



Northeastern Association of Business, Economics and Technology

OFFICIAL CONFERENCE PROGRAM

40th Annual Meeting
October 26th & 27th, 2017
Days Inn
240 South Pugh St.
State College, PA 16801
(814) 238 - 8454

Thursday October 26, 2017

Registration - Days Inn Atrium	7:30 am - 3:15 pm
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Breakfast – Center/Arbor Room	7:30 am - 9:00 am
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Welcome - Norman Sigmond, Board Chair	8:00 am - 8:15 am
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Session 1: Center/Arbor Room	8:30 am – 9:30 am
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Miscellaneous Business Topics

Session Chair: *Jane Brooker*

Professional Skepticism: Innate Sixth Sense, or Learned Skill?

Roberto Mandanici

Albright College

Public Company Accounting Oversight Board (PCAOB) Staff Audit Practice Alert No. 10 “Maintaining and Applying Professional Skepticism in Audits” defines professional skepticism as “an attitude that includes a questioning mind and a critical assessment of the audit evidence.” While some believe professional skepticism to be an innate gut instinct and sixth sense, others maintain that this skill can be learned through training and work experience. The survey was administered to senior undergraduate students enrolled in the Albright College School of Professional Studies before and after the completion of the Audit coursework. (sample of 70 students across 9 sections, from May 2015 through July 2017). Did students’ skepticism awareness improve, decline or remain unchanged as a result of the audit coursework, which includes the study of audit theory as well as extensive review of case studies? This paper will resolve those questions and analyze the results of the professional skepticism survey developed by Professor Kathy Hurtt.

Big Data Analytics in Tax Fraud Detection

Bernice Marie Purcell

Karl Malaszczyk

Holy Family University

Holy Family University

Big data is the term applied to datasets exceeding the normal confines of traditional database technology. Datasets collected range from all professional fields, including taxation. One use of big data analysis – or analytics – in the taxation field is discovery of tax fraud. Big data is characterized by the terms volume, velocity, variety, and veracity. The characteristics mean that big data employs large amounts of storage space, gathered from diverse sources, stored in diverse formats, and updated at different intervals. The specific processing used in tax fraud analysis of big data is data mining; the process is now often referred to as analytics. Datamining itself is one step in a larger process referred to by practitioners as knowledge discovery in databases (KDD). Two key groups of datamining tasks employed in fraud discovery are predictive tasks and descriptive tasks. Predictive tasks make a prediction for each

observation, whereas descriptive tasks essentially describe the data examined. Various agencies impose numerous taxes on society, all of which are subject to fraud. Fraud exists in many forms and the Internal Revenue Code defines fraud in several places. Investigators use various methods to detect fraud including direct and indirect procedures. Direct methods include the matching of reported data to information returns received by the Internal Revenue Service. Indirect methods include analytical procedures, review of documents, observation and informants. These traditional methods of finding fraud can be greatly enhanced using analytics. These and related issues will be presented with respective analyses.

Session 2: Sylvan Room

9:40 am – 10:40 am

Accounting

Session Chair: *Linda A. Hall*

The Efficiency Effects of Local Taxes and Zoning in a Model with Labor-Leisure Choice

Samuel Enajero

Bowling Green State University

Zoning laws designed to protect neighborhood characters play major roles in modern economies. Early work on zoning includes Hamilton (1975) and Oates (1977). They constructed models containing the Tiebout (1956) assumptions of ever-moving households who search for localities that provide packages of public goods, services and taxes that maximize their utilities. In order to eliminate potential fiscal and environmental externalities associated with incoming households, zoning ordinances which stipulate minimum quantities of housing or minimum lot sizes serve as a tool to create homogeneous communities. Models with labor-leisure choice following the tradition of Becker (1965) have appeared in some areas of public finance, such as tax competition papers of Gordon (1986) and Bucovetsky and Wilson (1991). Some of the models in public economics including Atkinson and Stiglitz (1980) examine how taxes affect household behavior with respect to time allocation. Altman (2001) argues that studies possessing predictive power on household income-leisure choice should focus on target income. None, however, has considered the effects of local income taxes or property taxes plus zoning. While there is a general conclusion in the literature that taxes are distortionary, this paper finds that taxes and zoning are non-distortionary and household utility is enhanced when taxes are combined with zoning.

Can Indicators Predict S&P 500?

Pawan Madhogarhia

Michael Tschudy

York College of Pennsylvania

York College of Pennsylvania

Investors and traders are searching for ways to outperform S&P 500 Index. This study explores whether technical and/or fundamental indicators can predict movements in S&P 500. The study utilized technical indicators only and then coupled the technical indicators with fundamental indicators to assess the extent of predictability of S&P 500 returns. Technical indicators showed more predictive ability over shorter time-periods. Over longer time-periods, a combination of select technical and fundamental indicators provided increased predictive ability versus solely technical or fundamental indicators.

Baby Boomers in Back Office Accounting: How Will Small Businesses Replace Their Aging Bookkeepers?

Mark A. Nickerson
Linda A. Hall

State University of New York at Fredonia
State University of New York at Fredonia

While recent research predicts an imminent shortage of talent and prospective partners in CPA firms due to retiring baby boomers, it seems another important population of aging professionals in the accounting industry has been largely ignored: bookkeepers. The United States Department of Labor Bureau of Labor Statistics currently reports that bookkeepers and accounting clerks will experience a decline in employment from 2014-2024 compared to an increase in employment for accountants and auditors during the same time frame. In many companies, technology, software, and outsourcing have driven the projected decline in bookkeeping and accounting staff. On the surface, this negative growth indicates that the need for new bookkeepers will decrease substantially in the near term. Upon looking deeper into the BLS and SBA data, professional journal articles, and media articles, we find that the trend toward lower employment and automation replacing bookkeepers may not be wholly accurate. The combination of an aging population of bookkeepers currently in the workforce and fewer new entrants into the field may not be sufficient to meet the needs of companies, especially small businesses. We conducted a convenience sample of small businesses to test our basic assumptions and to assess the need for a larger study. Our hope is to develop a guide for small businesses on best practices for securing employees with the skills sets they desire, and for adopting technology or other strategies to automate their bookkeeping and accounting functions.

Session 3: Willow Room

9:40 am – 10:40 am

Finance

Session Chair: *Lillian Kamal*

Long Run Elasticity Estimates of US Household Saving and Policy Implications

Lillian Kamal
Bharat Kolluri

University of Hartford
University of Hartford

This paper highlights a number of determinants of US household saving in order to cast light on potential steps the government can employ to promote savings, especially as the population ages. It builds on the earlier work of Cohn and Kolluri (2003) on the determinants of saving for the former G-7 countries of Canada, France, Germany, Italy, UK and the US (which are now part of the G-8 group) - all of which face the potential financial problems arising from rapidly aging populations. The paper uses quarterly data for the period 1960-2016, to investigate the effects of the independent variables that are most susceptible to government policy: interest rates, government surplus or deficits, social security contributions, personal debt and household wealth on personal saving in the US. As the data involved are time series observations, we apply co-integration and error correction techniques to distinguish between short-run and long-run equilibrium relationships, and present the results. Particular attention is paid to the effects of interest rates, social security contributions, government surplus, personal debt and household wealth through the derivation of the long-run elasticity estimates. Based on the empirical results obtained, the paper prescribes appropriate public policy recommendations. One way in which government policy may improve the stock of capital is through incentives for household

saving. But any such attempt should consider the potential feedback effects to and from the real rate of interest and other independent variables under consideration.

Passive Investing: Agency and Ethics Consequences

Bradley C. Barnhorst

DeSales University

As passive investing has dramatically increased in recent years (estimates are that in 2016 \$700 billion shifted from actively managed assets to passive), there arise many questions about the agency effects of this shift, with respect to corporate governance. Furthermore, what ethical burden do passive investors share with regards to corporate governance or socially responsible investing? These topics will be explored using stakeholder/shareholder, political science, and ethical frameworks.

Fast Changing Markets, Transient Competitive Advantage and Key Organizational Element for Firms

Jeffrey Yi-Lin Forrest

Slippery Rock University of Pennsylvania

By combining systemic thinking and traditional logic of reasoning of microeconomics, this paper establishes a main result on how the base of loyal customers diminishes with increase in the number of competing firms. On top of this result, the rest of the paper provides deductive explanations by using the systemic yoyo model for why markets change faster and customers are less patient than ever before, and what the most important organizational element is for firms to successfully surf through waves of transient competitive advantages one after another. Other than what is illustrated in this paper, this work provides a practically useful intuition for making sound and quick managerial decisions.

Session 4: Logan/Harris Room

9:40 am – 10:40 am

Business Education

Session Chair: *Audrey Pereira*

Online and Face-To-Face Similar for Technical and Didactic Learning but Not Role Modeling

Audrey Pereira

Monika Wahi

Fitchburg State University

Laboure College

As colleges evolve from face-to-face (F2F) course delivery to online, questions remain as to the equivalency of these methods. A study was conducted comparing learning on technical and didactic skills and role modeling between online and F2F sections of “Introduction to Computer Information Systems for Business” taught by the same professor at a state university in the Northeast United States (US). Grades on select assignments and exam questions that fell in the categories of intending to teach technical skills, didactic skills, and role modeling were evaluated and compared between the two course formats. In addition, at the end of the course, an anonymous survey was conducted among students who self-reported their acquisition level of technical skills, didactic skills, and role modeling. Over the Fall 2016 and Spring 2017 terms, data were collected from two F2F and three online courses. Overall, grades from 106 students (42% F2F and 58% online) and surveys from 82 students (40% F2F, 60% online) were available for analysis. It was found that overall, technical and didactic skills acquisition was similar

between the F2F and online classes, but role modeling learning was greatly increased in the F2F course. Recommendations of how to improve role modeling learning in online course delivery will be presented.

Using a Virtual Lab to Teach an Online Business Analytics Program

Charles Mutigwe

Western New England University

Bruce Mtigwe

National University of Science & Technology (Zimbabwe)

Tendai Chikweche

Significant advances in cloud computing technology and the ubiquity of consumer electronics devices, such as, tablets and smart phones that are connected to the Internet have made it possible to develop flexible and cost effective virtual lab systems to support online learning courses that require a computer laboratory component. In this paper, the authors describe their experience of designing and using a virtual computer lab for teaching an online business analytics class. The virtual lab provides an opportunity for students to do hands-on assignments in navigating business data warehouses, creating data cubes, writing SQL queries, creating dashboards and other visualizations, writing reports, and using descriptive and prescriptive models for data mining. The authors describe alternative cloud architectures for designing virtual labs and discuss their criteria for selecting the optimal deployment method.

Taking Employee Training to the Next Level: A "Flipped-Classroom" Approach to Workforce Development

Stanley Joseph Kania

Wilkes University

Professional development and employee training are central to the successes of any organization. Training modules, classes, and seminars allow employees to enhance their knowledge and skills in a particular content area resulting in more efficient and effective work output that helps the organization achieve its strategic goals. Advancements in technology and virtual platforms allow organizations to work smarter, not harder, in terms of delivering training programs to employees. The concept and practice of the “flipped classroom” has gained popularity in the past several years as a new model of delivering coursework, specifically in the K-12 educational setting. The pedagogy of the “flipped classroom” removes traditional lecturing and allows students to develop a deeper understanding of a subject by engaging in rich dialogue with one another. The purpose of this paper is to examine the “flipped classroom” as a model for workforce training and development in professional organizations. A review of associated literature will highlight employee training and the influence of online learning and technology of such training programs. The “flipped classroom” will then be examined as a model for employee training through a SWOT analysis. The paper concludes with implications for professional practice, as well as areas for continued research on the subject.

Session 5: Holmes/Foster Room

9:40 am – 10:40 am

Business Education Workshops

Session Chair: *Jennifer Nightingale Massart*

Using a Simulation Game to Teach ERP

Jennifer Nightingale Massart

Slippery Rock University of Pennsylvania

Undergraduate students have a difficult time understanding the concept of Enterprise Resource Planning systems (ERP). Participants will learn how to engage students by using a simulation game, such as Lemonade Tycoon, to teach about different modules included in ERP systems along with the concepts of CRM. This simulation or strategy game allows students to manage their own lemonade stand. Students are responsible for paying rent, hiring staff, purchasing assets and ingredients, manufacturing the product and collecting customer feedback. These tasks dovetail with several modules included within an ERP such as Manufacturing, Financials, Human Resources, and Sales and Marketing. The instructor-led discussion will illustrate how functional areas of business are interdependent and need one another for an organization to operate efficiently and effectively. Additionally, the discussion includes how customer feedback, as stored in a CRM and integrated with an ERP, can help a manager make decisions that will improve his/her operations. Finally, the discussion validates the importance of how information systems are critical to everyone within an organization, not just the IT staff. Examples of assignments will also be presented.

The Learning Games Toolbox

Sherry Kay Robinson

Pennsylvania State University – Hazleton

Learning games have long been used by business instructors to help students learn and review material. This workshop will present research on the mechanics of learning games, including types of questions, team sizes, game formats and student engagement. Recent research from neuroscience shows that games involving risk and uncertainty can facilitate learning over the long-term. Those attending this workshop will become familiar with the research on learning games and take away the "tools" that can be used to build games by using traditional assignments and activities as a starting point.

Session 6: Sylvan Room

10:50 am – 11:50 am

Management

Session Chair: *Mark A. Nickerson*

Structured Undergraduate Leadership Development: Utilization of skills over 4 years

Annette Rogers

University of Hartford

Celia Lofink

University of Hartford

In today's competitive educational environment many colleges are branding their programs as "Career-Ready", suggesting undergraduates are being prepared to enter the working world with progressive knowledge, skills, and leadership ability.

