

**Northeastern Association
of
Business, Economics and Technology
(NABET)**

Official Program

**37th Annual Meeting
October 23rd & 24th, 2014**



Days Inn
240 South Pugh St.
State College, PA 16801
(814) 238 - 8454

NABET

Thursday, October 23, 2014

Registration	Days Inn Atrium	7:30 am - 5:00 pm
Breakfast	Sylvan Room	7:30 am - 9:00 am
Welcome	Norman Sigmond, Board Chair	8:00 am - 8:15 am

Session 1: Sylvan Room **8:15 am – 9:30 am**

Accounting, Finance

Session Chair: Norman Sigmond

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

Mostafa M. Maksy

Kutztown University of Pennsylvania

The objective of this study is to empirically determine whether free cash flow (FCF) is value relevant for the industrial sector of the U.S. and, if so, which FCF is the most value relevant. The study aims to provide two contributions to the literature: First, if FCF is value relevant this would help investors make better decisions as they would use FCF in making their investment decisions. If it is not, then investors may not need to waste their time to include FCF in their decision making process. Second, if there is a specific FCF that is the most value relevant, this may encourage the Financial Accounting Standards Board (FASB) to require the industrial companies to use that specific definition if they voluntarily disclose FCF in their annual reports. Using correlations and multiple regression analysis on a sample of 24,103 observations covering the 25-year period from 1988 to 2012, the author empirically shows that FCF is not value relevant for the industrial sector. This result is in agreement with some prior research as discussed in the literature review.

Do Bondholders Receive Benefits from Bank Interventions

Yili Lian

Pennsylvania State University

I studied the effect of bank interventions over bond performance surrounding loan covenant violations. By studying abnormal bond returns of nonfinancial firms with covenant violations from 1996 through 2008, I show that bondholders benefit from bank's influence over the governance of violators. Both short-term and long-term abnormal bond returns are significantly positive after covenant violations. I find that cross-sectional abnormal bond returns are positively related to the probability of bank interventions. Further, I show that forced CEO turnover is positively associated with the probability of bank interventions. Firms with forced CEO turnover tend to have better bond performance. I conclude that bank interventions have positive effects on the value of bondholders.

Budget Analysis at Case Study University

Michael Joseph Gallagher

DeSales University

This case study is designed to provide the student with a real life example of an analysis to determine various methods of billing students for study abroad programs. The example was based on a university that operated over twenty five various programs using four different models

including programs operated by the university in London, England, Innsbruck, Austria, Angers, France, Washington, D.C. (this was part of the international studies budget), Rome, Italy, Santiago, Chile, and Fremantle, Australia. Direct enrollment in universities in Ireland, England, Mexico, Australia, and Spain. The last two groups of programs included locations provided by other colleges or consortiums. The study was started because the university started providing study abroad opportunities but did not track the effect of the various programs on the budget and the spending was volatile with a lack of internal control.

Session 2: Sylvan Room

9:30 am – 10:30 am

General

Session Chair: Yili Lian

Customer Loyalty in Women's Specialty Clothing Retailers

Robert John O'Connell

York College of Pennsylvania

Understanding which customer attributes, if any, distinguish “brand-loyal” from “transient” customers is likely to enable businesses to tailor marketing communications to each group, and allow retailers to manipulate such variables. Researchers in the 1990s identified various types of customer loyalty, including monopolistic, incentivized, and emotional. This present research concentrates on emotional loyalty, as retailers may not have the market position necessary to attain monopolistic or incentivized loyalty. The purpose of this research is to determine if brand loyal customers display emotional loyalty and if any demographic or sociographic variables differ between brand-loyal and transient customers. The population considered in this quantitative study consisted of customers shopping at greater-Philadelphia-area brick-and-mortar stores of three women’s specialty clothing brands, each segmented into brand-loyal and transient based on customer prior purchase activity. Customers were contacted via e-mail and asked to complete a Likert scale survey including some questions intended to measure their degree of emotional loyalty. Survey responses were then matched back to the customers’ historical purchase activity and appended demographic and sociographic attributes. Of the variables considered, customer age appears significantly related to loyalty, but the directions of the relationships vary depending on the retailers’ target customer age ranges.

The Financial Fitness of Pennsylvania Rural Volunteer Fire Companies

Melanie O Anderson

Slippery Rock University of Pennsylvania

Volunteer fire companies are vital to protecting millions of citizens in rural and urban areas in Pennsylvania. However, there are many challenges as the number of volunteer firefighters has declined from over 300,000 in the 1970’s to approximately 50,000 today, serving in over 2,400 fire companies across 67 counties (University of Pittsburgh, 2012). Over 60 percent of volunteer fire companies operate on budgets of less than \$100,000 (Center for Rural Pennsylvania, 2012). Many fire companies are struggling to survive with this level of funding to support operating costs and the enormous capital costs of obtaining new fire equipment.

Previous research has indicated that volunteer fire company budget funds come from a variety of sources including fundraising. Previous studies have also reported that the fundraising requirements on rural volunteer fire companies have put an enormous strain on volunteers already overwhelmed by an average of 551 calls per year (Center for Rural Pennsylvania, 2012). The presentation will review the progress of a quantitative and qualitative research study of the financial fitness of volunteer fire companies.

Does a Trust have Standing in a Foreclosure Action?

Anthony Peter Vigna

Ramapo College of New Jersey

Foreclosure in today's economic environment is a common occurrence. The plaintiff in a foreclosure action must be the beneficial owner of the note and mortgage. In many cases the plaintiff is a Trust because the loan has been securitized. Securitization is a process where a Trust Fund is created and filled with loans which provide a steady stream of income to Wall Street investors. The Trust sells to investors' certificates of the Trust that represent the income stream of those loans. This paper will explore these and related issues.

Session 3: Willow Room

9:30 am – 10:30 am

Management, Ethics

Session Chair: Mostafa M.Maksy

The Effect of Type and Direction of Influence Tactic on Managers' Willingness to Add Budgetary Slack

Sean Andre

York College of Pennsylvania

Mark O'Donnell

York College of Pennsylvania

Prior research in accounting has shown managers may be more likely to make inappropriate decisions when under pressure from their superiors. However, studies from the leadership field show that decision makers may experience alternative forms of influence (such as rational persuasion) and from individuals other than their superiors (such as peers). This study explores the effect of alternative forms and direction of indulgences on the likelihood that a decision-maker will violate company policy by adding budgetary slack. The authors found that a high number of decision-makers chose to against policy and add budgetary slack. Furthermore, those who violate company policy once were more likely to do so a second time. However, neither form nor direction of the influence attempt predicted compliance with requests to violate company policy. These findings suggest a need for increased attention to training that more heavily emphasizes reasoning behind company policies, as well as training that heightens manager's awareness of the influence tactics others may use to encourage the violation of such policies. Such training may help encourage adherence to company policies.

