion there is the intention of a sender of the message to manipulate recipient’s behavior/perception. Shawn J. Parry-Giles (2002) defines propaganda “as strategically devised messages that are disseminated to masses of people by an institution for the purpose of generating action benefiting its source” (p. xxvi). Although some scholars argue that modern communication has become almost equal to manipulation (Lippmann, Lasswell, Bernays), there are authors who have something to oppose to it (Habermas, Heidegger, Peters). On the opposite from manipulation side of communication they identify the type that I would call “genuine communication.” However, relations between manipulation and genuine communication are not unequivocal. I argue that these two sides/types of modern communication cannot be antagonistic counterparts as Habermas suggests. I am also in opposition to Lippmann and Lasswell here, who do not believe that genuine communication exists. Drawing on the work of Peters, Arendt, Lazarsfeld, and Merton, I will try to examine the complicated overlapping relations between manipulation and genuine communication.

SEEKING MORE SOPHISTICATED ADVERTISING STRATEGIES: THE QUANDARY FACING U.S. MULTINATIONAL CORPORATIONS

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Much research in the last four decades has investigated creative advertising approaches (message selection) for foreign markets, centering on whether U.S. multinational corporations should use standardized or localized advertising approaches. Although most nations have the same kind of media, some specific considerations and problems differ across countries. An advertiser may not have many alternatives to choose from. Differences in media accessibility, for example, may hamper the advertising program. Several general environmental (marketing) factors may affect the firm's decisions in any media selection situation, whether in domestic or non-domestic markets. The most frequently mentioned factors are type of product, target audience, budget size, cost efficiency, reach and frequency, and competitor's advertising. There are specific cultural factors that enter into media selection decisions in non-domestic markets to a greater extent than in domestic markets. These include media availability, language diversity, economic level of the area, literacy, cultural considerations, and legal constraints. The study investigated the importance of both general environmental factors and specific cultural factors in media selection as viewed by U.S. headquarters executives. More specifically, it surveyed international managers of U.S. consumer durable manufacturers. The findings revealed that U.S. executives in centralized and decentralized decision firms considered general factors more important than specific non-domestic factors. Target market, product type, reach and frequency had the highest mean scores. Media availability, followed by cultural considerations, was rated as the most important in the group of specific non-domestic factors.

SELF-AWARENESS – A NECESSARY PRECONDITION IN PROGRESSING TOWARD YOUR TRANSFORMATIONAL LEADERSHIP

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Emotional intelligence has been used as a vehicle for self-development as well as leadership development. This paper uses a concept map for examining self-concept of Emotional Intelligence for leadership effectiveness, and uses three ingredients: willingness to communicate, willingness to cooperate, willingness to contribute to a common purpose. It examines the self for the existence of five facets of Transformational Leadership within you, e.g. Individualized Consideration (IC), Idealized Influence – Attributed (II-A), Idealized Influence –Behavioral (II-B), Inspirational Motivation (IM), and Intellectual Stimulation (IS) to be a an effective Transformational Leader. The resulting analysis shows our potential for growth and leadership development using a concept map.

SELF-EFFICACY CONCEPTUALIZATIONS IN IS AND THE EFFECT OF TRAINING ON THEM

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Computer self-efficacy is one of the most important construct in Information Systems research. Over the years, IS researchers have debated about the multifaceted nature. In spite of the extensive research, we content that for information systems specifically, the nomological net capturing the various self-efficacy dimension are not covered. The focus of this paper is to outline such a nomological net, providing arguments for the missing components. We argue that four distinct types of computer self-efficacy exists. Using data gathered from a training session, we illustrate how these constructs are not only theoretically distinct but also have a distinct measurement item set. Implications of this research are discussed at the end.

SHIFT SHARE ANALYSIS OF REGIONAL COMPETITION IN THE INTERNATIONAL MARKET FOR SERVICES

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The volume of services marketed across national borders in recent years has dramatically rose due to increased market globalization on one hand, and rapid advances in telecommunications and information technology on the other. This paper analyzes the competition among the seven regions of the world for a share in this expanding sector of the international market over a 15-year period, from 1997 to 2012. A shift share analysis was carried out to identify the winners and the losers in the market during the study period. Results show that 6 of the 7 regions gained some market share. However, the lead winner was the region of Europe and Central Asia that saw its 1997's share grew more than seven fold by 2012! On the other hand, North America region, the only loser of all, lost heavily with a loss of ¾ of its 1997 market share by 2012! Implications of the results for market prospects in this 21st century for the regions are discussed.