The purpose of our longitudinal study is to explore how students evolve their leadership skills and behaviors during their four year undergraduate tenure. We are completing this study in two phases. In Phase I we provide training to a select group of students and ascertain how they understand their leadership. The literature is replete with discussions of leadership in categories such as style, contingency, situation, or transformation (Northouse, 2010). For the purposes of our study we selected the framework of Kouzes and Posner's (2012) identifying five behaviors of good leaders: model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. This will be used as the training for phase I. Data will be collected through a leadership assessment and personal journals. In Phase II we follow their progress over their undergraduate lifecycle and collect data pertaining to their leadership behaviors and skill use. The areas of interest tracked will be sports team activities, project teams, and clubs. From that data we will determine if students are applying and synthesizing the behaviors learned from the phase I training.

Masaru Ibuka - A Case Study of Buddhist Business Approach at SONY (1945-1997)

Hideki Takei

Central Washington University

Masaru Ibuka (1908 - 1997) is a founder of Sony Corporation. He founded Sony in 1945 in order to offer everybody innovative and reasonably-priced quality products. With a co-founder Akio Morita, he made Sony a global corporation through effective product, business, organization, and marketing strategies. Indeed, many scholars have discussed such effective strategies of Sony. However, not so many scholars have paid attention to the personal philosophy of Ibuka. In fact, Ibuka has been a hidden behind the co-founder Morita who has been considered a genius of business strategies and marketing. This is very interesting as Ibuka was in charge of product development and policies. Without innovative and attractive quality products, Morita's marketing and strategies would not work at all. Recently, more scholars have paid attention to Ibuka's personal philosophy in order to understand his ways of business. This case study is one of such studies. Through this study, Ibuka's personal philosophy will be discussed in more detail.

The Case of Prioritizing Remediation of Acquired Plasma Centers for FDA-Licensure: A Risk Matrix Approach

Lisa Marie Walters

The State University of New York-Fredonia

Susan McNamara

The State University of New York-Fredonia

In today's world of competing resources, it becomes necessary to find a way to prioritize many business endeavors. In this case study, students are asked to assist the Director of Plasma Quality and Regulatory Operations (D PQ/RO) and her staff members in prioritizing the remediation activities needed to prepare a slate of recently purchased plasma centers for FDA-licensure. The parent company, biologics giant Meridian International, recently purchased 30 plasma centers to grow that aspect of its supply chain, as plasma is a key component in several of its product lines. Although 15 of these centers are already licensed by the FDA, 15 are not; those that are not are unknown in terms of their FDA compliance and will need remediation to be successful in their FDA licensure quest. A risk matrix is used to determine the scheduling sequence of each of these 15 centers in terms of remediation support for FDA licensure. Students are challenged to discuss the validity of the use of such a matrix, to propose a remediation schedule for the centers, to provide other uses for the matrix other than remediation prioritization scheduling, and to explain how such a matrix might be constructed for other

industries. This case is unique in that it allows the student to consider prioritization of activities in regulated industries, which may use different determinants of risk other than financial.

Session 7: Willow Room

10:50 am – 11:50 am

Finance and IT

Session Chair: *Bharat Kolluri*

Integrating Trading Lab in Finance Curriculum

Pawan Madhogarhia

York College of Pennsylvania

Student engagement is vital in business education. Trading labs are considered to add value to finance education. Many different simulation programs and analytical software available target different levels of student preparation. Efficient frontier is one of the major financial concepts in modern finance. Efficient frontier is a standard tool that most financial advisors use to suggest asset allocation to different clients. This paper discusses the use of Morningstar Direct for creating an efficient frontier on this platform in the senior level undergraduate advanced corporate finance course. Additionally, this paper brings out the use of different activities using Morningstar Direct to provide experiential learning of difficult financial concepts.

Using a Final Project in Introductory Finance Course for AACSB AOL

Rick Hedderick

Pennsylvania State University - Behrend

In this paper we present a comprehensive final project that is used in the introductory undergraduate finance course. The project is designed to engage students as they apply knowledge from the course to a practical capital budgeting application. In addition, we discuss how the project is used to meet AACSB assurance of learning requirements and gain valuable feedback for improving the process.

Measuring Profitability of IT Investments

Jorge A Romero

Towson University

The profitability of IT (information technology) investments has been under scrutiny for decades, particularly since few studies discussed a productivity paradox related to IT investments in the 1990s. Although publicly traded firms are not required to disclose their IT expenses in their annual reports, in the last few years there has been renewed interest in the topic using different datasets and trying to dig deeper into the sources of profitability. However, there are still unanswered research questions about the profitability of IT investment. This study digs deeper into this issue and also looks at competitors investing in similar IT applications.

Session 8: Holmes/Foster Room

10:50 am – 11:50 am

Miscellaneous Business

Session Chair: *Ozge Aybat*

Status of the Big Ten Schools' Information Technology Courses with an Emotional Intelligence Focus

Loreen Powell

Michalina Hendon

Bloomsburg University

Bloomsburg University

Emotional intelligence is a trending topic. Currently, organizations are finding value in employees with emotional intelligence skills. However, many organizations also contend there is a disconnect between the emotional intelligence skills needed and skills that are displayed among newly graduated information technology hires. This research examined the status of The Big Ten schools' information technology courses with an emotional intelligence focus. A web content analysis of academic course offerings within information technology related disciplines was conducted. This presentation will discuss research findings of the analysis. The presentation will be beneficial to business and information technology faculty as a resource for future coursework design among information technology courses, minors, and concentrations.

I Know I Am, But What Are You: Public Perceptions of Unions, Members and Joining Intentions

Raymond F Gibney Jr

Marick Francis Masters

Ozge Aybat

Thomas Townsend Aml

Pennsylvania State University

Wayne State University

Pennsylvania State University

Pennsylvania State University

Students' perceptions of demographic, social and behavioral characteristics of union members were analyzed in comparison to the statistical data regarding union members. Respondents also provided perceptions regarding unions themselves as well as future joining intentions. Overall, respondents accurately identified some characteristics of union members and were incorrect on others. General union image was poor as well as future joining intentions. The results of this analysis suggest that union density declines in the private sector will continue.

Exploring How Service Industry Leaders Operationalize Diverse by Design Team's Values and Assumptions

Noel M Criscione-Naylor

Stockton University

Service intense organizations are searching for strategies to propel their organizations to develop service capability, achieve higher levels of performance precision and deliver results with significant return on investment. One identified strategy has been to form multidisciplinary teams, referred to as Diverse by Design, comprised on high-level leaders through frontline staff, challenged to generate specific business outcomes. The purpose of this study is to identify the central values and assumptions necessary to successfully use these teams and identify the influence of participation on participant practice. Structured conversations will take place with service leaders trained to lead these teams with an attempt to identify critical competencies and values that impact the success and failure of the team.

Session Chair: *Michalina Hendon*

Special Healthcare Topic (30 min)**What are the focus of United States and International Healthcare Comparisons?**

David William Jordan

Slippery Rock University of Pennsylvania

David Boucher

UCI Medical Affiliates

International comparisons between the United States and other nations' healthcare quality, continue to generate significant debate. Sources such as the World Health Organization's or Commonwealth Fund' are somewhat unclear in their focus when discussion system quality and tend to devolve into subjective and questionable metrics with questionable validity and reliability to examine the complex nature of healthcare. This analysis discusses some of the challenges associated with comparisons and discusses metrics that may serve international comparisons better by questioning the premises of continued discourse in the matter. The purpose of international comparison is to evaluate the world laboratory of health care policy and processes; the discussion needs redirected in both focus and content.

Finance and Economics**An Initial Look at a Basic Swedish Finance Course**

Lars Lindbergh

Umea Universitet (Sweden)

Timothy L. Wilson

Umea Universitet (Sweden)

The course that is described and discussed herein is a B level (2nd year) finance course at Umeå University in Umeå, Sweden – Financial Analysis and Valuation (Räkenskapsanalys och Värdering). The course is designed to develop students' ability to comprehend business information and to use different methods and tools of financial analysis and valuation, especially in connection with business valuation. Existing corporate information is used in teaching, and emphasis is placed on the interpretation of observation. Analyses are motivated by the need for ongoing evaluations of companies in financial terms. Various problems are highlighted and discussed; measures such as how business valuation can affect various stakeholders and potential implications are related to ethics and sustainability. A group term paper (PM) is required in the course. The analysis within the term paper, although primarily financial, also has a social and organizational perspective, which affects the choice of the appropriate method of approach.

From Developing to Developed Economies- Study of Entry Mode under Reversed Directionality

Jayaraman Balachander
Prabakar Kothandaraman

K12 Inc.
William Paterson University

Most of the research studies on entry mode have been done through the lens of manufacturing firms in developed economies entering developing economies, and most of the related frameworks and theories have been developed to explain this perspective. This paper presents an understanding of entry mode strategies of services firms in developing economies entering into developed economies by considering several software services firms in India entering developed economies. The study develops a framework that incorporates multiple theories - both from an emerging economy perspective as well as a services perspective - and presents the findings based on six case study analyses of services firms in India. Results identify addressable market size, cultural aspects, firm size, resource and service characteristics as dominating factors that influenced choice of entry modes. From a theoretical perspective, the authors find that theories such as transaction cost theory, eclectic paradigm, the gradual approach to internationalization, institutional theory do not successfully explain the entry mode strategies for firms in developing economies. Strategic theory, including resource based view, motivation of a firm, network theory have some application but do not explain, in isolation, all aspects of the entry mode choices. The paper also addresses future areas of investigation in this space.

Session 10: Willow Room

1:15 pm – 2:15 pm

Accounting and IT

Session Chair: *Mostafa M Maksy*

Audit Failure, Auditor Independence and Internal Controls

Ermira Mazziotta

Muhlenberg College

Audit failures are very costly to the investors, auditors and all the financial statements stakeholders. When an audit failure is identified the reputation of the auditors is also impacted. The auditing profession is still recovering from the aftermath of Enron and the failure of Arthur Anderson, the external auditor, to identify and uncover the financial statement fraud that cost millions of dollars to the investors, employees and all the stakeholders of Enron. The Sarbanes–Oxley Act of 2002 (Pub.L. 107–204, 116 Stat. 745, enacted July 30, 2002) has changed how Public Accounting Firms conduct audits. The Act created the Public Company Accounting Oversight Board (PCAOB) that oversees the audits of public companies and other issuers in order to protect the interest of investors. PCAOB also subjects auditors to external and independent oversight for the first time in history. Previously the profession was self-regulated.

Is Free Cash Flow Value Relevant? The Case of the U.S. Financial Institutions Sector

Mostafa M. Maksy

Kutztown University of Pennsylvania

The objective of this study is to empirically identify which accounting definition of free cash flow (FCF) is the most value relevant for the financial institutions sector (FIS). This study aims to provide two contributions to the literature: First, the results would help investors make better

decisions, and second, the results may encourage the Financial Accounting Standards Board (FASB) to require FIS companies to use a specific definition of FCF. Using correlations and multiple regression analysis on a sample of 11,662 observations covering the 25-year period from 1988 to 2012, the author empirically shows that the FCF that has the most significant association with stock price changes, after controlling for many factors that may affect stock prices, is the one defined as cash flow from operations less cash flow for investing activities less cash outflow for preferred stock dividends. The author recommends that the FASB require FIS companies to disclose that FCF in the body of the Statement of Cash Flows or at its bottom together with the cash outflow for income taxes and interest expense. Short of that, the FASB should at least require FIS companies that voluntarily disclose FCF to use only the FCF definition identified by this study.

Status of the Internet and Data Privacy

Loreen Powell
Lam Nguyen
Kuo-Hao Lee

Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania

As of April 2017, internet neutrality is gone. Today, broadband internet service providers have the ability to collect, monitor, reduce and censor content and data. Furthermore, many smart device apps also have the ability to collect, track, monitor and sell users data. However, it is uncertain if broadband service providers and smart device apps are collecting, monitoring, reducing, censoring, and selling data. This research examined contract language for collecting, tracking, monitoring, reducing, censoring, and selling data among current broadband internet service providers and common smart device apps. Specifically, an online content analysis of contracts was conducted on four major broadband service providers and twenty smart device apps. This presentation discusses the research findings of the analysis. The presentation will be beneficial to business and information technology faculty as a trending topic to discuss within their courses.

Session 11: Logan/Harris Room

1:15 pm – 2:15 pm

Business Education and Value Creation

Session Chair: *Gehan S. Dhameeth*

The Millennials: Insights to Brand Behavior for Brand Management Strategies

Gehan S. Dhameeth

Wells College

This study is an ongoing investigation that focuses on the relationship between millennials and their brand loyalty. The overall study will be performed in two phases. The first phase will examine the Millennials' relationship to brand loyalty. Based on the outcome of the study one, study two will be pursued. If the results of the study one established "positive", then Millennials' profiles grounded in the body of literature will be challenged. If the study one outcome determined "contrary", the study will move to phase two to understand the degree of the moderation of each dimension that influences brand resonance based on Kevin Lane Keller's work (Brand Resonance Pyramid) established. Eventually, brand management strategies will be proposed in line with the study findings to target the millennial audience. This study intends to use local and international college/university students (n=250) age between 18

and 34. An online survey will be administered to collect data using a questionnaire (46 data points). Linear Regression Analysis for study-one and Partial Correlation for study two is designed for analysis and to interpret the statistical significance of the findings.

Facilitating Students' Active Analysis of the Marketing Environment

John M Zych

University of Scranton

The foundation of a well-developed marketing plan is a thorough analysis of the marketing environment. Environmental factors can be characterized as economic, demographic, political, regulatory, social and technological. The challenge for marketing students is to identify the most important factors to concentrate on and determine how to integrate them with a marketing plan. A series of workshops were conducted to instruct students on the analysis of the marketing environment in real time as it unfolds, rather than exclusively relying on historical data. Students were exposed to a developing environmental issue and shown how to analyze it from multiple perspectives. The techniques students learned then were applied to their own projects which required creation of a marketing plan. The conference presentation will discuss development of the workshops and illustrate their implementation in a Marketing Strategy class. Student reactions to the workshops also will be discussed.