Raising Ethical Awareness beyond the Classroom

Dawn Parasolick

Point Park University

James M. Haley

Point Park University

Recognizing the need for students to become ethical leaders, a new course: Ethical Leadership and Sustainable Organizations, was introduced into the MBA program at Point Park University five years ago. In this paper, we discuss the work we are carrying out to raise ethical awareness among our MBA students. We provide real-life examples of the different ways we connect with students online and offline, as well as the specific techniques used. We demonstrate the various methods used to engage and teach students such as social media pages, website news features, events, outreach, media and public relations. For example, Point Park has started a speaker series with business leaders who share a vision of sustainable organizations. The topic of our fifth speaker series is "How Learning Organizations Forecast Well – and Prudently – to Create a Sustainable Vision". Finally, this paper will teach others to use similar methods and techniques in their programs and courses to expand their influence beyond the classroom.

Women Directors on Public Company Boards: Does a Critical Mass Affect Leverage?

Cindy K. Harris

Ursinus College

This study examines the relationship between corporate leverage (the ratio of total debt to total assets) and gender diversity on US public company boards, with particular focus on boards that have at least 25% women directors. Using this critical mass of women eliminates from consideration boards with lesser female representation, whose female directors may be marginalized in their contributions to board functioning and decision-making. I hypothesize that when boards have this minimum threshold of gender diversity, the influence of risk-averse female directors will impact board decisions related to financing, resulting in lower debt ratios when compared to boards with no female directors. Drawn from the listing of firms compiled annually by Catalyst, the sample is comprised of Fortune 500 firms with no women on their board and firms with at least 25% women directors on their board, respectively, for the two year period 2012 and 2013. Using a total sample of 78 firms, and controlling for determinants of capital structure and board governance variables, I find a significant negative relationship between boards with at least 25% women directors and corporate leverage. Further, the presence of at least 25% women on the board has a significant moderating effect on the association between both board size and board age, and corporate leverage, leading to an even stronger negative relationship. The evidence suggests that substantial board gender diversity is a corporate governance factor that can influence firm outcomes, and adds insight into the factors that can affect corporate financing choices of US public companies.

Session 4: Logan/Harris Room

9:30 am – 10:30 am

Panel Discussions – Business Education

Session Chair: Michael Joseph Gallagher

Real Life in the Classroom

Christine Marie Lombardo-Zaun

Cedar Crest College

Educators constantly struggle to keep students' attention in the classroom. What does it mean to have a student truly engaged in the class? How do we get students to think critically? Does the inclusion of experiential learning have an impact on how the student learns?

First, the presenter will explore what experiential learning is and what it means to the instructor. Literature reviews show that experiential learning encompasses many kinds of learning such as internships, hands-on laboratory experiences, field trips and even cooperative education placements. (www.eric.ed.gov) There are many other methods of experiential learning and the presenter hopes to generate a discussion sharing these other methods.

Employers want the student to have some “real world” experience before starting their post-graduate position. Employers also want graduates to have some basic skills that colleges are attempting to teach. According the National Association of Colleges and Employers (NACE), employers are looking for graduates to have verbal communication skills in addition to be able solve problems and make decisions. (<https://www.nacweb.org/press/faq.aspx>)

A *MoneyWatch* article written by Lynn O'Shaughnessy in April 2013, reviewed a survey of 318 employers was conducted by the Association of American Colleges. Of the employers interviewed, all companies had at least 25 employees and at least a quarter of new hires held either an associates or bachelor's degree. (O'Shaughnessy, 2013) (<http://www.cbsnews.com/news/what-employers-want-in-college-grads/>) “[Ninety-three] percent

of employers said that a demonstrated capacity to think critically, communicate clearly and solve complex problems is more important than a job candidate's undergraduate degree.” (<http://www.cbsnews.com/news/what-employers-want-in-college-grads/>)

This presentation identifies best practices of engaging students in the classroom and getting students to think critically in the classroom through the use of experiential learning. These best practices are also applicable in all kinds of teaching formats.

The presenter has over 14 years of sales and sales management experience. Presenter changed careers and entered academia a few years ago as a full time professor. In addition, the presenter is a part-time practicing attorney. The presenter's teaching philosophy is to keep students engaged in learning, but more importantly, to teach them how to think critically through the use of experiential learning. The presenter's best practice of achieving this objective is shared from samples taken from presenter's classroom experiences. The presenter also has taught a variety of courses such as Business Law, Employment Law, Business Ethics, Writing for Management, Human Resources Management, Compensation Management, Power, Influence and Negotiation, and a First Year Seminar. The presenter has received excellent student reviews with regard to the use of experiential learning.

The information in this session is applicable and valuable to any other institution or professor who wishes to learn new methods of engaging students and teaching them to think critically; a skill necessary for a successful post-graduate experience.

Partnership for Success: Student Projects Focus on Local Business

Nicole Lytle

LaGuardia Community College

When students are challenged to apply concepts learned in the classroom to strengthen local businesses, they excel at execution of theory. This is precisely what happened for marketing students at LaGuardia Community College over the course of two semesters. Organized into small groups, thus mirroring the current team-building landscape of marketing agencies, students were tasked with developing and executing practical marketing plans for the college's Performing Arts Center and local businesses. Over the course of the semester, student groups organized their recommendations into presentations that were shared with the interested entities. The result of this engagement included both a successful understanding of marketing on the part of the student and relationship building within the college and community.

On average, experiential projects of this kind call for students to engage written and oral communication skills, knowledge of popular software (such as PowerPoint or Prezi), research skills, and several soft skills sought by employers. This workshop, adaptable across disciplines and/or as a collaborative interdisciplinary effort, will consider the executed marketing projects to focus on further project building that provides the most holistic learning experience.