SHUANGHUI (CHINA) GROUP PORK CRISIS: LESSONS IN IMAGE RESTORATION

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Shuanghui Group is the largest meat supplier in China with many production bases throughout 18 provinces. In 2010, Shuanghui's sales revenue broke through 50 billion RMB (8.2 billion USD). The company enjoyed great popularity and strong brand influence. However, on March 15, 2011, a "315 Consumer Interest Protection" television program broadcast by China Central Television (CCTV), revealed that some pig farms in Mengyang, Henan, used Clenbuterol, a stimulant used to increase metabolism, as fodder to feed pigs and distributed the pigs to Shuanghui. The company immediately fell into one of the most shocking food safety crisis since the Sanlu melamine milk powder crisis. Weary consumers were disappointed and anxious. Recognizing the negative impact on its brand and sales, Shuanghui embarked on a campaign to restore its image and consumer confidence in its products. This paper uses Image Repair and Stakeholder theories to analyze the strategies and tactics that Shuanghui Group adopted in the Clenbuterol pork crisis. We discuss the lessons from the Shuanghui crisis and provide some effective measures of crisis management in order to avoid food safety crises in China in the future.

STANDARDS OF CORPORATE MORAL RESPONSIBILITY: THE ROLE OF OPINION LEADERS

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The objective of this article is to analyze how moral theories of corporate actions acquire normative status. The analysis is focused on the role that opinion leaders play in changing moral standards and in setting the agenda for corporate moral responsibility, as well as in highlighting those organizations that fail to conform to moral standards. Because publics want an independent view on the moral evaluation of various companies, there is a demand for independent moral validation of corporate decisions, actions and initiatives. In response to this demand opinion leaders try to provide credible and objective information that appears to be more trustworthy since opinions leaders are assumed to be beyond corporate control. Independence and regular public exposure makes opinion leaders influential enough to set the benchmarks and basic requirements for corporate moral standards. Often such opinion leaders are also the primary source of information on moral validation of corporate initiatives for many stakeholders. Because opinion leaders can substantially influence public expectations on corporate moral responsibility, monitoring emerging concerns that they raise becomes an essential part of corporate communications.

STUDY OF FACTORS INFLUENCING MACHINE TRANSLATION COMPREHENSION

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Machine translations of text are common in the 21st century; however it is common to obtain poor results with low comprehension levels. Several studies have shown varying degrees of comprehension of translated text among readers. Some people can understand poor translations better than others, but little is known about why this is so. Humans have widely varying skills and abilities, and they comprehend text differently, especially when the passage contains numerous word choice or spelling errors. However, it is not clear exactly what factors influence this understanding. For example, it is reasonable to assume that people who know their native language extremely well might be more able to obtain the meaning of text despite numerous grammatical and word-choice errors. Also, those who are more knowledgeable about the subject matter might be able to extract recognizable key nouns and phrases, leading to a better grasp of the material. Experience with a different language might help. This study investigates the effects of motivation, native and foreign language fluency, and, topic knowledge on comprehension of poorly translated text. Results show that grammar knowledge was positively correlated with some understanding of the text, but surprisingly, foreign language skill was negatively correlated. The study has several limitations and, as in similar previous studies, results are somewhat inconclusive, necessitating further research on this elusive concept. We believe that the results of this study could serve as the basis for further investigation into the variables associated with understanding machine translations.

SOCIAL AND BUSINESS CONNECTIVITY: BLURRING THE WORK/HOME BOUNDARY

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Connectivity through the use of smartphones takes place both on the job, as employees “multi-task,” talking/texting with friends and family, and out of the workplace, as employees continue to work on job-related tasks. Our research examines how work productivity increases and decreases through the use of smartphones. It increases when work related outcomes are accomplished during off-work hours, while productivity decreases when social connections are maintained during working hours. As more and more people become tech savvy, social and business connectivity blurs the boundaries between work and home. In 2010 there were 62.6 million smartphones, and in 2014 the estimate of smartphones in the US rises to 163.9 million, a little over half of the number of people in the US (Statista, 2014). Globally, over one-quarter of the population has smartphones (1.8 billion phones for 7.1 billion people) and this is expected to increase to over a third of the population by 2017 (eMarketer, 2014). Adding to the complexity determining the impact on productivity is the concept of Work/Home Interference (WHI), which becomes a mediating factor. WHI is also affected positively and negatively by the use of smartphones, both increasing the tension created by this interference when home life is affected and decreasing this tension when recovery occurs from WHI. Additional effects are considered. Connectivity is changing our culture to the point that completing work-related tasks at home is becoming both more expected by employers and accepted by employees.