Ranking Online Reviewers as a Variable in Value Creation

Ahmed Gomaa

University of Scranton

Recent research in the area of value creation in online health communities is gaining importance due to various academic and commercial perspectives. Positive patient reviews attracts and retains patients. Physicians and health care providers are aware that a shift in the patient selection mechanism is taking place. One problem is the validation of the patient review. Specifically, how much impact should such review have on other patients as they browse different online health communities? This paper proposes a new algorithm that ranks each reviewer by weighting the type of feedback they provide for each type of service providers. The weighting is for both “contribution to”, and “engagement with”, the online community. The “contribution to” variables are A) number of comments, B) number of check-ins, and C) Stars rating left for the provider. Those variables help creating a “Contribution Weight” for the reviewer. Another weight, the “Engagement weight” is calculated based on A) the number of reactions and B) comments to other reviews. All variables are represented as a binary matrixes to be able to calculate the corresponding Eigen vector and generate a weight for the reviewers based on those variables. The advantage of calculating the weight in this fashion is that it allows the reviewer total weight to impact the evaluation of the service provider even if that reviewer submitted review did not receive any positive feedback yet from the community, but it is based on the reviewer prior interaction. The algorithm variables are selected based on two datasets. First, the data available from Medicare.gov which provide information about groups, individual physicians, and other clinicians currently enrolled in Medicare. Second, is from Yelp dataset, which provides a subset of business, along with the stored attributes.

Session 12: Holmes/Foster Room

1:15 pm – 2:15 pm

Business Workshops (20 min)

Session Chair: *Noel M. Criscione-Naylor*

Using Service Learning as a Component of Business Courses

Stephanie Adam

California University of Pennsylvania

In this workshop, we will evaluate the creative use of service learning as an assessment component of business courses. Particularly, we will discuss how service learning was strategically used in a Compensation Management course in order to mimic organizational volunteerism policies. Through service learning, students are educated not only on "giving back," but also on how to identify the type of career and organization which they'd like to pursue. Utilizing student experiences in a Compensation Management course, the workshop will incorporate a discussion of service learning and its value in the business classroom. Due to the emphasis on ethics in today's businesses, many company leaders are incorporating philanthropy into their employment policies. As a result, the interaction between community outreach and corporate operations is at a unique crossroads. Through our time together, we will define service learning in context, examine how it can be used as an assessment tool, and evaluate student impressions of the service learning opportunity in the business classroom in an effort to encourage practitioners to develop innovative ways to incorporate it into their course requirements.

Building Service Capability Through Workforce Management in Service Intense Organizations

Noel M. Criscione-Naylor

Stockton University

Service intense organizations are challenged with an increasing competitive market within the bounds of a recovering economic climate. For some organizations, attention has been directed to product enhancement while others direct their attention to talent development. Yet, there are a variety of strategies that cannot only drive fiscal health, but achieve improvement in service capability. Workforce management or centralized scheduling is a powerful strategy that will maximize labor while driving improved service capability. The process of successfully implementing this strategy has been convoluted and this workshop or panel discussion will discuss and provide essential steps necessary to launch and sustain this strategy that requires a cultural and managerial culture change with alignment from the top, down through the organization.

Deliberative Dialogue on the Role of Business in Society

Susan Aloï

West Virginia Wesleyan College

Decades ago, business students were taught that the primary, or even sole, role of business was to maximize profit for the owner(s). Over time, however, society has developed higher expectations. Today's new employees, the "millennials," are concerned with the purpose of the organizations in which they spend their working days. What do these more recent trends regarding perceptions on the role of business in society mean for the education of business students? What is the role of business schools and their faculties in ensuring that business students are introduced to a variety of perspectives and approaches regarding the roles of business? In this workshop, you will learn how to apply the technique of deliberative dialogue in a business classroom to help students explore and discuss the various roles of business in today's society.

Management & Leadership

Session Chair: *Susan Aloï*

Reciprocity as the New (Old) Paradigm in Business

Matt Fuss

Geneva University

Reciprocity is the new (old) paradigm in business. It is offered as an alternative to a traditional Hobbesian perspective. The Hobbesian paradigm in which relationships are essentially a competition with incompatible self-interests leading to a winner and a loser is an inaccurate, albeit a traditionally accepted philosophical underpinning for social critique. The unexamined assumption of the validity of the egoism/altruism dichotomy has led to an inherent bias on the part of the critics, and therefore needs to be replaced with the Aristotelian concept of reciprocity as the dominant paradigm for interactions between individuals. Reciprocity, the giving of benefits to another in return for benefits received, is a defining feature of social exchange. Cooperation (reciprocity) is our natural inclination as humans. Strong reciprocity is the natural evolution of traditional reciprocity. It is the people within any enterprise, and their interactions with each other, that ultimately produce excellence or mediocrity. Aristotle viewed the polis as a partnership for living well, a collaboration, a partnership entered into for the purpose of living well. Business are activities creating, maintaining, and altering structures within which people can enter into partnerships for living well. Reciprocity is the driving force behind successful businesses.

The Impact of Trait Narcissistic CEOs on Corporate Performance

Mark Arvisais

Stevenson University

Many CEOs and corporate senior executives are afflicted with the trait of narcissism. In the last decade, narcissism and its influence on leader behaviors and their organizations has gained attention in scholarly research. Research on trait narcissism among corporate leaders adheres to two camps. In the first, narcissism is only negative and harmful to the business and its stakeholders. The alternative perspective is that narcissism can be beneficial for organizations and argues that managing and not restraining narcissistic leaders is the optimal path. Some of the problem is that research has not fully investigated narcissism's relationship to objective measures of corporate performance. Only then, can the scholar understand its true impact. This paper is an effort to augment knowledge by exploring the association between the trait narcissistic CEO and specific corporate objective measures. The paper explores the relationship between the narcissism ratings of 67 CEOs and corporate performance measures of their respective organizations.

Do Lucky CEOs Hurt Innovation?

Won Yong Kim
Kwnagjoo Koo

Augsburg University
Augsburg University

Stock option is one of the most widely-used equity-based compensation scheme to mitigate misalignment between manager's and shareholders' interest. And yet, it is sometimes suspiciously used as a tool of extracting shareholders' wealth to managers (Bebchuk et al., 2009). Typical way to do so is using the opportunistic timing such as backdating, spring-loading, etc. As shown in Bebchuk et al. (2010), opportunistic timing of option grants increases the incident of lucky grant, which is that CEO receive stock option when the price is low. We want to measure how this lucky grants affect technical innovation, which is one of the most critical sources of economic growth (Kogan et al, 2012). Using patent citation as a proxy variable for technical innovation (Hall et al., 2005), we find that the probability of technical innovation decreases if CEO received lucky grant in the previous year. To control possible endogeneity problem for determining CEO's lucky grants, we also use Two-Stage Least Squares (2SLS) model, finding the consistent result with simple Ordinary Least Square (OLS) model. Based on the results, we conclude that lucky grants may reduce the incentive for CEO to invest long-term project and negatively affect to firm's technical innovation, which may hurt the value of the firm in the long run.

Session 14: Willow Room

2:25 pm – 3:25 pm

Business Education and Related

Session Chair: *Bradley C. Barnhorst*

A Clear Vision for Integrating Managerial Accounting for Student Success

Jeffery Hillard

Stevenson University

Managerial accounting is presented as a “fruit salad” of loosely related topics, concepts, formulas, examples, applications and terminology, hampering the efficiency and effectiveness of student learning and retention. Four integration pathways are reviewed. First, relevance is consistently integrated with a clear explanation of why should students learn this topic and why are ethics important by championing the positive role of trust to career success. Next, managerial accounting processes are integrated by introducing and repeating a temporal process framework for current decision making, future planning processes and feedback/control loops. The third integration pathway addresses rote memorization of unconnected formulas without integration with Excel problem solving models. Computational efficiency is consistently maintained with “the bridge”, one primary Excel based problem solving methodology supported by one standardized formula and interactive graph. The final integration pathway connects the dots with practical storytelling, relevant service and manufacturing examples, a “clean line” of terminology and applied Excel projects in bridge formats. The four integrating pathways: relevance to career success, guiding students with process frameworks, consistent computation with the Excel bridge methodology and connecting the dots with consistent examples, terms and Excel projects all combine to enhance student learning and retention success.

Job Satisfaction in Public Accounting: The Impact of Gender and Line of Service

Joseph Michael Larkin

Saint Joseph's University

The extant literature is replete with studies of job satisfaction within the realm of public accounting firms, or as more commonly known as, professional services firms. This study is unique in that it considers not only recent hires, but also interns who have just completed their internship experience, and those who have completed an internship and are finishing their final year of school and have intentions of accepting a full-time position with their employing firm. This study reports the results of a survey of 100 accountants from Big Four firms, including recent hires, just completed interns and current final year students.. Globally, Respondents were asked to indicate how satisfied they felt with numerous areas of their occupation. These areas include pay, promotion, work itself, supervision, coworkers, variety, identity, significance, autonomy, and feedback. Most notably, interns indicate higher satisfaction than full-time employees in seven of the ten facets studied in the survey. Females showed higher levels of job satisfaction than males, while those working in the Tax practice indicated higher job satisfaction than those in Audit and Advisory. The results should be considered by students, recruiters, supervisors, and others who hold an interest in public accounting. The findings can guide both prospective and current accounting students as they consider accounting as the starting point for their career paths. Also, recruiters can use the findings of the study, to strategize and fine tune their recruiting and retention efforts.

The Business Model Canvas: A Tool for Teaching Entrepreneurship

Cathy A. Rusinko

Thomas Jefferson University

The purpose of this presentation is to demonstrate how to use a specific business model tool--the business model canvas (BMC)—to teach entrepreneurship. The BMC is a one-page, visual tool, “....that describes how an organization creates, delivers, and captures value.” (Osterwalder and Pigneur, 2010). While the BMC has been used for a variety of applications (e.g., strategic planning, innovation generation), it is also effective for teaching entrepreneurship. The BMC can be used as one of multiple tools in a course solely dedicated to entrepreneurship, or as a stand-alone tool for a course in which entrepreneurship represents one topic, or one module. Audience members will leave the presentation with an understanding of the BMC, and some ideas for using it to teach entrepreneurship at the undergraduate and graduate levels.

Session 15: Logan/Harris Room

2:25 pm – 3:25 pm

Miscellaneous Business and Education

Session Chair: *Abdulaziz Bahha*

Lessons Learned While Writing My eText

Abdulaziz Bahha

University of Cincinnati Clermont College

Providing current instructional resources for students, especially in technology-based courses challenges instructors to keep pace with Moore's Law; it is like balancing an elephant on a razor blade. In Applied Technology for Personal and Professional Productivity, the course instructor teaches for the University of Cincinnati Clermont College, instructor currently using at least two textbooks to meet this challenge—but it is costly to students. When the author for our primary

textbook retired, it prompted the instructor to consider replacing the outdated material, synthesizing the content from two texts into a single text, aligning material with the learning objectives of the course and creating an accessible resource for students. After collaborating with the University of Cincinnati Clermont College Instructional Design & eLearning Team, instructors decided that writing an eText for course could support learning while helping me keep pace with ever-changing technology. As an example, Microsoft Sway is a digital storytelling app that may be replacing Microsoft PowerPoint for creating presentations. The purpose of this presentation is to share lessons instructors have learned to research and writing an eText that incorporates the latest technologies.

Creating Stronger Student Outcomes and Engagement Through Electronic and Social Media Integration with Curriculum

Charles Weeks

Stockton University

The Business Studies program at Stockton University offers a concentration in Financial Planning, one required course being FINA 3131 Retirement Planning. The instructor in that course noticed that traditional methods of readings assigned before class, followed by lecture and traditional class discussions seemed less effective: discussions were difficult because students were not prepared, in class students were distracted by their laptops/tablet/phones in non-productive ways, and they were underperforming expectations on tests. This paper will discuss how the professor incorporated electronic and social media into the course delivery, and its impact on student outcomes. The presentation will discuss pros and cons of these approaches. In this pilot semester exam scores incrementally increased with mean scores rising 1.2%. However, the classroom experience was much improved as the students were more engaged. The discussions were richer, and participation outside the class, before and after meeting, was increased. An interesting side benefit was that past students who learned of the social media accounts also became engaged.

Tax Policy: Revenue Generation, Social Engineering, and Economic Development

Jerry Belloit

Clarion University of Pennsylvania

Currently Congress is wrestling with a significant overhaul in the United States Tax Code. Over the years the US Tax Code has become increasingly complicated and difficult to understand. This paper will discuss the tax policy the revenue generation component, social engineering within the tax code, "corporate welfare", and economic development. In this discussion, alternative methods of raising revenue will be explored. The paper will also address some of the more obvious social engineering components, selective "corporate welfare issues, and how tax provisions encourage or discourage economic development. The paper will also examine regressive provisions in the current code and alternative revenue generation options.

Miscellaneous Business

Session Chair: *Jeffrey Yi-Lin Forrest*

Successfully Transition into the Era of Transient Competitive Advantages

Jeffrey Yi-Lin Forrest

Slippery Rock University of Pennsylvania

This paper establishes a practical procedure for a firm to transit smoothly into the era of fast strategic changes while its once sustainable competitive advantages have become transient. To accomplish this goal, this work first establishes two theoretical results by employing systemic thinking and traditional logic of microeconomic reasoning. The first result shows under what market conditions new competitions will naturally appear within an established market; the second result demonstrates why competitions within any business organization always exist inevitably. By combining previously published conclusions derived by using anecdotes and inductively reasoning and these theoretical results, this paper advances the systemic reasons for why a list of time-honored steps would practically work so that firms could successfully surf through waves of transient competitive advantages.