Session 5: Holmes/Foster Room

9:30 am – 10:30 am

Business Education

Session Chair: Loreen Powell

The Supply and Demand of 21st Century Workforce Skills in Online and Blended Learning Environments

Daniel Powell

North Pocono School District

Barbara Brock

Creighton University

Peggy Hawkins

Creighton University

Tracy Chapman

Creighton University

Loreen M. Powell

Bloomsburg University of Pennsylvania

The case for developing 21st Century competencies through online and blended learning supports changes in the workforce within a global economy. Diverse work teams located around the globe and connected by technology are becoming the norm for 21st Century work. Technology is ubiquitous in society and has transformed every major industry and almost every aspect of life, yet the education field lags behind in harnessing its power. This paper examines the status of fully online and blended learning environments in Northeastern Pennsylvania K-12 public schools. This paper poses a relationship between the status of online and blended learning in K-12 public schools and 21st Century work force skills.

Sustainability Leadership at a Mission-Driven Institution

Eric Malm

Cabrini College

While some colleges have signed the President's Climate Commitment, dedicated resources to hire staff and put specific metrics and goals in place to assess institutional progress, most colleges have not placed such a prominent role on sustainability. Yet most colleges view sustainability positively, whether for financial, mission, curricular, or other reasons. This paper focuses on the role that grass-roots leadership can play in achieving sustainability gains at a resource-constrained mission-driven campus. Specifically, we present the story of a small college that has made significant advances in sustainability working within existing budgets and utilizing existing faculty and staff. Using a highly collaborative leadership process, people from many different departments across campus have been able to work together to simultaneously promote sustainability while accomplishing core job requirements. While the campus has limited financial resources to dedicate to sustainability, soft resources like the creation of a Green Team and the signing of the St. Francis Pledge provided ways to integrate sustainability efforts across the campus. Key themes include a collaborative approach in conjunction with a campus climate that empowered individual employees and promoted community goals.

An Examination of Tuition Reduction Strategies in Private Higher Education

Dominick F. Peruso

Juniata College

Increasing public scrutiny on the high cost of college tuition, growing competitive pressures, and large discount rates have led some private colleges to implement tuition reduction strategies. Such strategies are designed to increase access and affordability for middle-class families and increase enrollment to stabilize the institution's financial condition. This study considers the effectiveness of a tuition reduction strategy at several private colleges and universities. Using data from the Integrated Postsecondary Education Data System (IPEDS), institutional press releases, news articles, and other publicly available sources, this research examines the factors preceding and following the decision to reduce tuition. Data include both quantitative and

qualitative variables such as enrollment trends, tuition, total revenue, institutional prestige, student demographic profile, and leadership changes. The results of this work will aid leaders of colleges and universities and higher education researchers, and may complement the research on higher education pricing theory.

Coffee Break– Sylvan Room 10:30 am – 10:45 am

Session 6: Sylvan Room 10:45 am – 11:45 am

Accounting, Finance

Session Chair: Dominick F. Peruso

New Revenue Recognition Model: Impact on Management & Accounting Information Systems

Warren Kleinsmith

Richard Stockton College of New Jersey

Robert L. Kachur

Richard Stockton College of New Jersey

Accounting standards concerning proper Revenue Recognition guidelines promulgated by the International Accounting Standards Board (IASB) and the Financial Accounting Standards Board (FASB), generated deliberation for a number of years. Recently, FASB issued Accounting Standards update (ASU) 2014-09 on May 28, 2014: Revenue from Contracts with Customers (Topic 606) addressing this issue.

Significantly, this update represents noteworthy modifications to the current guidelines on revenue recognition for financial reporting purposes. This paper will discuss how these new standards will influence management and accounting information systems.

How Much Credit (Blame) Should Management Receive When a Firm's P/E Ratio Increases (Decreases)?

John Walker

Kutztown University of Pennsylvania

Jonathan Kramer

Kutztown University of Pennsylvania

John C. “Jack” Bogle (1991) demonstrated how total return can be divided into two meaningful components: “fundamental return” and “speculative return.” In this paper, we explore how speculative return can be further split into industry-specific and firm-specific components. Dissecting speculative return in such a manner may be useful for assessing managerial performance in a prior period. Specifically, it can help distinguish management’s contributions to total return from that of exogenous factors.

An Experiential Hybrid Model of Blended Learning in Business Courses

Eric Malm

Cabrini College

Much has been written about the benefits and drawbacks of blended learning. This paper presents an 'Experiential Hybrid' delivery model in which face-to-face field trip experiences are blended with complementary online instruction. As institutions seek to find alternate delivery modes that challenge both traditional class time structures and accommodate working students, the experiential hybrid approach helps actively engage online learners, build community, and build personal faculty/student relationships. This paper presents the case study of a Management Information Systems class that was translated into this new blended format, and provides insights on ways that the format could be applied to other business courses.

Session 7: Willow Room

10:45 am – 11:45 am

Entrepreneurship, Marketing

Session Chair: Bradley C. Barnhorst

The Role of Entrepreneurs in the Knowledge Creation and Application and Commercialization Process for Development

Mengsteab Tesfayohannes

Susquehanna University

The importance of research and development (R&D) Eco-System for socio-economic, scientific and technological developmental continuum is apparent. The R&D and technology transfer Eco-System itself is made-up of knowledge creation and innovation and knowledge application, and commercialization dynamics. This process is vital for enhancing sustainable economic development at mega, macro, mezzo and micro levels of the national software and hardware economic power structures. The relevance of basic research at both developed and emerging nations can be made clearer if one considers how the created knowledge complements the application, commercialization of knowledge for productive use and successful value creating innovation. If the created knowledge is not applied, commercialized and transferred to the needy producers and value conscious consumers, the socioeconomic returns cannot be achieved as desired. Furthermore, the developmental continuum can be negatively impacted (Kumpe & Bolwijn,1994).

Aspired achievements can be expressed in terms of means and practical initiatives that are vital for the alleviation of poverty, higher wealth creation and the advancement of knowledge based society in all developmental stages. In sum, the acquisition and diffusion of knowledge has a mandate of creating suitable conditions for practical achievements in building solid foundations of broadly outreach innovation and entrepreneurial led economic development (Kumpe, 1994; Schumpeter, J. A. (2000)). The end result is ostensible: nations can develop faster and achieve competitive advantage in the vital developmental dimensions.

The Commonwealth of Pennsylvania (PENN) is highly endowed State with the abundance of physical/natural, human, scientific and technological, financial, informational and entrepreneurial resources and capabilities. This is true at all levels of the social strata including at the grassroots and all the way up to the intellectual and scientific community. This immense potential should be realized with the entrepreneurial spirit, innovation and dedication of the population at large. Towards these endeavors, entrepreneurs in the State have a noble role in placing themselves at a center stage. They can do this by actively involved in the process of converting created knowledge and innovation into developmental driving forces for the further advancement of the state economy and through that for contributing to the national economic development.