SUPPORTING AND EMPOWERING KNOWLEDGE WORKERS AND COMMUNITIES OF PRACTICE

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Much has been written about the potential for knowledge workers and communities of practice (CoPs). The potential for innovation, creativity and knowledge sharing is intriguing and shows promise. The appropriate work environment and organizational culture are necessary to support knowledge workers and the promise of CoPs; this may be a change for some from the existing work environment and expectations which are structured under more traditional management approaches. A review of organizational culture and the roles of technology and social media describe some of the challenges organizations must address. The alignment with knowledge management efforts and CoPs is discussed in terms of tacit and explicit knowledge. Social networks contribute to learning, creativity and innovation. CoPs should identify technology needed to support work activities, which then can be enabled by management. Reviewing practices relative to employee empowerment and participation are necessary as well as acknowledgment that knowledge workers and their CoPs, not management, are responsible for sharing knowledge and improving their performance in the organization. As CoPs and their members can become significant capital assets, competitive advantage may be at risk without necessary support.

SUSTAINABILITY AND STRATIFIED NONCOMPLIANCE IN THE PHARMACEUTICAL INDUSTRY

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The emerging field of strategic sustainability tracks the impact of corporate performance on profits, people and place [environment]. Applying this model to the pharmaceutical industry, this paper examines patterns of non-compliance, particularly in regards to product safety [people]. This paper explores a key performance indicator (KPI) metrics model for use in a Decision Support System (DSS) to track several major areas of non-compliance. A breakdown of warning letters issued by FDA inspector offices in recent years provides insight into the limitations of non-compliance metrics currently used by the FDA to enforce oversight. The FDA's effectiveness to police non-compliance is undermined by their lack of funding and reactivity, rather than proactive approaches, such as the application of metrics on the supply chain level of analysis. Final investigation shows that regulatory oversight should be proportional to potential profitability of an organization given that larger pharmaceutical companies have more sophisticated supply chain infrastructures which can be used to offload non-compliance risk. Implications are further discussed.

SUSTAINABLE DEVELOPMENT AND SOCIAL COHESION IN ALGERIA: WHAT PERSPECTIVES?

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The interest given to sustainable development seems to be more developed during the two past decades, with increasing alarming voices for the degradation of the environment as a result of the fierce economic. In order to face the environmental degradation, governments around the world are invited to complete certain responsibilities regarding environment ,which are not easy to respect under the pressure of many challenges, especially social cohesion, which requires a reduction of inequalities by offering individuals solutions for access to decent living conditions in housing, health and employment. In Algeria, actions for sustainable development have been the object of several programs both national and foreign partnership, which aims to contribute to environmental preservation. On the social front, several serious problems exist that need to be resolved urgently which remains problematic. Thus, in case of Algeria, the social dimension recedes and far from being among those of sustainable development, it demonstrates a lack of articulation between social policy and sustainable development that can ensure social cohesion. In this paper, through the case of Algeria, we try to answer the following question: social cohesion can be maintained while aiming sustainable development?

TAX INVERSION: A PRIMER

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Tax inversion is a popular topic of discussion among politicians, consultants, news outlets and academics. Tax inversion is not a new topic. It was also discussed in the early 1990's and in the previous decade. Tax inversion is a tax strategy in which a company attempts to shift its taxable income to a country that enjoys a lower tax rate. Several US firms have acquired foreign firms and moved their headquarters out of the United States. These firms defended their actions by saying that these moves enhanced shareholders' wealth by increasing the firms' efficiencies and/or reducing their corporate taxes. The United States' government has made moves to reduce or eliminate tax inversion. The government is concern that tax inversion reduces the tax base at a time when the federal government is experiencing budget deficients and the national debt is at an all-time high. Furthermore, individuals are increasingly aware of the huge financial disparity between the wealthiest members of our society and everybody else and believe tax inversion exacerbates this disparity in wealth. This paper discusses the history of tax inversions along with tax inversion research, ethics and "patriotic economics." The purpose of this paper is to help individuals to better understand tax inversion and to provide insight into prospective research topics.