Why Did the Dinosaurs Become Extinct? Will Brick and Mortar Schools Follow Suit?

Robert John O'Connell

York College of Pennsylvania

The vast majority of creatures living during the times of dinosaurs no longer exist. Similarly, we look at some businesses and see that they, also, are beginning to die off – some because the service or product they provided is no longer needed or wanted, and others because the product or service can now be provided in a more efficient or desirable manner. In 2008 during the recession more than 6,000 brick and mortar stores closed, and some analysts predict that this year more than 9,000 will close. Unlike past brick and mortar retail chain store closures that arguably resulted from poor management and planning, what occurred more recently appears endemic and may threaten the existence of other brick and mortar institutions like consumer banking and higher education. The initial proliferation of online selling did not initially seem to significantly impact Fashion Bugs' brick and mortar clothing sales. When first noticed, the one or two percent decreases were attributed to other business factors. However, by 2013 the last of the last of the 1,200 Fashion Bug stores closed. According to the U.S. Department of Education 2016 Digest of Education Statistics, between 2010 and 2014 enrollment in post-secondary degree-granting institutions decreased by four percent. Acknowledging the proliferation of online schools, some brick and mortar schools incorporated online classes into their curriculum. This exploratory research investigates the causes of the noted decrease and examines how some brick and mortar schools are addressing the issue.

Trends that are Transforming Retailing

Denise T. Ogden

James R. Ogden, Professor Emeritus

Pennsylvania State University-Lehigh Valley

Kutztown University of Pennsylvania

The retailing environment is undergoing major changes that are impacting the industry, consumers and shopping as we know it. The Internet has allowed new entrants and has transformed retailing. While Walmart is still the biggest brick and mortar retailer in the world, Amazon.com is a dominant force in online retail and technological advances. Department stores are closing anchor stores which has an impact the viability of malls. As online and alternative retail formats grow, many traditional retailers are struggling. Malls throughout the U.S. are experiencing high vacancy rates. These changes present opportunities and challenges. This paper explores several major shifts that affect retailing, including the growth of omni-channel retailing, the Internet of Things, the sharing economy, preference for experiences, technology advancements and the “retailization” of the world.

Session 17: Sylvan Room

3:35 pm – 4:35 pm

Miscellaneous Business

Session Chair: *Stephanie Adam*

Development Outcomes: Why Some Countries Develop and Others Fall Behind

Ruben Berrios

Lock Haven University of Pennsylvania

The main question raised in this paper is: What is it about Chile that has set it apart from Peru? Chile and Peru are neighboring countries. Both had very similar GDP per capita in the early 1970s but today the average Chilean is twice as rich as the average Peruvian. In 1962 Peru had a higher GDP per capita than Korea but today Koreans are twice as rich. Why has Peru failed to keep pace with other emerging economies even though it is a resource abundant country? These are some of the questions raised in this work in an attempt to show why some countries grow but others lag behind even if they continue to grow at a modest pace. The paper examines economic policies and other institutional factors and makes use of measurable indicators to show that countries might be of initial similar circumstances but some have been able to leapfrog over others. Some of the questions being raised are: What are some of the factors that have led to a more successful model of development? What are the important differences in economic policy they have followed? Why do countries seem to be caught in primary production and unable to build its capital goods industry? How can countries build a more modern industrial structure and compete internationally? Why is it that despite posting above average rates of growth development has not blossomed? The paper tries to tackle some of these question in comparative perspective.

Do We Really Measure Risk Aversion?: How Do We Interpret Measured Risk Aversion?
Insoo Cho
York College of Pennsylvania

While more risk averse individuals are less likely to become entrepreneurs, theory predicts that more risk averse entrepreneurs pick ventures with higher expected returns and so they should survive in business longer than their less risk averse counterparts. Using successive entry cohorts of young entrepreneurs in the NLSY 79, we find contrary to theory that the most successful entrepreneurs are the least risk averse. This finding suggests that commonly used measures of risk aversion are not indicators of taste toward risk. Instead, measured risk aversion signals weak entrepreneurial ability—the least risk averse are apparently those who can best assess and manage risks. Indeed, our interpretation is consistent with recent experimental evidence linking cognitive ability with a greater willingness to accept risk.

Strategies to Mitigate Occupational Burnout

Jason M Matyus
Stephanie Adam

Waynesburg University
California University of Pennsylvania

There is an increasing amount of employee turnover and loss of production due to occupational burnout. An increase in change management initiatives and continued downsizing policies for organizations requires a need to look at strategies to mitigate employee burnout. The participants for this study, chosen for their profession as an HR professional consisted of three HR professionals with direct knowledge or experience of occupational burnout. Additionally, internet research material on occupational burnout supplemented the interview responses to triangulate the study data. The results of that data analysis produced six themes consisting of lack of motivation, behavior modification, employer intervention, reassigning employees, the employee responsible for identifying occupational burnout, top-down approach to and occupational burnout program intervention. The findings from this study reinforce prior studies that there are negative outcomes for employees as well as organizations. Even though there are steps to mitigate occupational burnout by management and employees, there is still a struggle identify and prevent occupational burnout. Finally, human resource departments play a critical role in identifying and preventing occupational burnout in employees by taking steps at the onset of burnout.

Session 18: Willow Room 3:35 pm – 4:35 pm

Miscellaneous Business

Session Chair: *Arshad Chawdhry*

Nonprofits and Information Security: The Legal Mandate for Implementing a Comprehensive Information Security Plan

Susan R Fiorentino
Thomas Imboden
Nancy L Martin
Jeremy Phillips

West Chester University of Pennsylvania
West Chester University of Pennsylvania
West Chester University of Pennsylvania
West Chester University of Pennsylvania

High profile information security data breaches in the for-profit and governmental sectors such as those that occurred at Target and the Office of Personnel Management have saturated the news and raised awareness about the widespread scope of the problem. Not surprisingly,

organizations are questioning the security of their own confidential information, and are concerned about the potentially crippling effects of a data breach, which include not only financial loss, but reputational damage as well. Nonprofits are particularly vulnerable, as resources in many nonprofits are spread thin, and necessary training is often overlooked (Gloeckner and Herman, 2016). This paper examines the state of information security compliance through the lens of the nonprofit organization and provides a comprehensive review of information security laws most relevant to nonprofit organizations. The authors conducted an exploratory survey of 64 respondents in an effort to better understand the compliance environment in nonprofit organizations, including overall familiarity with information security law and organizational implementation of information security policies. In light of results showing a general lack of awareness about the law of information security and lack of preparedness for securing confidential information, the authors propose a risk-management strategy for developing and implementing a comprehensive information security plan in the nonprofit organization in light of current legal mandates.

The Effects of Student Debt on Homeownership

Daniel Hummel

University of Michigan – Flint

In the United States student debt is a growing problem as more young adults attend college and these students fund their education with student loans and the costs of education continue to increase across the country. Many observers have noticed that students graduating with large amounts of student debt are unable to purchase those things typically associated with educated people such as new homes. The apparent connection is the inability to meet savings and income requirements to receive a mortgage for a house purchase due to student loan payments. New graduates are delaying important stages of their life such as having children or buying homes by as much as seven years. Given the importance of family development and homeownership to the economy in the United States this is beginning to have impacts on the economy. Policymakers might start to address concerns related to high levels of recent graduate indebtedness through loan forgiveness or other initiatives that address the issue in a reactionary way. They may also start to address the root cause of the problem which is the high costs of higher education. This study is interested in the potential effects of student debt on homeownership in the United States. It is hypothesized in this paper that levels of student debt have a negative effect on homeownership.

Extent and Implications of Rising Student Loan Debt in the U.S.

Arshad Chawdhry

California University of Pennsylvania

According to the latest statistics for 2017, the student loan debt is in excess of \$ 1.45 trillion owed by about 44 million borrowers. Over the last three decades, student loan debt has skyrocketed as the tuition cost has increased by more than 1,000 percent. An increased number of students are leaving colleges/universities with the amount of debt without having sufficient means to pay it back. Most students and their families do not fully understand the burden of student loan debt upon entering the college. The students are hoping to pay back the loans from the increased earnings from college degree. However, income from most entry-level jobs does not enable them to make the required monthly payments, causing default on the loans. According to a “Life Delayed” Report, many borrowers are making sacrifices in other areas of their lives including big ticket purchases such as home or a car; even personal life events such as marriage and children are getting put on the back-burner due to overwhelming student loan debt they carry (Lanza, 2016). Student loans have become a normal way of financing higher

education. The average amount of student loan debt has increased from \$ 10,000 in 1993 to more than \$ 37,000 in 2016. After graduation, over 11 percent of these borrowers default on their loans. This can have significant implications for the financial markets and the entire economy. Appropriate actions must be initiated to deal with the student loan debt problems in the United States. This paper will discuss these and related issues, including the history and proliferation of student loan usage in the U.S..

Session 19: Logan/Harris Room

3:35 pm – 4:35 pm

Miscellaneous

Session Chair: *Roger Hibbs*

The Economic Significance of the VITA Program in Butler County, Pennsylvania

John Golden	Slippery Rock University of Pennsylvania
Rhonda Clark	Slippery Rock University of Pennsylvania
David Culp	Slippery Rock University of Pennsylvania
Jean Bowen	Slippery Rock University of Pennsylvania

The Center for Community Resources (CCR) and Slippery Rock University have partnered with the Volunteer Income Tax Assistance (VITA) program for the past five years. Client participation in the program has grown steadily each year. This paper discusses VITA in Butler County and the growth of the program. The authors specifically look at the economic impact of VITA's participation, especially with respect to the Earned Income Tax Credit (EITC) and the Child Care Tax Credit. The paper ends with a recommendation on the continued expansion of the VITA program in Butler County and estimates the increased economic impact of an additional 5% increase in the number of returns claiming the EITC and Child Care Tax Credit from money "left on the table" by filers that do not take advantage of these tax credits.

The Economic Impact of Location-based Development Policy on Firm's Performance: Evidence from Rural India

Duong Trung Le	SUNY - Binghamton University
Ritam Chaure	SUNY - Binghamton University

This paper evaluates the impact of a location-based infrastructure development program on manufacturing enterprises' business activities and performance. Rashtriya Sam Vikas Yojana (RSVY) - the program in question – was carried out by the central government of India to facilitate development in the country's most economically backward regions and reduce regional economic imbalances. Using data from the National Sample Surveys, we adopt a Fuzzy Regression-Discontinuity Design to exploit RSVY's transparent assignment mechanism. Specifically, we find evidence indicating a greater level of business engagement as well as profitability for treated firms, almost immediately after the program's introduction. We also test for a mechanism and show that treated firms were potentially benefiting from a better infrastructural environment following RSVY intervention, as suggested by a significantly lower reported probability of experiencing electricity outage and/or power cut. Lastly, the result from our heterogeneous tests show that the policy effect is mainly driven by Own Account Manufacturing Enterprises (OAMEs), the micro-entities which dominate rural India's informal sector. Overall, our comprehensive finding contributes to the current unsettled literature on

impact evaluation of location-based policies, providing at least one indication against anecdotal criticisms on the distributional effectiveness of such programs.

Workshop for Proceedings/Journal Reviewers

Norman C Sigmond

Kutztown University of Pennsylvania

Cori Jo Myers

Lock Haven University of Pennsylvania

The process of reviewing articles is tedious. It involves attention to detail and dedication to the final product; a publication in which all involved can take pride. For the authors of submitted work, their success in the review process can affect their career path. For the publication, each "accepted" paper is symbolic of the quality of the publication. The review process involves far more than merely reading an article and commenting on the overall quality of it. It will usually involve review of English usage, reformatting, and commenting on concept and theme. In some cases, reviewing the correctness of technical and statistical applications might be appropriate. Presentation and application of the referencing system that is approved by the publication (at NABET, APA is required) is also important in the review process. This workshop will, in essence, provide guidance and instruction for new Proceedings and Journal reviewers. The presentation can also prove valuable for the authors of scholarly work.

Session 20: Holmes/Foster Room

3:35 pm – 4:35 pm

Entrepreneurship and IT

Session Chair: *Denise T. Ogden*

The World Is Not Ending, But the World You Know Definitely Is

Lewis A Leitner

Stockton University

Advances in technology, especially those involving artificial intelligence and genetic sequencing, are moving rapidly toward an inflection point that will change the nature of business, healthcare, employment and human longevity in very specific ways. It is imperative that academic and business professionals fully absorb the nature of the coming changes for it is certain that "the bells toll for thee." This presentation will focus specifically on the major technologies of today that are laying a foundation for a series of technologies that will make the innovations of the late 19th century and all of the innovations of the 20th century look like mere tinkering. The presentation will be presented in an interactive way with the individuals sitting in on the session.

Who Is an Entrepreneur? Maybe We All Are.

Denise T. Ogden

Pennsylvania State University-Lehigh Valley

Entrepreneurs have played a vital role in the history and growth of the world. There is an established academic field that researches all aspects of entrepreneurship. Despite the proliferation of research, there is no one accepted definition of entrepreneur. This paper explores the varying definitions of the term. Whether a person is an entrepreneur or small business owner may not matter much to the person being defined but the definition takes on greater importance when writing reports and or/conducting research on entrepreneurs.

The Internet as a Common Carrier: Implications for the Disabled

Timothy J. Stanton

Mount Saint Mary's University

The 1990 Americans with Disabilities Act extended a host of civil rights to the disabled. The law and its subsequent amendments, however, did not explicitly address Web accessibility. Understandably, this issue has grown in importance over the years. During the Obama administration, the Federal Communications Commission moved to guarantee net neutrality by effectively making the Internet a common carrier. At the time of this article, the Trump administration is still formulating policy on net neutrality. This paper investigates the implications of common carrier status for Web accessibility for the disabled. If common carrier status for the internet survives the regulatory and legal processes, then advocates for the disabled can more forcefully argue that common carrier status mandates that Web content be accessible to those with disabilities.