This paper therefore aims to engage in an inquiry research focused on: what should be done to enhance the role of PENN entrepreneurs in the knowledge creation and application process for enhancing developmental continuum? The paper will also focus on providing helpful recommendations and strategies that are centered on establishing a framework expressing how PENN entrepreneurs can coordinate their contributions with the activities of other major stakeholders in the scene. The paper is conceptual and mainly deals with the following: (a) conceptual discussion on the KNOW-HOW and KNOW-WHAT of the knowledge creation, application, commercialization and transfer process; (b) critical discourse on the raised issues focused on: how the knowledge creation and application process can be reviewed in multidimensional attributes and from the objective reality on the ground; (c) formulation of a framework intended for helping how to successfully engage with this important knowledge

creation and application complementarity process for fostering economic development of Pennsylvania and of the nation in general; (d) to provide helpful recommendations and conclusion

Examining the Market Intelligence Process Model

Audrey Guskey

Duquesne University

The purpose of this study was to obtain information which can be used as input to the process of organizing and staffing a Market Intelligence function. This paper proposes how a firm takes a Market Intelligence process model and organizes it into a living, breathing function. Information on the current state of industry practice in the area of competitive intelligence and market intelligence is presented. This paper builds on a process model previously developed by the author. A benchmarking study of sixteen companies was conducted to determine how the market intelligence function is structured in these organizations. Implications of how an organization can take a process model and change it into a workable, effective function are discussed.

Session 8: Holmes/Foster Room 10:45 am – 11:45 am

Curriculum, Technology

Session Chair: David William Jordan

Information Systems Approach to Making Corporate Social Responsibility Decisions under Uncertainty

Zinaida Taran

Stephen C. Betts

Penn State Harrisburg

William Paterson University

Corporate Social Responsibility (CSR) is increasingly important to companies as policy makers, consumers and various publics become increasingly concerned with issues such as climate change, and as competitors increase their levels of commitment to “making the planet a better place.” However, choosing particular activities is akin to navigating a maze: the choices are numerous and complicated and the consequences and benefit potential of these choices are uncertain on several levels, with multiple stakeholder interests adding an extra layer of complexity. Questions from “will it do more good than harm?” to “will our reputation with group X” in addition to the usual financial concerns illustrate some of the complexities. We suggest the Information Systems approach to making CSR decisions in the presence of multiple stakeholder interests and uncertainty.

Panel Discussion-Critical Thinking Skills in Freshmen Business Curriculum

Beth Buckman

Susan Epstein

Drexel University

Drexel University

Drexel University’s LeBow School of Business requires all freshmen to enroll in Foundations of Business for the Fall and Winter quarter. This class covers a broad scope of topics, and many times the experience is simply receiving information to better understand the business world around them. While this is an important part of the learning as a new student at LeBow, we are expanding the course outcomes to focus on student development of critical thinking and problem solving skills.

This coming academic year we will test new strategies in the Foundations of Business course to help freshmen develop and refine critical thinking and problem solving skills. In the past we have identified five freshmen Foundations of Business classes as “Writing Intensive” and those

sections have incorporated more written assignments than the other sections. This upcoming academic year we are changing the focus of the assignments, class activities and discussion to help students develop not only writing skills, but also critical thinking and problem solving skills in the “Writing Intensive” sections. We believe a focus on critical thinking this will make our students better decision makers and problem solvers, which will ultimately make students more valuable to potential employers. Once results from the test are analyzed, we hope to expand the critical thinking focus to all Foundations of Business sections at Drexel.

Critical thinking skills are important for students to understand how to use information, make decisions and eventually solve problems in the workplace. More specifically, the test sections of Foundations of Business will focus on evaluating different references for points of view and validity, reviewing business trends to develop new ideas, work on collaborative group projects, and formulate strategies based on research and observations.

Our panel discussion will include background material about the importance of critical thinking for undergraduates. Additionally we will share the class activities and assignments developed to help students with critical thinking and problem solving skills.

Lunch – Linden Room **12:00 pm – 1:00 pm**

Session 9: Sylvan Room **1:15 pm – 2:15 pm**

Healthcare

Session Chair: Melanie O. Anderson

Consumer Directed Health Plans and the Association between Medical Savings Account & Plan Choice

David William Jordan

Slippery Rock University of Pennsylvania

This study examines the association between medical savings accounts, integral components of Consumer Directed Health Plans (CDHPs), and their association to plan choice. Consumer Directed Health Plans (CDHPs) emerged as a new form of health plan with the intent to slow the growth of escalating insurance costs for employers. Such plans have a focus on demand side cost controls through high initial cost-sharing and consumer engagement via the use of such as Health Reimbursement Accounts (HRAs) and Health Savings Accounts (HSAs). These medical spending accounts are intended to engage consumers by requiring them to manage the first several thousand dollars of their health care needs. HRAs and HSAs share some characteristics with Flexible Savings Accounts (FSAs) that have existed for some time pre-dating CDHPs. Findings suggest consumers who previously funded and FSA in effort to manage some initial funding of out-of-pocket healthcare costs may not seek CDHPs due to the continued ability to manage initial healthcare spending, but only to seek a method to reduce their financial burden of accessing healthcare.

Obesity, Poverty and Income Inequality in USA: Evidence from Panel Co-Integration

Tahereh Alavi Hojjat

DeSales University

Over the past several decades, obesity has grown into a major global epidemic. Obesity in the United States is widely acknowledged to be a severe and growing problem. In the United States (U.S.), more than two-thirds of adults are now overweight and one-third of the overweight population is obese. There is growing evidence that obesity in America is largely an economic

issue. In this paper, we will provide an overview and an economic analysis of obesity based on behavioral economics as a non-rational behavior. Economic costs of obesity are discussed with an emphasis on healthcare costs, as obesity is perhaps the largest medical problem in America. Research to date has identified at least four major categories of economic impacts linked with the obesity epidemic: direct medical costs, productivity costs, transportation costs, and human capital costs. Stemming the obesity epidemic cannot be separated from stemming the tide of poverty and income inequality gap. Some expert arguing that income inequality is the major cause of our nation's health problems. In this paper, panel-cointegration test was used using data from 1998-2002 and our result rejected the null-hypothesis of "no cointegration, which indicates there is a cointegration exists among obesity, inequality and poverty. Thus improving health depends upon transforming economic conditions. Other contributing factors include; rising fast-food outlets and availability of vending machines, too much advertising for unhealthy food, the falling value of minimum wage, government subsidies, income inequality gap, and lack of health and family benefits. These issues need to be addressed through a concerted program of environmental and policy interventions.