THEOCENTRIC LEADERSHIP: A NEW APPROACH TO GOD-HONORING LEADERSHIP

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Leadership has been approached in a number of ways over the years, primarily from the perspective of who the leader is or what the leader does. Within the scope of these approaches, there is a missing component of what motivates or inspires him or her to provide leadership to begin with. For many Christians, a real and legitimate motivation to lead and to be influential in the development and success of others (individually and as groups) is inspired by one's relationship with God. Servant leadership has been addressed as being an outgrowth of one's Christian duty toward the development and success of others. This paper provides the foundational thoughts for a new view on leadership which shifts the focus to leading in order to honor God and to act according to His character and design. "Theocentric Leadership" is a leadership approach that attempts to understand leadership by putting God in the center of one's actions and endeavors, and to act in a way that God would have a leader act.

TOUCHDOWN OR FUMBLE: EXAMINING THE IMAGE REPAIR STRATEGIES USED IN THE NATIONAL FOOTBALL LEAGUE

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Expanding upon Benoit's image repair theory and Ware and Linkugel's public address of self-defense, or apologia, this study examines the image repair strategies of the National Football League (NFL) during its 2014 highly publicized handling of domestic violence scandals. Specifically, it looks at how Commissioner Roger Goodell presented himself, as the head of the NFL, through personal statements and interviews during the scandals. Analysis reveals Goodell used several image repair strategies; some of the strategies used were successful while others were not. The NFL, the largest and most powerful sports league in the United States, is a $10 billion dollar a year industry. When Roger Goodell took over as Commissioner in 2006 he vowed to run the NFL like a business, which he has done to the likes of the 32-team owners and its sponsors. Scandal is a given to those basking in power and wealth and the NFL is no stranger to scandal. But Goodell also promised to repair the league's image in the aftermath of scandals ranging from gun violations to charges of drunk driving and domestic violence against women (often the victims were the players' wives and girlfriends). In height of the Ray Rice domestic violence scandal, and his mishandling of Rice's punishment, Goodell apologized for getting it wrong but he never apologized to the victims – the women and children who were battered. And this oversight was not missed by the women's groups, the victims' advocates.

U.S. UNEMPLOYMENT: RIGIDITIES AND CHALLENGES IN THE OBAMA ERA

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At its inauguration in January 2009, the current U.S. administration rode into office on a tidal wave of optimism for economic growth and recovery that had not been seen in the nation since 1984. Six years later, the luster is long gone. While the U.S. Bureau of Labor Statistics' official unemployment rate has (U-3) has fallen since the years of Obama's predecessor, alternative measures of unemployment (U-4 and others) have remained stubbornly high. Indeed, it seems that U-3 has fallen at times more because of an increase in the number of discouraged workers rather than an increase in the size of the job base. Policies conducive to increasing the size of the job base are critical to increasing the tax base, controlling the size of U.S. budget deficits and the growth in the national debt, and bolstering the nation's trade balance and international competitiveness. This paper will demonstrate that the current administration's promises remain unfulfilled because of inertia in opening new markets for international trade, implementation of a $787 billion stimulus plan that created few permanent private-sector jobs, and implementation of a demand-expansive insurance mandate in health-care markets while ignoring longstanding pathologies created by restricted supply, among other reasons. Finally, this paper will propose alternative policies that would truly improve all measures of employment and expand the job base of the American economy.

USE OF EMOTIONAL INTELLIGENCE IN THE APPLICATION OF AUTHENTIC TRANSFORMATIONAL, TRANSACTIONAL AND SERVANT LEADERSHIP

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A study of emotional intelligence and servant leadership was conducted among doctoral students for their preferred leadership paradigm to practice in this modern world. The result of this statistical study would show relationship of servant leadership with age, religion, nationality, gender, and education. As professors in the universities we have frequently used emotional intelligence for portraying to the students our authentic transformational and transactional leadership, but less of servant leadership. The job of the University Professor is the service to the students. There are various models, which can be used in inspiring students by individualized consideration, idealized influence-attributed, idealized influence-behavioral, inspirational motivation, intellectual stimulation, management by exception-active, management by exception-passive, and laissez-faire techniques. Yet, the best results of learning comes from servant leadership. In this paper we will emphasize that servant leadership is the best model for the service to the students for research, service and teaching.