Session 21: Sylvan Room 4:50 pm – 5:45 pm

****Best Paper Presentation****

Session Chair: Marlene Burkhardt, NABET Conference Director

The Role of Supervised Learning in the Decision Process to Fair Trade U.S.

Municipal Debt

Gordon H Dash

Nina Kajiji

University of Rhode Island

University of Rhode Island

Determining a fair price and an appropriate timescale to trade municipal debt is a complex decision. This research uses big data informatics to explore transaction characteristics and trading activity of investment grade U.S. municipal bonds. Using the relatively recent data stream distributed by the Municipal Securities Rulemaking Board (MSRB) to Thomson Reuters Municipal Markets Division (MMD) we provide an institutional summary of market participants and their trading behavior. Subsequently, we focus on a sample of AAA bonds to derive a new methodology to estimate a trade weighted benchmark municipal yield curve. The methodology integrates the study of ridge regression, artificial neural networks, and support vector regression. We find an enhanced radial basis function artificial neural network outperforms alternate methods used to estimate municipal term structure. This result forms the foundation for establishing a decision theory on optimal municipal bond trading. Using multivariate modeling where the target variables are defined by three popular liquidity measures, we investigate the proposed decision theory by estimating weekly production-theoretic bond liquidity returns-to-scale. Across the three liquidity measures and for almost all weeks investigated bond trading liquidity is elastic with respect to the modeled factors. This finding leads us to conclude that an optimal trading policy for municipal debt can be implemented on a weekly timescale using the elasticity estimates of bond price, trade size, risk, days-to-maturity and the macroeconomic influences of labor in the workforce and building activity.

Friday, October 27, 2017

Registration – Days Inn Foyer/Atrium	7:30 am- 2:00 pm
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Breakfast - Center/Arbor Room	7:30 am - 9:00 am
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Welcome, and Annual Business Meeting Norman Sigmond, Board Chair	7:45 - 8:20 am
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All conference participants may attend.

Session 22: Center/Arbor Room	8:20 am – 8:50 am
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Special Presentation

Discussion of the NABET Conference Proceedings and the Journal of Business, Economics and Technology (JBET)

Norman Sigmond

Kurt Schimmel

Jerry Belloit

Kutztown University of Pennsylvania

Slippery Rock University of Pennsylvania

Clarion University of Pennsylvania

This presentation will discuss the history, and the status the two NABET publications. How conference attendees can submit for possible publication will be covered, as well as, suggestions that could prove helpful for the attendees. We will also discuss an improved team approach that will be employed to expedite publication of the Conference Proceedings, and how interested parties can become reviewers for these publications. The presentation will also encourage those who have never been published. Various steps and procedures and ideas for efficiently completing work that is currently in-process will be discussed. The discussion will primarily be based on the experience of the three presenters. However, input from experienced authors in the audience, and others will be encouraged.

Session 23: Sylvan Room

9:00 am – 10:00 am

Economics and Business Education

Session Chair: *Jui-Chi Huang*

The Mainstreaming of Fair Trade: An Interdisciplinary Assessment of the Legitimacy and Longevity of Fair Trade

Kimberlee Josephson

Lebanon Valley College

The organizational patterns of trade and engagement have substantially evolved within the past century between developed and developing countries, and there are many discourses on how to remedy the imbalance present in the global economy. Numerous economists have touted the notion that ‘Aid through Trade’ should be a main focus for development and Fair Trade has become increasingly popular not only among activists but also consumers. There has been a significant rise in public awareness of social issues concerning market transactions, and this has furthered the popularity of conscious consumerism and generated greater interest from the business realm to get involved. Although Fair Trade originated to serve as an innovative supply chain, which aids in poverty reduction by engaging the world’s ‘poor’ in the trading system, it now is a powerful marketing mechanism in need of continued assessment. The mainstreaming of Fair Trade, along with the approaches employed by Fair Trade Organizations (FTOs), may be of concern given the focus on small-scale production and reliance on sales of primary goods. FTOs emphasize an outward-oriented development (OOD) model and, despite the fact that trade has traditionally been deemed a vital component for economic growth, such an approach is problematic since it establishes dependency-based relationships and requires interregional trade networks to be strong.

Reflective Thinking Used as Teaching Pedagogy in the First Year Seminar

Sada Jaman

LaGuardia Community College

Andrea Gombor Irias

LaGuardia Community College

One of the primary components of First Year Seminar Course (FYS) for the Business discipline is reflective activity using ePortfolio as a tool. ePortfolio provides an opportunity for the first semester students to articulate and define their academic goals through scaffolded reflective activities that also allow them to make connections with their major. The approach of defining the academic goals in the ePortfolio not only helps the students think critically about their futures but also helps them to understand the importance of a timely graduation. This paper will present the integrative pedagogy and practices that connect lessons, classwork and ePortfolio reflections that have been effective in teaching students to set and achieve academic goals. Included are results of post surveys in the FYS courses that students complete every semester. Faculty and administration can examine the results to see if the students retain and apply their academic plans in the following semesters and demonstrate a clear understanding on defining the academic goals.

Team Formation in the Classroom

John S. Pearlstein

Stockton University

Most student teams are formed unwittingly and accidentally the first day of class when students choose the seat they will stay in for the remainder semester. Many professors are reluctant to create groups themselves beyond a random method so they are not blamed for poor team composition. This is especially true for Capstone Business and Entrepreneurship classes where a heterogeneous team is more likely to be successful. Instead students are given the opportunity to choose their own teams, which they do predominantly with students sitting in adjacent seats. A procedure whereby students actively interview each other and make choices based on shared goals, heterogeneous skills, perceived personality match, and complimentary class/work schedule has been tested and shown to be superior to methods used in the past. During a single class period, students were asked to interview each other in 3-4 minute segments. They could talk about whatever they like, but were directed through initial discussion and materials to focus on choosing teammates that would have complimentary skill sets, interest in the same project, similar goals for the assignment, consistent work styles, and accommodating meeting schedules. Post exercise surveys showed that students enjoyed the exercise and getting to know all their classmates. End of semester post project surveys showed that students perceived the team created through interviewing to be more cohesive, more available for meetings, and had higher performance compared to teams they had worked on in the past. In addition, students then rated interviewing as a preferred way of choosing teams in the future.

Session 24: Willow Room

9:00 am – 10:00 am

Business Education and IT

Session Chair: *Jerry Belloit*

Internet of Things (IoT) Promises Dramatic TCO Savings for Business

Gerald Paul Wright

Husson University

Research has shown that a successful preventive maintenance program should improve the performance and safety of the equipment of your company, and is a critical element of proper facilities management. Conducting regular preventive maintenance on equipment extends the equipment's lifetime and results in a lower Total Cost of Ownership (TCO); thereby, positively impacting a company's bottom line. Some recent Internet of Things (IoT) devices include sensors to monitor equipment performance and utilize Artificial Intelligence to predict pending asset failures. Developers of these 'smart' IoT devices claim that the devices are a shift away from the preventative maintenance model to an as needed maintenance model and result in a dramatically lower TCO for business.

The Effects of Prescribed Exercise Curriculum on Academic Performance

Scott Bradshaw

Kutztown University of Pennsylvania

The purpose of this study is to examine the impact of a prescribed exercise curriculum on the academic performance of students enrolled in developmental education classes at the community college level, as well as whether gender introduces a differential result in relation to the following research questions: 1) Do students who participate in a prescribed exercise

program concurrently demonstrate higher performance than those who do not participate in a prescribed exercise program, as indicated by their academic grades? 2) Will gender of students participating in a prescribed exercise program have a differential result on their performance as indicated by their academic grades? It has been reported that exercise can have a profound effect on students, helping them achieve their academic potential (Ratey & Hagerman, 2008). Theories such as Ratey and Hagerman, Bailey, and others will be investigated to determine impact on students' academic progress. This program examines Mid-Atlantic USA community college students enrolled in developmental education classes, as well as KINS 170 Fitness and Wellness. Data from 2005 through 2015 is reflected. All students attending community college must be tested in the subject areas of reading, math, and English composition, assessing their ability and readiness for college level work. This evaluation allowed for exploration of the effectiveness of the intervention with regard to prescribed physical exercise behavior and its effect on students grades, and gender.

Performance and Frequent Testing

Robert Liebler

Kings College

Frequent testing is a teaching method in which more than a few exams/quizzes are given during a semester. Evidence in the literature indicates that an experimental group receiving frequent testing sometimes outperforms a control group not receiving frequent testing; only rarely does the control group outperform the experimental group. The issue addressed in the present paper is the relation between performance on the frequent testing and performance on traditional exams.

Session 25: Logan/Harris Room

9:00 am – 10:00 am

Analysis of “Shark Tank”

Session Chair: *Roger Hibbs*

Dissection of the Sharks: A Detailed Analysis of the ABC TV Show Shark Tank

David John Schweitzer

Marywood University

Christopher Speicher

Marywood University

Stan Kenia

Marywood University

Kelly Kemmerer

Marywood University

Kenneth Luck

Marywood University

Stanley Kania

Marywood University

Arthur Comstock

Marywood University

Shark Tank is a television series in the United States that holds a captive audience of over 7.5 million viewers who watch entrepreneurs pitch their business plans to potential investors in hopes of securing funding to launch or grow their company. The present study examines the impact on a company from appearing and being offered a deal on the ABC show, Shark Tank. This research will explore the overall economic impact on a company from appearing on the Shark Tank, such as variations in sales figures and net income. Adversely, this study wants to also examine the impact on a company if they do not receive a deal from an investor and the associated outcomes on sales and financial figures. While this show remains widely popular

with it mass audience, much remains to be studied to understand the true impact of the Shark Tank environment on the overall organizational health of a company.

Session 26: Holmes/Foster Room

9:00 am - 10:00 am

Business Education

Session Chair: *Justin Matus*

Accreditation and Thin Slicing Data in the Classroom

Justin Matus

Wilkes University

Higher education is under increasing pressure from the government, watch dog groups and consumers to prove the value of their programs. Business programs seeking accreditation, in particular, are held to very high standards to include the measurement and documentation of quality and outcomes. These demands come at a cost, not only to students, but to faculty as well. This session will examine the issues surrounding accreditation, the collection, analysis and dissemination of data as well as the value of such efforts. A brief overview of the current literature will be presented followed by a discussion and question and answer session. Suggestions for future research will also be presented.

Technology Demonstration Projects and Research

Marlene E. Burkhardt

Christopher Peterson

Daulton Romano

Emily Alexander

Anna Kauffman

Paul Lesur

Maxime Delattre

Kiernan Keating

Juniata College

Juniata College

Juniata College

Juniata College

Juniata College

Juniata College

Juniata College

Juniata College

The Management of Advanced Technologies class develops technology demonstration projects and engages in technology research. Last semester we utilized beacons for marketing purposes and developed a survey to address attitudes toward and behavioral analysis of cell phone device selection. Preliminary findings will be reported.

Integrating Codification Research and Memo Writing into Intermediate Accounting

Sean Andre

West Chester University of Pennsylvania

Phyllis Belak

West Chester University of Pennsylvania

The ability to effectively communicate is a very important skill for accountants. The AICPA has identified communication skills as a core competency, and demonstrating competence in effective written communication is a component on the CPA exam. This paper provides an overview of an approach taken by the author in an intermediate accounting course to incorporate both memo writing and codification research. Results show that by the end of the semester, students report significant increases in their understanding of the codification, their perceived ability to research using the codification and present what they find in a professional business memo.

Marketing and Related

Session Chair: *Loan Ngoc Tuong Pham*

An Investigation of Diversity Factors: The Role of Racioethnicity and Gender in Sales Recruitment Decision Making

Prabakar Kothandaraman
Bahar Ashnai
KiHee Kim
Michael Gatlin

William Paterson University
William Paterson University
William Paterson University
William Paterson University

Regulators and policy makers have long recognized the importance of a diverse workforce to enhance social and economic opportunities for women and minorities who have been traditionally underrepresented in the workforce. Federal government, through legislation, attempted to improve diversity in organizations. Consequently, companies began viewing diversity in recruiting as a compliance issue and tended to depend on legal advice in initiating policies that demonstrated compliance. More recently, companies recognized that a diverse workforce was better for business and began imparting diversity training and mentoring with limited success. Based on skill set evaluation and selection decision data involving potential entry-level sales candidates, this research provides important insights to organizations that seek to hire diverse workforce. The study focused on evaluation of skill set and hiring decisions where candidate-recruiter pair was matched and mis-matched on racioethnicity and gender. Results from our study would help companies with recruiting practices for entry level positions in sales that would actually contribute to a diverse workforce.

Explaining the Intensity of Factory Accidents: Some Evidence from the Apparel Sector of Bangladesh

Jafor Chowdhury

University of Scranton

In the last three decades, the apparel sector has become the primary growth engine of the Bangladesh economy. However, during this period, the sector has also witnessed a spate of apparel factory accidents some of which were catastrophic. Evidently, such accidents are much less frequent in countries that compete with Bangladesh in the global apparel market. Accidents in the supply chain are costly for all concerned: foreign buyers, buying agents, apparel workers, factory owners, and source country. The factors that cause the accidents and determine their effect merit systematic investigation. This study examines the relationship between the intensity of factory accidents and a set of predictors in the context of the apparel sector of Bangladesh. The intensity of an accident is measured by the injuries and fatalities resulting from it. The predictors include the characteristics of the accidents and factories where the accidents occurred. The sample consists of 264 accidents taking place from 1990 to 2016, mostly involving fires, building collapses, explosions, and fire panics. The accident list is assembled by searching the archived version of a number of on-line newspapers published from Bangladesh. The database is constructed by coding the information published in newspaper reports on each accident events. The results show that the predictors explain a great deal of the

variations in the two dependent measures. The limitations of the study are noted and the implications of the results for both policy and actions are offered.