Intrabound Channeling of Healthcare Services within the United States

John Cameron

Pennsylvania State University

Companies are continually faced with financial and operational risks attributable to health care benefit decisions. The trend for the business community to increase their involvement in health care benefit decisions is related to the increases in medical expenditures, administrative and regulatory compliance, a sluggish economic recovery, lower operating margins and an aging workforce. Healthcare providers are establishing accountable care organizations to coordinate the delivery of health care services to patients. Employers and their employees seek economic opportunities and innovative technologies to obtain the most affordable, quality healthcare services without location constraints. The concept of the medical exchange program fulfills this corporate philosophy by establishing reliable referral services to health plan participants. Prior research has not examined administrative, regulatory and fiduciary compliance risks associated with intrabound channeling of healthcare services within the United States. To address this gap in the literature, this paper will examine the design trends, special incentives that insurers and self-funded plans offer their enrolled subscribers, out of network considerations, and access to high acuity services.

Session 10: Willow Room

1:15 pm – 2:15 pm

Human Resource Management, Marketing

Session Chair: Bonnie M. Rohde

Eudaimonia: Using Aristotle to Inform Organizational Communication in order to Reimagine Human Resource Management

Matt Fuss

Geneva College

The current study seeks to explore Aristotle's concept of eudaimonia, or the good life, as a means to inform organizational communication in order to reimagine human resource management. The project begins by laying bare the current paradigm of egoism/altruism as the inappropriately accepted method to interpret relationships. Google is used as an example of a successful contemporary organization widely criticized for their profitability and exploitation of workers. A historical example, Robert Owens, of the 19th century social utopians is used to illustrate a successful enterprise widely lauded for their altruism and benevolence. If one judges Google by the criteria applied to Robert Owens and Robert Owens by the criteria applied to Google, it

becomes clear that praise and blame are dependent solely on the bias of the critic. A new paradigm of reciprocity is offered as an alternative to the Hobbesian paradigm shown lacking. Aristotle's concept of the polis is used to illustrate reciprocity as the dominant paradigm for interactions between individuals. McIntyre provides insight into reciprocity as does Thames. Aristotle's concept of eudaimonia is discussed and connections are made to organizational communication, specifically those done internally to create a culture or brand. I end with a discussion of what human resources according to Aristotle should look like, as well as implications for further study.

Human Resource Management Perceptions of Sustainability and Its Competitive

Advantage: A Quantitative Analysis

Rhonda S. Clark
John Golden

Slippery Rock University of Pennsylvania
Slippery Rock University of Pennsylvania

This paper explores Human Resource Management's (HRM) capacity to impart sustainability to for-profit businesses in the United States by surveying the perceptions of Human Resource professionals. In addition, it examines HRM perceptions as to whether sustainability can lead to a competitive advantage in the marketplace. A quantitative analysis is provided.

Banking Market Structure and Competition in China: An Empirical Study

Min Lu

Robert Morris University

In this study, the Panzar-Rosse model is used to analyze the banking competition in China. By using panel data for more than 10 banks, we find that the banking market in China is a monopolistic competitive one. The banking market structures are evolving with more competition elements from 2000 to 2010. Interestingly, the banking profitability and market competition move in the same direction, no matter big or small banks. The market competition also has impacts on the banking risk. We believe that the banking competition could help build more stable and healthy financial systems at the current stage. We will discuss the implications of our findings as well.

Session 11: Logan/Harris Room 1:15 pm – 2:15 pm

Accounting Education

Session Chair: Patricia Z. Galletta

Designing Classroom Activities to Create Student Engagement in Introductory Accounting

Kathy Raye Baughman

Juniata College

This presentation reviews the research that has been conducted about creating student engagement in a classroom environment. This research is then applied by analyzing two classroom activities that were designed to increase levels of student engagement with specific content. These activities were utilized once in the classroom and then modified based on student comment and instructor observation. The modified activities were then also used in the classroom with instructor observation and results summarized. The activities were designed to be used in an introductory accounting course with an enrollment size of 40-70.

Experiential Learning Efforts to Augment Student Comprehension of Cost Accounting Concepts and Functions by Integrating NetSuite ERP Module Based Solutions & Excel Models

Robert L Kachur
Warren Kleinsmith

Richard Stockton College of New Jersey
Richard Stockton College of New Jersey

The functional intersection of Financial and Managerial Accounting emerges in Cost Accounting. Product and service operational cost information for strategic and tactical decision making is a typical deliverable of Cost Accounting systems. Cost accumulation methods, standard costing and budgeting in manufacturing, construction, service, healthcare and professional markets are crucial for long-term organizational viability.

This session will demonstrate experiential learning opportunities in the accounting curriculum relevant for both traditional and online environments. Students create solutions to various projects, and utilize both NetSuite ERP and sophisticated Excel models as information tools to master multiple related learning objectives.

Session 12: Holmes/Foster Room 1:15 pm – 2:15 pm

Assessment, Technology

Session Chair: Robert S. Fleming

Rapidly Changing Technology - Ethics & Privacy Issues

Michele L. Langbein
Lou Sabina

Point Park University
Oklahoma State University

In a rapidly changing world, the one fact that everyone in industry must accept is that technology is everywhere and continuously evolving. Technology has many benefits for organizations. However, there are also some issues that come with the evolution of technology advancements such as privacy issues. Most employers use electronic monitoring of employees. Employee monitoring can be controversial and many legal cases that have arisen from such actions. This paper will examine privacy issues and employer monitoring of internet, email, telephone and social media.

Assessment: More than Program Quality

Marlene E. Burkhardt
Clarence Yeung

Juniata College
Juniata College

This research examines senior and alumni survey responses to determine what contributes to perceived satisfaction with a business education. It is hypothesized that alumni will be overwhelmingly positive about their educational experience particularly if they held an internship prior to graduation. Likewise, seniors who have held an internship will also be more positive than those who did not. It is also hypothesized that self-driven individuals are also more likely to perceive their education as positive. Data was collected from 35 seniors (57% response rate) and 287 alumni (19% response rate) in order to assess a business department at a small liberal arts college. Overall results indicate that while the majority of students and alumni were willing to "do it all again" their attitudes were not simply a function of the program but also affected by whether or not they held an internship. Seniors who reported being self-driven were also more likely to be happy with their education. The results of this research will be used to improve the program and provide future research opportunities for students.