UTILITY OF LEARNING JOURNALS FOR MBA INTERNATIONAL STUDY TRIPS: FROM AGNOSTIC TO TRUE BELIEVER

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For many years I have been involved in international study trips for MBA students. Despite the fact that students have reported satisfaction with preparing required pre-trip reports and with the ensuing trips, when assessments occur prior to travel, i.e., to the exclusion of during or post-travel, I've felt that the travel component may have been perceived as intellectual downtime. In fact, since there had been no assessment mechanisms during or post-trip, many students seemed to treat the trips as intellectual downtime or simply as rewards, resulting in less educational merit than seemed possible. As result, the outcome has often been less than satisfying from a pedagogical perspective. This resulted in requiring a reflective learning journal pedagogy for our most recent MBA international study trip. Today, having completed the entire process, I have shifted from agnostic to true believer in this pedagogy, a pedagogy that helps bring students full circle, from anticipating the trip with prepared minds searching for specific learning, to connecting information and insights during trips to learning goals, to reporting on these insights. Still, post-trip comments by some students suggest that all is not perfect with any pedagogy, although reviewing these comments suggests that frustrations with this approach are related to the need to continuously be on-their-toes during the trip as opposed to being able to relax and enjoy the trip. For me, rather than being discouraging, these comments support my intent for the activity, further bolstering my enthusiasm for future use of reflective learning journals.

VERIFYING TWITTER USAGE IN DISASTERS USING CASE STUDY RESEARCH

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In disaster situations, Twitter has become the preferred means of transmitting information to the news media and the public. The informed public, the media, and first-responder agencies follow twitter for the latest information and use it to inform each other and the general population. While the general population may not be using Twitter, evidence suggests that people who are informed, who may be at the center of the event, are providing information that the media and government agencies use to keep themselves up-to-date and to make vital decisions. The media and government share this information to the general population. This study seeks to verify these claims and to examine the inter-relationship among the various parties who share and produce information in a disaster situation. Student case studies of disaster situations serve as the primary database for analysis. Students were asked to identify the number of tweets and the users of tweets for the disasters they examined. They then used the information gleaned from the tweets to write case studies about the events. A preliminary examination of the case studies and the twitter trails of information seem to support the view that Twitter is a principal source of gathering and relaying information in a disaster situation and that first-responder agencies, the media, and the informed public have a relationship where they depend upon each other for information they use in decision making. Twitter plays a vital role in keeping the public safe in emergency situations.

VIEW INTO UNDERREPRESENTED DIVERSITY: A CASE STUDY OF ORGANIZATIONAL ACCOMMODATION OF AUTISM

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Relative to race and gender, the study of disability is an underrepresented topic in the diversity management literature (Corrigall and Cirka, 2014). According to the Americans with Disabilities Act (ADA), organizations should make reasonable accommodations for people with disabilities in a variety of public and private settings (Berkowitz, Downes, Ericsson & Patullo, 2014). Given that 1 in 68 children have an autism spectrum disorder (ASD) diagnosis, organizations are increasingly determining how to serve this population and their families (Baio, 2014; Fennick & Royle, 2003; Potvin, Sinder, Prelock, Kehayia, & Wood-Dauphinee, 2012; Thompson & Emira, 2011). The author created this case to supplement course material on diversity. It explores the challenges and opportunities associated with making decisions that comply with the letter and spirit of the ADA, as well as draws attention to autism, a less visible dimension of diversity. The reader will assess how well the services offered by a county agency made a reasonable accommodation in offering swim lessons to a child with autism. This case supports topics, concepts, theories and models associated with ableism, the ADA, decision making, social responsibility, and diversity. The presentation will expose the participants to the case, review key discussion questions and reveal practices to facilitate the case in a classroom setting.