Brand Engagement and Loyalty Based on Personalities: A Study of Vietnamese Consumers

Loan Ngoc Tuong Pham

Banking University of Ho Chi Minh City (VietNam)

Jung Seek Kim

Bloomsburg University of Pennsylvania

Lam Dang Nguyen

Bloomsburg University of Pennsylvania

Increasing engagement and brand loyalty has been recognized as the major marketing goal of firms. In this global economy, only those companies that have loyal customers and have ways of attaining them can survive in the marketplace. This paper examines the impact of personalities on brand engagement and brand loyalty of 307 consumers in Vietnam by adopting the brand engagement in self-concept (BESC) scale of Sprott, Czellar and Spangenberg (2009), and the Big Five Personalities scale of McCrae and John (1992). Using a series of paired sample t-test and through nested path models, the authors find that personalities affects brand loyalty not only directly, but also indirectly through mediation by BESC. Among personality traits, agreeableness and openness to experience positively affects BESC, while neuroticism does negatively. Moreover, BESC is found to relate positively to brand loyalty. Also, the authors document the significance of BESC as a predictor and mediator as it captures about a quarter of variation in brand loyalty and mediates completely the Big Five personalities except agreeableness. Managerial implications, limitations, and suggestions for future research are discussed.

Session 28: Willow Room

10:10 am – 11:10 am

Business Education and State-of-the-Art Search

Session Chair: *Murray James Pyle*

Document Search Functionalities to Improve Retrieval Accuracy

James Otto

Towson University

Extensive network interconnectivity, cheap storage, and big data processing have all provided organizations with the ability to access, save, search and analyze massive collections of data and documents. And this data is growing rapidly at an increasing rate. Much of this data is in the form of text (documents, emails, tweets, text, etc.). To leverage these vast document stores, analysts must be able to sift through these mountains of documents to find only the most relevant text for their requirements. This paper provides an overview of the many powerful search capabilities provided by state-of-the-art document search engines and proposes additional search functionalities to improve the power of document filtering and search retrieval accuracy.

Learning Outcomes Resulting From the Use of Publisher Specific Tools in Business Statistics: A Study of Student Competence Based on Rapid Feedback and Perceived Usefulness.

Murray James Pyle

Mercyhurst University

Ahmed Gomaa

University of Scranton

The research of the benefits of online homework in achieving learning objectives has provided mixed results. In this paper, we present an empirical explanation of the mixed results showing in the literature. Specifically, the online homework is affected by the perceived competence of the student in the subject matter and in the perceived usefulness of the homework. Accounting for those variables provides an explanation of the mixed results. A Principal Components analysis on the survey results indicated strong internal consistency for both perceived usefulness and perceived competence. The data is overlapped with system generated data. The paper questions four hypothesis, specifically A) Perceived usefulness of system improves performance, B) Perceived competence improves performance, C) immediate automated feedback improves perceived usefulness of system, and D) immediate automated feedback improves perceived competence.

Factors Influencing Accounting Students' Career Aspirations

Brian Trout

Millersville University of Pennsylvania

Eric Blazer

Millersville University of Pennsylvania

Accounting enrollments and hiring are on the rise. CPA examination candidates are decreasing. This study compares characteristics of students that intend to take the CPA examination to those that do not. Reasons why accounting students do or do not intend to take the CPA examination are also examined. Significant differences in a student's intentions to take or not take the CPA examination were found when compared to a student's desired career field and mother's education level. Career alignment or misalignment were primary factors in planning to take or not take the CPA examination. The proportion of students that intend to take the CPA examination declines by class level and the majority intend to work outside of public accounting. This study will be of interest to the profession and public as the decline in CPA examination candidates coincides with a high percentage of CPAs projected to retire in the next three years.

Session 29: Logan/Harris Room

10:10 am – 11:10 am

Miscellaneous Business and Education

Session Chair: *Cori Jo Myers*

Why Do Women Get Involved in Entrepreneurial Activity in the United States?

Sunando Sengupta

Bowie State University

Falih Alsaaty

Bowie State University

This paper builds on an earlier paper by Dr Falih Alsaaty, titled "The Entrepreneurial Spirit of the Women in the United States: Trends and Prospects". The earlier study explored the phenomenon of entrepreneurial spirit of the women, the different sectors where the entrepreneurship is focused, the status of minority women owned firms vs women owned firms in general and found that women entrepreneurship in general is growing and the growth was mostly in micro enterprises. Our present study attempts to explore the root causes of the growth of minority women entrepreneurship by looking into such factors as divorce rates, availability of funds for small minority owned businesses, overall growth of minority population, growth and enrollment increase in entrepreneurship programs across colleges in the United States.

Let's Be Honest

Cori Jo Myers
Peter Huegler

Lock Haven University of Pennsylvania
Lock Haven University of Pennsylvania

Cheaters do win... well, only until they get caught. Today, there is so much pressure to succeed and win in high school, in college, in athletics, and in the professional world that sometimes cheating and unethical behavior seem like the best or only way to gain an edge and win. Certainly, some competitors surmise that there is a quicker, easier way to outsmart the competition with an effective means of deception, and it seems like a good idea as the accolades and awards mount -- until they get caught. Unethical behavior continues in the business world as more than one-third of executives admit that they would justify unethical behaviors when facing an economic downturn or challenges meeting financial targets ("EY Global Fraud," 2016). Pressure for good performance not only drives unethical behaviors in business, but increasingly is considered one of several contributors to unethical behavior in high school and college as cheating and academic dishonesty continue to rise. While codes of conduct, ethics training and formal systems of auditing may help clean up the workplace and be necessary, we offer another approach by addressing unethical behavior in high school and college in a more comprehensive way that provokes greater deliberation of the ethical ramifications in decision making. More closely reviewing academic honesty policies and developing business programs' curriculum to more effectively deal with dishonesty and unethical behavior may help decrease the degree to which it occurs in high school, college, and maybe even the workplace. This paper is intended to synthesize literature on academic dishonesty to understand what it is, why it happens, how to assess the prevalence of it and of course, how to address the behavior.

Corporate Social Responsibility: Support from Three Relatively New Corporate Types

Douglas L. Nay

East Stroudsburg University of Pennsylvania

Corporate Social Responsibility has been endlessly debated since Milton Friedman's 1970 proclamation that maximizing social responsibility by business is a matter of making profits and providing jobs, rather mimicking Adam Smith's trickle down theory. The world has changed with globalization, technological innovation and investor pressure for maximum quarterly profits. Sustainability strategies are on the increase and productivity increases are inching forward with a new working style and seeming social concern from Millennials. Three new corporate forms are giving new options to social entrepreneurs for pursuing social good. These three relatively new types of corporations are the B Certified Corporations, Benefit Corporations and Low Profit Limited Liability (3LC) corporations. The Certified B Corporations and Benefit Corporations are both brain children of three Stanford friends, two of whom had a previous successful venture in AND1 athletic shoes with a profit and social purpose. The B Lab non-profit they formed has been the main catalyst behind thirty six states passing legislation (with seven more in progress) to allow the Benefit Corporation as a legitimate enterprise either as a new venture or as a conversion from another corporate type. Over 2500 companies are now Benefit Corporations. A benefit Corporation has a social purpose and a for profit purpose. The social purpose is declared at the start and may be changed. Control of incorporation rules rests with the states and in most states an annual or biannual report on progress toward the social purpose. Certified B Corporations are more closely monitored and supported by B Lab, pre examined, reexamined annually, and reported on publicly. The dual purpose, hybrid nature of Benefit Corporations and Certified B Corporations protects corporate officers and governance for investing in social problem-solving from investor suits for not

pursuing maximum wealth for the company. Fewer states have adopted the Less Profit Limited Liability 3LC legislation with about 1600 companies in eight states and two native American Indian Nations offering this option. These corporate types are the first new types since 1977 and provide support and impetus to social entrepreneurship.

Session 30: Holmes/Foster Room

10:10 am – 11:10 am

Miscellaneous Business

Session Chair: *Roberto Mandanici*

A Descriptive Study of Changing Internal and External Factors Impacting Business Growth

Ernie Post
Autumn Crouse

Kutztown University of Pennsylvania
Kutztown University of Pennsylvania

Entrepreneurs technical assistance needs for sustaining growth and the internal and external challenges that they encounter are constantly evolving. Business advocacy organizations often report to legislators that business issues most important to their members relate to corporate tax reform, rising health care costs or workforce development issues. However, when other options beyond traditional external factors are offered to business leaders to choose then their most important and critical issues become more nuanced than often reported by advocacy groups. This presentation will report the findings on three research questions that utilizes data from a five-year executive leader forecast survey that is conducted in a southeast Pennsylvania MSA region. The research questions summarize data from over 400 completed surveys and they include: 1) what emerging business technical assistance services are most frequently needed to help businesses continue their growth, 2) what internal or external challenges to business owners are most likely to impact their business growth, and 3) which federal, state or local business legislation/regulations are most important to their business survival. This presentation will address significant differences found between various industry sectors relating to the research questions and trends identified over the period of the annual survey between 2012 to 2017. The implications for advocacy groups and economic development organizations seeking to assist their regional business needs will be discussed. This research can benefit economic development organizations, entrepreneurs, legislators and business thought leaders.

Empirical Study of the Profile of an Embezzler: The Implications for the Community

Roberto Mandanici

Albright College

This paper will examine the results from a study of newspaper articles covering indictments of employee-related fraud or embezzlement. The scope of the study will include researching over 300 US-based periodicals for news articles mentioning occupational fraud indictments during the past 5 years (2012 to present). Unlike similar studies conducted by the Association of Certified Fraud Examiners (ACFE) or the “Big Four” independent accounting firms, which report results of fraud cases uncovered by members of those organizations, this study will focus on unbiased news reports as published in the Nation’s periodicals. The study will attempt to understand the profile of the typical employee fraudster: male or female; employee role within the organization; length of time at current employer; timespan of the fraudulent activity; amount embezzled; lone wolf or collusion; geographic location; employer business sector; employer category (non-profit, sole proprietor, corporation); employer size; etc.

Session 31: Sylvan Room 11:20 am – 12:20 pm

Miscellaneous

Session Chair: *Kustim Wibowo*

Internet of Things (IoT) Business Prospective: Providing Security Solutions

Kustim Wibowo
Jiang Feng Wang

Indiana University of Pennsylvania
Indiana University of Pennsylvania

The potential impact of the IoT is vast, reaching to every aspect of technology, business and life, especially in consumers' experience. The IoT connects remote assets and provides a data stream (and a stream of control system) between the assets and centralized management systems, offering the ability to integrate those assets into existing organizational processes to provide information on status, location, functionality, time, situation, condition, and possible threats. Like other Internet based services, IoT based services are also being developed and deployed with less or without security consideration. Also, since the IoT usually deployed by different organizations and individuals to support a variety of applications in an organization. Therefore, by nature IoT devices and services are vulnerable to malicious cyber threats as they cannot be given the same protection that is received by enterprises services within the enterprise perimeter. There are many possible security holes in IoT technology model which make possible several business security models are also available in IoT related business model. This research will focus on IoT security holes that will make possible for future IoT security business models.

Assessing the Impact of Student Prepared Chapter Outlines on Learning Outcomes

Eric Blazer
Brian Trout

Millersville University of Pennsylvania
Millersville University of Pennsylvania

A common faculty complaint in higher education is the failure of students to read the textbook and adequately prepare for class. This study examines the use of student prepared chapter outlines as a strategy for encouraging students to read the textbook, better prepare for class, increase student engagement, and ultimately improve learning outcomes. The effectiveness of the strategy is measured using longitudinal assessments of student learning outcomes in upper and lower level accounting courses. The study also contrasts the differential impact of the strategy on high-stake and low-stake assignments, as well as offering evidence on its effectiveness for both accounting and non-accounting majors.

Architectural Innovation and Innovation Success

Paul Lamore

Kings College

Over the last 40 years a variety of typologies have been developed regarding innovation strategies for new product development. This paper is the starting point for exploring possible antecedents of the various types of innovation strategies, and which strategies may lead to higher levels of commercial success. The results of a previous study are presented, which examined market performance and the new product development portfolio mix with the following antecedents: proactive and responsive market orientation, organizational culture, and resources allocated towards R&D. What is missing from this study is the nature of the innovation effort, in terms of which innovation strategies were used for exploiting current

markets versus pursuing new markets. Of particular interest is the Architectural approach (Henderson and Clark, 1990), whereby the relationships between existing components are reconfigured in such a way that the resulting system design offers compelling new functionality and utility. This approach can be directed towards enhancing product performance in existing markets, or towards developing new markets. Future studies will include the nature of the new products in the portfolio based on innovation strategies, and compare success in new markets using an architectural approach, as opposed to a more invention driven radical approach.

Session 32: Willow Room 11:20 am – 12:20 pm

Business Education

Session Chair: *Bernice Purcell*

An Evaluation of the Work Force Readiness of Recent College Graduates

Don Goeltz

Holy Family University

Bernice Purcell

Holy Family University

Jan Buzydlowski

Holy Family University

This presentation and paper describe a Work Force Readiness research project at Holy Family University. The project was designed to assess the hard and soft skills sought by Philadelphia-area employers, with the intention of incorporation of the results into curriculum design. The paper reviews prior skills surveys at the national and regional levels and highlights some unique aspects of the final Holy Family University survey, such as division of skills into three categories (soft skills, function skills, and technical skills). The primary contribution of the research is asking the respondents for comparison of importance of a skill and the presence of the skills in hires of recent college graduates, as most surveys ask only for one aspect of a skill or the other. The findings of the survey are examined at the category level and by skill level, for soft, technical, and functional skills, including details of the statistical study. The paper concludes with some recommendations for teaching and curriculum development, along with areas for further research. Conference attendees will benefit from this session by learning the process used by the researchers and how to implement change at their institutions. In the short run, attendees immediately learn some important considerations regarding skills that their institutions graduates need to be marketable in the business realm.