Session 13: Sylvan Room

2:15 pm – 3:15 pm

Finance

Session Chair: Zinaida Taran

Microfinance v. Macro finance Technologies: What's the Difference?

Patrice Flynn

Mount St. Mary's University

Microenterprise development first came on the scene in the 1970s thanks to a \$17 business loan by Dr. Muhammad Yunus to 42 basket weavers in Bangladesh. Over the past four decades, millions of women with low incomes across the world have lifted themselves out of dire poverty through income-generating activities made possible by microfinance. Today, a new economic development model is in the making that builds on microfinance but is best understood as macro finance. What is the difference between microfinance and macro finance technologies? Why the shift? What are the implications for the rural poor?

How Monetary Policy Can Prudently Reduce Forecasting Uncertainty

James M. Haley

Point Park University

Federal Reserve Chairwoman Yellen has recently warned in testimony before the House Financial Services Committee, "It would be a grave mistake for the Fed to commit to conduct monetary policy according to a mathematical rule...it is utterly necessary for us to provide more monetary policy accommodation than those simple rules would have suggested" (da Costa & Leubsdorf, 2014). Interestingly, Yellen is guided by simple policy rule as well by keeping interest rates low (high), when the economy is operating below (above) its trend. Instead of stabilizing the economy, as this Yellen Rule intends, the unintended consequence is greater forecasting uncertainty, due to nonlinear feedback. This evolution of forecast errors can be modeled by applying a Sprott nonlinear dynamical system of financial chaos, perturbed by random noise and shocked by excess demand for real money. It can be proven that a simpler monetary policy rule exists, which prudently improves everyone's forecasts by targeting the long and short-term interest rates to equal the same fixed expectation, which is estimated to be 4%. In this way, the economy can be stabilized.

Commonalities in Basic Business Education Curriculum delivered through Microfinance

Treva Clark

Lebanon Valley College

This study, undertaken within the context of multiple objectives and varying measures of success applied by microfinance institutions (MFIs), examines points of commonality and degrees of standards present in basic business education curriculum delivered as a microcredit plus service by microfinance lenders. By comparing the curricula developed and delivered by microfinance institutions of distinct operational categories (NGOs, NBFIs, and Banks), a core set of industry standard content may emerge reflecting curriculum and delivery methods derived from existing practice as well as content grounded in educational theory and appropriate instructional pedagogy. When used to inform basic business education in microfinance, realized contributions could include greater assessment potential leading to more successful lender and borrower experiences. A combined academic perspective has been applied as the conceptual frame, bridging the disciplines of educational theory, business and economic development, and sociology in formation of human capital. The results of this research will further the discourse regarding the provision of microcredit plus services as a crucial component of successful microfinance delivery in multiple contexts, and will support the argument for the consistent inclusion of basic business education and training with microcredit loans.

Session 14: Willow Room

2:15 pm – 3:15 pm

Economics, Law

Session Chair: Kathy Raye Baughman

Analysis of the Statutory Rights of Redemption in Various States

Jerry D. Belloit

Clarion University of Pennsylvania

Frank Shepard

Clarion University of Pennsylvania

William Pratt

Clarion University of Pennsylvania

Several states have a Statutory Right of Redemption that is designed to allow a borrower to redeem their former property after it has been sold in a foreclosure sale. The statutory period, in states that allow it, may be as long as two years. Thus, a borrower who has lost their property through foreclosure is allowed to redeem the property after repayment of the debt or foreclosure sale price, whichever is greater, plus some additional fees. The idea of a public auction at foreclosure is to allow the market to bid up the price to a "fair" level. This paper will examine the laws in the various states and identify potential impacts on the auction price by this statutory right.

The Economic Impact of the Marcellus Shale and Natural Gas on Pennsylvania's Economy

M. Arshad Chawdhry

California University of Pennsylvania

Ismail Cole

California University of Pennsylvania

Saima Bashir

California University of Pennsylvania

After experiencing years of energy shortage in the U.S., there is a lot of excitement about the recent development of horizontal drilling and hydraulic fracturing as new source of energy. There appears to be a large reserve of Marcellus Shale natural gas deposit beneath the Appalachian Mountains in West Virginia and surrounding areas in the north. Some studies have estimated the recoverable reserves to be approximately 500 trillion cubic feet (TCF), worth trillions of dollars. The discovery of a large volume of "dry" gas which is used in homes and businesses has resulted in a glut of available natural gas. Substantial investment has been made into the Marcellus area in Pennsylvania and West Virginia.

Our study will analyze the economic impact of Marcellus related activities on the economy of Pennsylvania. New technological advances in the Marcellus Shale drilling process have increased the average production of natural gas by nearly 75 percent. This production of natural gas has created over 24,000 jobs in Pennsylvania and is likely to increase tax revenues for local, state and federal governments significantly. Low cost natural gas can attract manufacturing industries to Pennsylvania in the near future. However, there is concern about the contamination of ground water wells from hydraulic fracking. Our research will explore these and related issues.

Session 15: Logan/Harris Room

2:15 pm – 3:15 pm

Entrepreneurship v. Liberal Arts

Session Chair: Rhonda S. Clark

Experiential Learning of Entrepreneurship in a Liberal Arts Environment

Bonnie M. Rohde

Albright College

Engaging students in Entrepreneurship education is critical for the future success of the student in their planned future in business, as an entrepreneur or graduate study. The difficulty is immersing the student in entrepreneurship experiences who have limited business experience,

various majors other than business and limited funding. It is possible to provide the student with a rich experience which drives the student to be an active learner of entrepreneurship. This paper reflects various class activities, projects, and events that can be used to expose the student to entrepreneurship culture and leadership in a liberal arts environment.