WASTE REDUCTION IN THE MANUFACTURE OF INDUSTRIAL DUST COLLECTOR BAGS - A CASE STUDY

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The paper discusses the application of Simulation and Linear Programming to the problem of reducing waste in the manufacture of industrial dust collector equipment bags in a company. The different types and qualities of the materials used for the production of the bags for the industrial dust collection are available from external vendors. Theses rolls come in a predetermined width but have varying lengths for any given material. These materials are specialized, expensive, fabrics and there is significant waste in the production process. The existing practice included selection of the most convenient roll of the appropriate material and putting it through pre-determined cutting operations for the bag sizes needed for fulfilling orders received. A change in the raw material inventory storage and an improved approach in the cutting process during manufacture provide significant savings. The two modeling approaches mentioned earlier are used to analyze the operations, and resulting improvements in waste reduction are discussed.

WHAT DOES THE INTEGRATED MARKETING COMMUNICATION TRADE LITERATURE SAY ABOUT THE MILLENNIAL GENERATION?

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The Millennial generation (born anywhere from 1977 to 1981 through 2000 and also known as Gen Y, Echo Boomers, Digital Natives or Trophy Kids) has been defined differently by various individuals and organizations. However, one element that has remained consistent in the discussion of Millennials is the difficulty this generation poses for marketers. The current research attempts to determine what guidance integrated marketing communication trade literature has to offer in terms of understanding the Millennial consumer. A content analysis of articles, columns and blogs found in marketing, advertising and public relations trade literature was conducted. Some common sources included the *MediaPost* publications, *Advertising Age* and *PR Daily*. Hundreds of articles were reviewed from the calendar years 2012, 2013 and 2014 to find materials related to Millennials. The articles were generally very short, 1-3 printed pages, with many of them reporting the results of trade research. Where possible, the original reports of trade research were reviewed. The results discovered a number of discrete themes throughout the material. The themes included distinguishing demographic characteristics as well as defining values and lifestyle characteristics of the Millennials.

WHAT FACTORS AFFECT PRICE PERCEPTIONS? THE CASE OF GUATEMALA

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Price perception is an important issue in consumer decision-making because it directly affects the buying process. Several studies have established the importance of this factor when consumers think about purchasing a product or service. Price is related to customer response behavior and emotion. Some behaviors such as dissatisfaction, anger and outrage have been identified as some of the customer reactions to pricing of products and services. The issue of price in marketing, selling and shopping is at the core of customer desire for products and services. We all know that the marketing mix (product, price, place and promotion) presents the foundation for strategic marketing. The findings in this study provide some understanding of how price perceptions are formed. It provides the evidence to develop a framework for the formation of price perception based on a review of the literature and an analysis of the empirical data. As such, we are able to develop an understanding of the factors affecting price perception formation in a developing country, Guatemala. This knowledge has not previously been synthesized.

WILL THE PRINT EDITION SURVIVE: A LOOK AT THE SUSTAINABILITY OF COLLEGIATE NEWSPAPERS?

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Readership of collegiate newspapers has been declining, forcing decisions regarding the future of the collegiate newspaper. Some solutions have been publishing solely online, cutting the number of editions, soliciting donations from alumni, or requesting financial support from the university. While newspapers may not be profit centers, they are a training ground for future journalists. Looking at the collegiate newspaper only through the lens of profitability and sustainability may be a misstep. As a service, it can be an integral part of the campus community and training ground for future journalists. Collegiate newspapers have been identified as an important medium for advertisers to reach the college audience. The research determines if college students are reading the print and online editions of their college newspaper. Also uncovered in the research are answers to what types of news Millennials prefer and preferred news sources. This presentation will discuss the viability of and sustainability of the collegiate newspaper.

ZIMBABWE: REDEFINING TOURISM IN A FORGOTTEN LAND

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Zimbabwe provides an interesting case study in the way in which a country has devolved from being a bright star in the post-colonial era into one of the worst performing economies in the world, with hyper-inflation experienced at levels almost never seen in human history. Although the Zimbabwe dollar was abandoned in favor of hard currency such as the US dollar and the Euro, the country still experiences high levels of poverty. (In 2014, over 70% of the population is at or below the poverty line.) Nonetheless, a recent report coming out of the European Council on Tourism and Trade proclaimed Zimbabwe as the world’s best tourist destination for 2014. Whilst it is true that Zimbabwe is a beautiful country, it is also true that the infrastructure has been seriously affected by more than a decade of corruption and neglect. Is it possible that a country can struggle at most levels of economic development and can still be seen as safe and supportive for foreign tourists? This exploratory study looks at issues that deal with the manner in which tourism in Zimbabwe has been marketed to the global traveler.

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