Experiential Learning for MBAs: Are We Closing the Business Competency Gap?

David Nash

Temple University

TL Hill

Temple University

Marilyn Anthony

Temple University

Recent literature highlights the pragmatic and pedagogic challenges faced by MBA programs trying to serve the expressed needs of employers while providing educational value to students. In June 2017, The Economist cited employers' complaints that business schools "encouraged students to think rigidly, to value cautious consideration over risk taking" and described industry-led curriculum design initiatives that focused on "experiential learning with large companies, solving real-world problems." Building on Kolb's theory of experiential learning and critiques of the mismatch between MBA education and the professional competencies required by employers, the Temple University/Fox MBA has developed a competency-driven

curriculum capped by a highly structured, industry-academic-led, live consulting project. In its design and execution, the capstone offers student teams a systematic approach for practicing in-demand business competencies while synthesizing knowledge and applying both to the solution of a pressing business problem for a client expecting practical results. Using over 200 Professional MBA student self-assessments conducted since 2013, this paper provides empirical evidence of the impact of experiential learning. The results indicate the model achieves both professional and educational goals, though perhaps at the price of over-emphasizing competencies that students do not value in the short term. This paper describes the role of experiential education in competency and professional development, offers initial tests of several theoretical relationships, and concludes with implications for MBA education that balances student and marketplace demands.

Employer Needs Study

Susan Aloï
Tracie Dodson
Kelly Sharp

West Virginia Wesleyan College
West Virginia Wesleyan College
West Virginia Wesleyan College

The partnership between the academic business discipline and the business industry is one of supply and demand. As a School of Business, we need to ensure that we are supplying graduates who are prepared for their fields and can meet demands of today's employers. During Academic Year 2016-17, three School of Business faculty from West Virginia Wesleyan College partnered with the West Virginia Chamber of Commerce to identify current and future employment needs across the state. Specifically, our study was designed to identify the knowledge, skills, and attitudes that West Virginia businesses need from employees. One of our primary goals of the research was to ensure that our College's business and economics students are developing the right knowledge, skills, and dispositions to find employment in West Virginia after graduation, and be ready to contribute to improving the state's economy. While the results of our research are applicable to institutions in our region, the process is replicable and potentially significant for any academic institution. In our presentation we will provide information on the development of our survey instrument, access to the instrument, description of the process we used to partner with various professional associations to gather data, multiple uses of the results, and lessons learned throughout the study.

Session 33: Logan/Harris Room

11:20 am – 12:20 pm

Business Education

Session Chair: *Kuan-Pin Chiang*

Active and Experiential Learning in the Evolving Quant-FIN Classroom

Gordon H Dash
Nina Kajiji

University of Rhode Island
University of Rhode Island

Contemporary quantitative and mathematical finance pedagogy, or quant-fin, is evident in courses like 'Financial Derivatives and Risk Management'. Quant-FIN courses typically seek to integrate applied mathematical and capital market theories. But, the practice of this integration often reduces to a presentation of tedious asset-pricing formulae, applied statistical

methods, and graph theory. This is further complicated with the growing prevalence of “Big Data.” Today, to be successful in their careers quant-FIN majors need to understand and implement a multitude of different solution techniques. This suggests that today’s business school pedagogy has a need to incorporate a classroom-based quant-FIN directed experiential learning model (ELM). The proposed workshop demonstrates how the cloud-based decision-making system, WinORSe-AI 2017 , (pronounced and abbreviated as: Win.O.R.S.) is currently used to implement an ELM and, as a consequence, create a ‘flipped’ and ‘Active Learning’ classroom environment. Win.O.R.S is available to students through an Internet browser. Student’s initiate fetches of real-time equity, options, futures, and fixed-income data to: a) create option spread portfolios (e.g., butterfly, straddles, guts, etc.); b) construct, simulate, hedge and maintain real-valued equity and bond portfolios; c) examine volatility hedging concepts and forecast future asset values by using a “Big Data” capable artificial neural network; and, d) implement a dynamic futures hedge against priced assets. Win.O.R.S also takes the student into the competitive field of automated trading system. Within the operational environment, managed portfolios are traded by machine learning algorithms. It is here where students learn to compare risk-adjusted performance across alternate risk-mitigation instruments and theories.

An Integrated Approach to Teaching Financial Statements Analysis Using Bloomberg and Thomson Reuters

Octavian Ionici

American University

Ajay Adhikar

American University

In an information age where data is currency, it is critical for students to have the skills to access, manipulate, analyze and interpret real-market data. This paper provides a project for financial statements analysis using Bloomberg and Thomson Reuters. The paper has proven very helpful for students to learn how to effectively use Bloomberg and Thomson Reuters for conducting a financial statement analysis project and for faculty to develop an effective learning experience closing the gap between theoretical knowledge and the expectations of the 21st century workplace. The project also supports the implementation of the learning framework to address the spirit and intent of the AACSB business and accounting standards related to information technology skills and knowledge (AACSB 2017).

Creating Personal Learning Environments with Social Media

Kuan-Pin Chiang

Central Connecticut State University

Technological advancement has changed students’ lifestyle and behavior. Students are digital natives and wired individuals who turn first to digital channels for information, communication and entertainment. Therefore, they should not be considered as passive information consumers; rather, they are active co-producers of content and are constantly sharing information. Because of increasing importance of social media, learning has become highly self-motivated, autonomous, and informal, as well as an integral part of college experience. Although high education institutions have course management systems such as Blackboard to enhance teaching and learning, this kind of platforms does not allow students to manage and maintain a learning space that facilitate their own learning activities and connections to their peers and social networks across time and place. Therefore, the objective of this study is to create and adapt a pedagogical approach termed personal learning environments (PLE) for social media marketing

curriculum in an effort to utilize social media as platforms for integrating formal and informal learning and fostering self-regulated learning.

Session 34: Holmes/Foster Room

11:20 am – 12:20 pm

Miscellaneous

Session Chair: *Tesfalidet Tukue*

Relationship between Advertising and Product Quality Revisited: The Case of Product Warranty (Claims)

Tesfalidet Tukue

Saint Joseph's University

The literature on the relationship between advertising and product quality has been long been debated as a result of divergent theories and mixed empirical evidences (e.g., Horsky and Simon 1984; Tellis and Fornell 1988; Chenavaz and Jasimuddin 2017). This study aims to tackle the long-standing debate on the association between advertising and product quality using the magnitude of product warranty (claims) as a proxy for product quality in manufacturing firms. The study hypothesizes and finds negative (positive) association between advertising and product warranty (claims) that deviate from the industry norm.

Workshop for Proceedings/Journal Reviewers

Norman C Sigmond

Kutztown University of Pennsylvania

Cori Jo Myers

Lock Haven University of Pennsylvania

The process of reviewing articles is tedious. It involves attention to detail, and dedication to the final product; a publication in which all involved can take pride. For the authors of submitted work, their success in the review process can affect their career path. For the publication, each "accepted" paper is symbolic of the quality of the publication. The review process involves far more than merely reading an article and commenting on the overall quality of it. It will usually involve review of English usage, reformatting, and commenting on concept and theme. In some cases, reviewing the correctness of technical and statistical applications might be appropriate. Presentation and application of the referencing system that is approved by the publication (at NABET, APA is required) is also important in the review process. This workshop will, in essence, provide guidance and instruction for new Proceedings and Journal reviewers. The presentation can also prove valuable for the authors of scholarly work. New and experienced reviewers, as well as, authors should find this workshop to be beneficial.

The Effect of Relative Resource Strength on Levels of IPO Underpricing

John S. Pearlstein

Stockton University

During the 1990's the market for initial public offerings was very strong setting new records for not only the sheer number of IPO's, but also the level of underpricing. After the Internet Bubble burst in 2000, there has been steady research interest in initial public offerings (IPOs) by both finance and strategy researchers. The study takes a different approach to the relationship between issuers and underwriters and focuses on the pairings of issuers and underwriters at the deal level instead of at the firm or industry levels. The theory presented here suggests that there are stronger and weaker issuers, as well as stronger or weaker underwriters measured by their resource contributions and peers. In situations where strong underwriters bring weak issuers to

market, underpricing is significantly higher than when the strengths are equal. Conversely, when weaker underwriters bring stronger issuers to market the level of underpricing is significantly less. These results suggest that an issuer's choice of underwriter can substantially effect the firm's IPO proceeds, and that issuers should look for an underwriter with a similar level of strength, rather than the conventional wisdom to contract with the strongest underwriter that agrees to take the firm public.

Session 35: Sylvan Room

1:40 pm – 2:40 pm

NABET Workshop & Business Related Topics

Session Chair: *Kurt Schimmel*

Special Workshop (30 min)

Monetary Policy From WWII to the Great Inflation

Conway Lackman
William Carlson

Kutztown University of Pennsylvania
Kutztown University of Pennsylvania

This paper examines the influence of monetary policy during the Great Inflation of 1965-82. Four presidents, three Fed chairs, and many Keynesian economists made wrong decisions. Many were misled by the Phillips Curve Theory which turned out to be wrong. They failed to learn from the history of 1946-63. Three times there were outbursts of inflation: the WWII inflation, the Korean War inflation, and the inflation of 1955-6. And three times the inflation was eliminated. What did Truman, Eisenhower, and the Fed do correctly that the others did wrong later on? The WWII inflation situation was capped by price and wage controls. When the controls were removed prices and wages (aided by strikes) popped up to where they would have been without the controls. The inflation was stopped because the money stock went from 109.27 to 107.72 from 3Q47 to 3Q49, a two year negative annual growth rate of -.71%. This restraint was strong enough to eliminate the inflation and also push us into the recession of 1948-9. The initial Korean War "panic" buying inflation subsided during UN occupation. In January price controls were introduced, but were loosened periodically and when taken off by Eisenhower in April 1953 inflation actually dropped due to a sharp drop in money growth from 4.62% at the end of 1952 to .61% a year later, enough to stop inflation and lead to another recession. The inflation of 1955-6 and 1Q57 is a bit puzzling since money growth from 2Q55 to 1Q57 averaged a modest annual rate of 1.29%. Then money growth went to a negative rate of -.60% over the next year, enough restraint to stop inflation and cause a recession.

Lowering the Cost for Faculty Who Use Frequent Testing

Robert Liebler

Kings College

Frequent testing is an educational method in which more than a few tests/quizzes are given. One problem with frequent testing is that it is costly for faculty to create new quizzes. Reusing quizzes lowers the cost for faculty but raises the ability of students to cheat. In this paper, I discuss a method for dealing with this problem.

Session 36: Willow Room

1:40 pm – 2:40 pm

Accounting & Marketing

Session Chair: *Thomas Coe*

Do Analysts Respond to Write-offs? An Examination of S&P Midcap 400 Companies, 2002-2017

Carolyn Mancini
Thomas Coe

Quinnipiac University
Quinnipiac University

This study examines the recommendations of analysts who track the companies that compose the S&P Midcap 400. We examine how analysts' recommendations over the last 60 quarters, from 2002 through 2017, consider the potential impact of, or respond to, the reported write-offs or expenses that typically do not constitute a firm's operating activities. First, do analysts predict or respond to price changes for the company's stock price for the quarter? Second, do analysts do a good job during the bull market prior to and predict the collapse of equities in the 2007-2009 period, as well as anticipate the recovery? Third, to what extent, if any, do analysts take into consideration the activities that sporadically affect a company's overall earnings, such as write-offs of tangible and intangible assets, merger expenses, legal expenses, or other one-time items?

Corporate Governance, Accounting Standards and Accounting Fraud: A Comparison Theoretical Study in the US and China

David Daniel
Sheila Handy
Xu Weichu

East Stroudsburg University of Pennsylvania
East Stroudsburg University of Pennsylvania
East Stroudsburg University of Pennsylvania

This study examines the differences in the relationship between corporate governance and accounting fraud in two countries: the United States and China. In investigating the relationship between corporate governance and the incidence of accounting fraud, we focus on the three different aspects: different characteristics of the board of directors, ownership structure, directors' financial incentives. Considering two different accounting standards: International Financial Reporting Standards (IFRS) which is rule-based and US Generally Accepted Accounting Principles (US GAAP) which is principle-based, we proposed that accounting standards moderate the relationship between corporate governance and accounting information quality to lead to occurrence of accounting fraud. Last we also discuss the limitations and the need for further empirical study.

Applying Vintage Marketing Differentiation Strategies Today

Robert L. Williams

Susquehanna University

During this marketing management workshop participants will be introduced to 16 marketing strategies with origins that date back to the 1846-1946 century. They will learn how the perceptive creation and use of one or more of these strategies helped companies of their era maintain and sustain dominance. Participants will learn why and how these vintage strategies were invented, how they were first used or introduced and how and why these proven strategies continue to contribute to innovate marketing strategies used today in companies around the

world. Additionally, participants will be introduced to a Brand Flux Model that illustrates why and how brands must respond to the fast-paced, constantly-changing (fluxing) business environment. The 16 strategies are from the recently published (Palgrave) textbook Vintage Marketing Differentiation: The Origins of Marketing and Branding Strategies.

Session 37: Logan/Harris Room

1:40 pm – 2:40 pm

Finance and Risk

Session Chair: *Michael J. Gallagher*

Property-Liability Insurers' Discretionary and Non-discretionary Loss Reserve Error: Relation with Investor Sentiment

Fang Sun
Xiangjing Wei

Gannon University
Gannon University

We examine whether investor sentiment is associated with loss reserve estimates of Property-Liability (P/L) Insurers. Using the Michigan Consumer Confidence Index as a proxy for sentiment, we find that the level of investor sentiment is negatively associated with discretionary component of loss reserve error. In contrast, our evidence does not suggest a similar relationship holds for investor sentiment and non-discretionary loss reserve error. Further analysis indicates that stock insurers are more sensitive to investor sentiment than mutual insurers, in term of discretionary component of loss reserves. The results are consistent with our hypothesis that P/L insurers cater to investors' optimism (pessimism), driven by investor sentiment, via loss reserve claims. Our study discovers a new rational for why insurers may use discretion over their loss reserves.