Session 16: Holmes/Foster Room 2:15 pm – 3:15 pm

Marketing & Workforce Service Learning

Session Chair: Michele L. Langbein

Experiential Workforce Service Learning Within the Classroom: Lessons Learned

Loreen M. Powell

Bloomsburg University of Pennsylvania

Hayden Wimmer

Bloomsburg University of Pennsylvania

Daniel Powell

North Pocono School District

The ubiquitous adoption of technology has transformed businesses operations on so many different levels which has left businesses vulnerable and in need of information technology assistance. Offering experiential workforce service learning opportunities for undergraduate information technology students enrolled in various technology courses may be one way to contend with the ongoing technology challenges and needs of businesses. Experiential workforce service learning can provide free monitored help for businesses as well as "real world" experiences for students inside and outside of the classroom. This paper will explain the past and present experimental workforce service learning opportunities, environments, and courses in which undergraduate Pennsylvania State System of Higher Education information technology students were involved. This paper will also share the challenges and lessons learned.

Stimulating Creativity in a Marketing Communications Class

John M. Zych

University of Scranton

Effective marketing requires a balance of art and science. One way of enabling students to appreciate this balance is to have them analyze marketing communications campaigns produced for a variety of applications. To enhance their appreciation of this balance an assignment has been developed which places students in the role of content creator.

Student teams are assigned to a brand portfolio project in which they examine the communications campaigns of two competing brands across media options. At the end of the project students develop and produce an unplugged presentation for the class in which they summarize their findings. Presentations cover a range of possibilities including: creating a mock store set-up; creating a television commercial; and taking the class on a photo shoot.

The conference presentation will discuss how the assignment was developed and implemented in the classroom. A range of recent examples will be presented, along with students' reactions.

Beverage Break– Sylvan Room

3:15 pm – 3:30 pm

Session 17: Sylvan Room

3:30 pm – 4:30 pm

General

Session Chair: James M. Haley

Online Auction Segmentation and Effective Selling Strategy

Yanbin Tu

Robert Morris University

Based on the theory of online trust and information asymmetry, we empirically find structural differences in auction success and price determinants between new and experienced sellers, and between new and used items in online auctions. We classify auction listings into four segments ((new sellers, experienced sellers) × (new items, used items)) and find that sellers in these four segments behave significantly differently. We also discover that, given the same product condition, experienced sellers with unsuccessful auctions can more likely transition to successful auctions (via re-listing) than new sellers with unsuccessful auctions. In addition, trust enhancing strategies are found to be relatively more important than transaction enhancing strategies for auction success. The auction segmentation knowledge attained in this study not only provides the online auction house with solid guidance to customize its services for different groups of market participants, it also helps sellers better position themselves and buyers more intelligently select auction items to bid in online marketplaces.

An Alternative View of Transformational Leadership Research Results

Mark Arvisais

Stevenson University

Research demonstrates Transformational Leadership's (TFL) positive influence on individual and organizational performance. A review of abstracts from 219 studies (2009 – 2014) chronicles TFL's effectiveness across a broad range of variables, situations and cultures; only 14 studies suggest negative relationships. This paper offers an alternative perspective of existing research and focuses on study results that demonstrate where TFL's relationship was non-significant, weak and/or in an unexpected direction. The review suggests ethical orientation, authenticity, personality and the subscribed values of the leader or follower can counter TFL's typical effects. The paper proposes it is time to consider where TFL is not optimal and offers considerations for future study.

Ensuring Organizational Resilience in Times of Emergency through Employee Communication

Robert S. Fleming

Rowan University

Contemporary organizations face many challenges during times of emergency that can compromise their continued success and survival. This session will consider the importance of effective communications with employees during emergencies and techniques for enhancing organizational resilience through proactive communication with an organization's most important resource - its employees.

Session 18: Willow Room

3:30 pm – 4:30 pm

Technology

Session Chair: David William Jordan

Hybrid Software Development Methodologies Pay Dividends

Gerald Paul Wright

Husson University

Despite research to the contrary, it appears that software projects using hybrid software development methodologies may be slightly more successful than project using a strictly structured or agile approach. 94 United States software development Project Managers participated in a web-based survey. Software project were classified as either structured, agile, or with some degree of hybridization. Ten critical success factors were examined to determine the impact of the software development methodology utilized during the project on each success factor. The results suggest that Project Managers have adapted a hybrid methodology in order to increase the probability of success as defined by these critical success factors.

To Tweet, Instagram, or Facebook....That is the Question.

David Gargone

Misericordia University

Social media provides businesses with the opportunity to reach consumers instantaneously and have an ongoing relationship real time. As platforms like Twitter, Instagram, and Facebook continue to evolve as marketing tools, companies are dedicating more resources to the cultivation of these tools. Specifically, social media allows professional sports teams to interact with their fans and develop lasting relationships through different social media platforms. Although keeping fans informed is the primary focus, engaging the fans by eliciting retweets, likes, and comments open up the lines of communication and builds interactivity amongst the fan base. This study will measure the effectiveness of teams in building fan engagement by analyzing the type of social media message sent and the amount of fan engagement (retweets, likes, and comments) across the platforms of Twitter, Instagram, and Facebook with the intent of establishing best practices for professional teams and their usage of social media. The results should help guide teams in developing messages and utilizing platforms that are more effective in creating fan engagement.

Perceptions of Social Networking in the Age of Technology

Lou Sabina

Oklahoma State University

Michele L. Langbein

Point Park University

Social networking has radically changed our society. Information on an individual is easily accessible to anyone with the ability and necessary knowledge to seek it out. For example, if you perform a Google search on either of the authors of this paper, over 150 unique hits are returned. This can become a problem for recent college graduates, who have the responsibility of presenting themselves in an acceptable manner in their initial positions, where colleagues, subordinates, and executives can search for virtually any information on their new co-worker. Social networking sites such as Facebook, MySpace, LinkedIn, and online dating sites broadcast personal information from anyone willing to use their services, which can aide individuals in finding positions, but also reveal personal information that might create a bias that can impact their perceptions from colleagues. The challenge then becomes determining what information to reveal on social networking websites or even to use them at all. This paper will provide a comprehensive literature review on the research that has been done on social networking in organizations and the impact it has had on decisions involving staffing. Through this literature review, a framework will be presented that addresses some of the considerations that

organizations may face when enacting policy and determining what should be considered acceptable and unacceptable behavior.

Session 19: Logan/Harris Room 3:30 pm – 4:30 pm

Accounting/Auditing, Economics

Session Chair: Patrice Flynn

Student Loans and Net Price: A Financial Look at the Numbers

Bradley C. Barnhorst

DeSales University

Student loan default rates and the net price of higher education are currently hot topics in the financial press. But is the data and analysis on these numbers accurate? This paper looks at inconsistencies in the data and the methodology used, and considers alternative explanations to the current narrative.