Net Pension Liability Impact on School Districts after Incorporation of Governmental Accounting Standards Boards (GASB) Statement number 68

Michael J. Gallagher

DeSales University

This paper analyzes twenty school districts in the state of Pennsylvania and applies ratio analysis to understand the potential effect of GASB number 68 on the financial statements of these entities. The financial statements were picked on a random basis from the Electronic Municipal Market Access (EMMA, 2016) database. EMMA is a research and data retrieval system of the Municipal Securities Rulemaking Board (MSRB). The MSRB provides resources to trade municipal bonds and access to the financial statements of entities selling these securities. The paper was developed as a result of the requirement by GASB to “recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits” (GASB, 2016).

The public schools in Pennsylvania incorporated GASB number 68 for the fiscal year ended June 30, 2015 and restated the financial statements for the fiscal year ended June 30, 2014. The effects of these restatements created a situation where most of these districts now show a negative fund balance caused by an increase of liabilities of over one hundred percent. Many of the decision makers are uncertain of the long-term changes that this recognition will have on the operations of the school district. Bond ratings have suffered because of the volatility and

uncertainty causing negative effects on the balance sheet, increased current recognition of pension expenses, and a possible interest rate increase. All of these effects are illustrated in this paper. This is at a time where many people are questioning the performance of many of the school districts.

Session 38: Holmes/Foster Room

1:40 pm – 2:40 pm

Marketing

Session Chair: *Christine A Lai*

Marketing the Idea of Volunteering In a Post-Communist Era

Christine A Lai

SUNY Buffalo State

Approximately twenty years after the conclusion of Croatia's war of independence, Croatia is still transitioning through its post-communism status. Since 2013, when Croatia gained admission into the EU, Croatian institutions of higher education and cultural organizations are attempting to shift the population's negative perception toward volunteerism in order to create and expand their volunteer work force and implement a more structured service learning education element into the curriculum of institutions of higher education. A semi-structured interview format was utilized to allow employees of cultural organizations and students to freely discuss their impressions and opinions regarding the utilization of student volunteers. This paper examines attitudes toward volunteering from a historical perspective. When examining volunteerism in Southeastern Europe, it is important to consider that under communism, preservation of culture and social welfare was the responsibility of the State. Before Communism, cultural and social entities were the responsibility of organized religion and associations. Communist ideology embraced the concept of community involvement for societal improvement which resulted in State imposed "volunteerism". Hence, volunteering was perceived as mandatory labor to compensate for the State's inability to provide social and commercial necessities. As post-communist countries transition, it is still difficult to change the mentality of the general population to accept the idea of volunteering. Overall, most organizations demonstrated a willingness to consider student volunteers as service learning participants and students perceived positive externalities from applied concept learning. This paper concludes with suggestions for strategies to generate a positive cultural shift in attitudes towards volunteering.

Relationships Between the Digital Marketing Techniques: A Systemic Model

Philip Van Berten

Stevenson University

Social network marketing, big data, viral marketing, and design thinking are some of the latest tools that the marketing practitioners have developed. In regard, it looks like a big change is happening in marketing management. This paper offers to briefly clarify the respective role and appropriate usage of these techniques. This research offers an integrating model of the relationships and places of the digital marketing tools inside an already existing solid systemic approach of the marketing domain.

Session 39: Sylvan Room

2:50 pm – 3:50 pm

Sport Management and Risk

Session Chair: *Ronald Dick*

Expanding the "Limited Duty Rule" in Baseball

Joshua D. Winneker

David Gargone

Misericordia University

Misericordia University

Baseballs flying into the stands and hitting fans is a common occurrence during a baseball game. Unfortunately, some of the fans suffer serious injuries from the foul balls and subsequently file lawsuits against the stadium owners. In the majority of jurisdictions that have ruled on these types of cases, the courts follow what is known as the "limited duty rule" or the "baseball rule". Under this rule, the stadium owner is protected from civil liability for the fans' injuries if the owner provides sufficient protected seating for those fans who desire it and that the high risk areas behind home plate are screened in. With the recent rash of devastating injuries to fans sitting along the first and third baselines, including a toddler being hit in the face at a New York Yankee game, it is time that the limited duty rule be extended to require stadium owners to provide protective netting in these parts of the stadium as well. If the stadium owner fails to do so, they should lose their limited duty protection and have to face civil liability from the injured fans.

Naming Rights & Sponsorships of Sports Facilities and Teams- Where are We and Where are We Going?

Ronald Dick

Duquesne University

his paper focuses on various aspects regarding the naming rights of stadia. The first naming rights deal of a major stadium was in 1972 regarding the Buffalo Bills and Rich Products located in Erie County, NY; the home of the Buffalo Bills. The cost was \$1.5 million for 25 years. From 1996 to 2000 several additional naming right deals occurred. MLB allowed the first signage on the outfield wall with a sign GAP, a clothing store chain. Additional advertising on outfield walls occurred at the major league level that previously was reserved for the minor leagues and independent baseball. Airlines and banks are two major industries that have identified the business importance and benefits in the naming of sport facilities. There are fundamentally two types of advertising which are in-arena for fans/spectators at the facility, and television for fans viewing from their homes. Both can be helpful for the exposure of a corporate logo and branding of a company's products. There are millions of consumers watching on television while in-arena advertising is capped at the individuals present. This paper develops these and related issues in this continuously expanding enterprise of naming rights.

Women in Sports: Moving Communicatively Past the Glass Ceiling and Glass Cliff and through the Leadership Labyrinth

Dorene Ciletti

Elesha Ruminski

Isidora Knezevic

Duquesne University

Frostburg State University

Duquesne University

In the sports sector, few women hold leadership positions, whether in professional sport, at the collegiate level, or in Olympic governance. In fact, women hold only 22.2% of leadership

positions in the NFL, 18% in the MLB, 22.6% in the NBA, 19.1% in MLS, and 34.4% in the WNBA (Lapchick, 2015). Women in sports face obstacles concerning career development and advancement to leadership roles not unlike those faced by women in other industries, including the military at 14.5% (Huyck, 2012), science, technology engineering and math (STEM) at 33% (Reuben, 2014), and the construction industry at only 2.6% (Fortino, 2014). Shaw and Hoeber (2003) note that "assumptions about appropriate leadership characteristics, the organizational environment, and reward practices" affect the progress of women in sports leadership positions (p. 348). Ryan and Haslam (2007) argue that a "glass ceiling" prevents women from reaching highest positions while a "glass escalator" accelerates men through organizations. An additional obstacle women face is a "glass cliff," when females that break the "glass ceiling" are assigned into positions that are associated with high risk. The labyrinth metaphor (Eagly & Carli, 2007) is a helpful alternative for examining women in sports leadership, especially when considering the unique barriers women face. Women do not face one absolute barrier to high-level leadership and advancement; instead, they face numerous obstacles that together form a labyrinth that must be carefully negotiated to move forward in leadership. This work will explore how communication informs sports leadership and management, with the labyrinth as a replacement for the glass ceiling metaphor.

Session 40: Willow Room

2:50 pm – 3:50 pm

Miscellaneous

Session Chair: *James Otto*

Authentic Simulated Startup: Bringing the Real World Into the Classroom

Susan McNamara

State University of New York – Fredonia

Anne McNamara

University of Pittsburgh

In our changing world, college graduates need a new set of skills in order to be successful in jobs that may not exist yet. In particular, the ability to work on a team and with diverse people are important as jobs become more collaborative and as our country becomes more diverse (Hugh & Jones, 2011). This case study examines an innovative approach to teaching organizational behavior grounded in Kolb's model of experiential learning (Kolb, 1976) and features of problem-based learning (e.g., Rossano, Meerman, Kesting, & Baaken, 2016). Specifically, the class uses a student-centered approach that is scaffolded across the semester by having student teams create and remain part of an authentic simulated start-up business and includes continual reflection of their experience. Data comes from surveys of 151 undergraduate students across six semesters taken after course completion. Results indicate that the top skill students' report they developed through this course is the ability to work on a team. This is statistically significantly higher than any other skill students reported they developed. The next highest skills developed through the course include ability to work with diverse people and understanding oneself. Qualitative analysis of students' open-ended responses parallel quantitative findings. In addition, students stated that the course helped them develop an understanding of business in the real world. The paper will fully outline the design of the course, how the course elements impact engagement, and the skills as reported by students and desired by employers.

Rationing, Age, and Bias in Bedside Decision-Making: A Systematic Literature Review
Natalie Dick
Slippery Rock University

Health care resources are finite and often scarce. This forces either explicit or implicit resource allocation – or rationing – decisions. When explicit rationing is not clearly defined and health care professionals face scarcity of resources, they must perform bedside rationing. The practice of rationing, including bedside rationing, raises ethical questions of justice, as well as, cost versus utility. While several approaches have been developed to address these ethical questions, none have achieved consensus on either ethical validity or prioritization. Moreover, the ethical problems of both explicit and implicit rationing have further implications when questions of bias are introduced. Since unaddressed bias can lead to unjust disparities in health outcomes, there is an ethical imperative to reduce or eliminate bias in health care decision-making. This is supported by a respect for human vulnerability, both in the general sense and in terms of special vulnerability. Many factors could affect bias in health care decision-making, but bias related to adult age may have a special importance for the debate on rationing. Age is often included as an explicit justification for health care rationing, although consensus on the ethical grounding of this argument has not been established. This study employs a systematic literature reviews to clarify key questions related to bias in bedside decision-making due to patient age. These questions include clarification on concepts related to bedside rationing, age and decision-making bias, and bias related to bedside decision-making.

Document Search Using a Simple Programming Language
James Otto

Towson University

As the number of documents available to access, review, and analyze explodes, analysts combing through huge document libraries for specific information need more powerful search capabilities. This paper explores the idea of providing relatively a simple search programming functions to research analysts. Such a language would provide tools that go far beyond the typical boolean queries currently available to document searchers. The proposed search programming language provides analysts with fundamental programming functions such as code re-use, storing query strings and intermediate results as variables, incorporating queries as callable functions, providing decision controls (such as if..else decision points), supplying looping control (such as do...while loops), and simple debugging tools. Of course, organizations providing searchers with such powerful tools will need to protect their data stores against search programs that might impose undue processing overhead on their systems (for example, infinite looping) or accesses too many data store documents. This paper examines how such a system might be designed and issues related to its implementation.

Session 41: Holmes/Foster Room
Miscellaneous Business

2:50 pm – 3:50 pm

Session Chair: *Marlene Burkhardt*

Small Firm Distributions to Shareholders: An Examination of Theory and Practice

Carolyn Mancini
Thomas Coe

Quinnipiac University
Quinnipiac University

This study examines the characteristics of companies that are valued and described as small-cap, micro-cap, and nano-cap stocks. Over the latest twelve months, there were 465 (of 1187) small-cap, 277 (of 1072) micro-cap and 82 (of 3,195) nano-cap companies in the U.S. which paid dividends. However, of these same companies, 584 small-cap, 430 micro-cap and 371 nano-cap companies paid dividends at some point in their history. We examine the characteristics of companies in these market classes and compare dividend payout policies with popular dividend theories, such as life cycle, signaling, clientele effect, location, and residual theories. Additionally, we look at other distribution events of these companies, such as stock splits, stock dividends and share repurchases.

Graduate Business Programs - Evolution, Present, and a Look into the Future

Roger Hibbs

Kutztown University of Pennsylvania

This article discusses the origins of the MBA, the future of MBA programs, successful MBA models, and current trends in MBA and graduate business programs. Also discussed are content models and using stakeholders to determine MBA content.

Session 42: Logan/Harris Room

2:50 pm – 4:30 pm

Business Education

Session Chair: *Sunita Monda*

A Practical Online Course Engagement Rubric for Enhanced Student Performance

David Jordan

Slippery Rock University of Pennsylvania

Sunita Monda

Slippery Rock University of Pennsylvania

This study is an extension of ongoing research that examines the efficacy of an online course engagement rubric to help increase student performance through pedagogical design and participation measurement. Students' active engagement through their individual and collective efforts is defined by their interface with course content, peer collaborative learning, and instructor interaction for specific course performance. In a prior study, the authors identified constructs and measures associated with student engagement using a performance rubric that incentivizes students for associated positive course engagement behaviors. Based on that prior research, this study evaluates the modified engagement rubric in a simplified form as an extension of the prior research. The simplified engagement rubric is intended to compel online course participation beyond that of "checking the boxes for points" and course completion, while acknowledging certain limitations associated with online course participation and measurement in a practical setting. A linear regression is estimated to include student engagement measures, student academic metrics from student records, and demographics with course grades as the dependent variable. Data retrieved are associated with 11 online courses from a mid-sized public university.

Three Views on Facilitating Accounting Student Success After Transfer Within Higher Education

Carol M. Jessup

University of Illinois Springfield

Sidney Askew

Borough of Manhattan Community College - CUNY

Barbara Thomas

Triton College

The goal of this paper is to highlight the situation of preparing community college and upper division college accounting majors for success. Students attending community college represent a broad continuum from various segments of the population; this promises some relief in terms of the input side with the identified “pipeline” shortage situation in the profession. Given the present and projected disruptions in the accounting environment, there are benefits to be derived to students, faculty, and employers if the outputs of the pipeline align to the quality expected of accounting professionals today. It is important that accounting faculty be fully informed of various issues and work to facilitate success to help students reach their academic and professional goals. Several common critical success factors were noted across discussions of the perspectives of three accounting academics.

Conference Concluded

4:30 pm

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