Fraud Prevention

Patricia Z. Galletta

College of Staten Island

The purpose of this paper is to discuss what companies can do to prevent, deter and detect fraud and will include the importance of:

- Implementing internal controls (traditional weak areas in internal control)
- Risk assessment (how to prepare a risk assessment)
- Hotlines
- Company code of ethics (suggestions for good company code of ethics)-discuss impact of new AICPA Code of Conduct
- COSO Integrated Frameworks (governance, internal control and fraud deterrence)
- Auditing Standards (AU316)
- Sox (ethics and disclosure)
- Foreign Corrupt Practices Act/UK Bribery Act/other laws to follow
- Using data analytics/data mining to detect fraud
- Cyber security (what to enforce/procedures to protect your company)

From the Credit Crunch of 1969-70 to the Saturday Night Massacre: Battling the Great Inflation

William Carlson

Duquesne University

In the mid-sixties economists talked confidently of "fine tuning" the economy. Little did they know what a mess would be made in the next 20 years and problems still remain. The Great Inflation of the late 1960s to 1982 was a turbulent, exciting, unfortunate time. A legacy from the Great Depression, Regulation Q which put ceilings on savings interest rates caused a new phenomenon, credit crunch disintermediation. In turn this led to a revolution in finance with various innovations, casualties, and new problems. This article traces what happened from the 1964-5 boom to the appointment of Federal Reserve Chairman Paul Volcker in 1979 and the Saturday Night Bond Market Massacre. This paper explores these and related issues.

Session 20: Holmes/Foster Room

3:30 pm – 4:30 pm

Management, Taxation

Session Chair: Marlene E. Burkhardt

Maslow's Hierarchy of Needs and Emotional Intelligence

Zhen Ma

Corina Slaff

John Kachurick

Misericordia University

Misericordia University

Misericordia University

We propose to present our current work-in-progress research at the 2014 NABET Conference and invite colleagues who have conducted or are interested in conducting research in relevant/related fields to critique, discuss, share with us any ideas and suggestions on the research topic, methods and possible outcomes.

The research we will discuss examines whether the basic human needs, which are defined by Maslow in a hierarchical order as physiological, safety, belonging, esteem and self-actualization, are correlated with the individual's age, gender, education and income. This research also investigates whether the level of satisfaction of Maslow's needs affects the individual's emotional intelligence. Two instruments are used to collect data: the 50-item scale designed by Lester, Hvezda, Sullivan, and Plourde (1983) to measure the level of satisfaction of the five basic needs in Maslow's hierarchy; and University College London Psychometric Lab's Trait Emotional Intelligence Questionnaire (TEIQue-SF) to measure emotional intelligence levels (Petrides & Furnham 2006). Based on the responses, the level of Maslow's needs and emotional intelligence of each respondent are determined. An ordered profit model is estimated to see if age, gender, education and income are significantly related to the levels of needs, *ceteris paribus*. A linear regression is run to test whether emotional intelligence is affected by the level of satisfaction of needs holding age, gender, education, income and other control variables constant.

Our research is about two of the most important theories in management and leadership. Maslow is one of the oldest and most used theories in employee motivation and EI is the most popular concept in leadership theory and employee motivation as related to performance, turnover and absenteeism. They are rooted in psychology yet essential to good management leadership, and more importantly employee motivation.

Futuring Workshop: Plausible Alternatives to the Federal Income Tax

Scott MacFarlane

Regent University

Has anyone ever wondered why large organizations such as IBM, McDonald's and Coco-Cola have been able to weather economic boom and bust yet still remain successful, while others like Pan-American Airways and Montgomery Ward have failed? Pan-Am's demise came in 1991 after they could not recover from the 1988 terrorist bombing of Flight 103 over Lockerbie, Scotland (Sipika, 1993, p. 138). Montgomery Ward was forced to file Chapter 11 bankruptcy in 2000 after 128 years in business because of the market encroachment of newer retailers Target and Wal-Mart (Kaufman & Deutsch, 2000, p. C4). While both scenarios are different, they show the range of events from the catastrophic to the subtle. They also illustrate that neither company was able to envision or forecast such threats.

The ability to forecast potential future trends is vital to any organization today. It is a must to identify these trends so organizations can take corrective action in an effort to counteract any negative scenario (Cornish, 2004, p. 61). This workshop will present one possible economic

future scenario as an example, and attempt to generate other plausible scenarios based on external trend analyses of the organization.

Session 21: Sylvan Room

4:30 pm – 5:30 pm

Discussion of the Journal of the Northeastern Association of Business, Economics and Technology

Norman Sigmond

Melanie O. Anderson

Jerry D. Belloit

Kutztown University of Pennsylvania

Slippery Rock University of Pennsylvania

Clarion University of Pennsylvania

****Best Paper Award Winner****

More Evidence of the Nevada Effect: SEC, DOJ, FBI, and IRS Regulatory Enforcement Actions

Anthony J. Cataldo

Lori Fuller

Thomas Miller

West Chester University of Pennsylvania

West Chester University of Pennsylvania

West Chester University of Pennsylvania

Cataldo, Fuller and Miller (2014) examined a published sample of Securities and Exchange Commission (SEC) and Public Company Accounting Oversight Board Engagement Quality Reviewer violations (Messier, Kozloski and Kochetova-Kozloski 2010) and the entire population of 2012 SEC trading suspensions. They found that Nevada firms disproportionately consume scarce Federal regulatory resources. Their results support what has been characterized as *the Nevada Effect*.

Additional evidence in support of *the Nevada Effect* is presented in the current research. In this extension, regulatory enforcement actions by the SEC, Department of Justice, Federal Bureau of Investigation and Internal Revenues Service during 2011 and 2013 are examined. Additionally, measures associated with related stock promoters and promotional schemes are identified. Our methodology used a forensic approach and examined publicly available information not previously executed or explored in the literature. Publicly traded Nevada corporations dominated our analysis of this information at a variety of detectible levels. We discuss our findings, in the context of information asymmetry, hidden and private information.

Executive Board Meeting – Sylvan Room

5:30 – 6:00 pm

**NABET Social Hour I
Windsor Suite/Room 208**

6:00 – 7:00 pm

Dinner – Linden Room

7:15 – 8:30 pm

**NABET Social Hour II
Windsor Suite/Room 208**

8:30pm - ?

Friday, October 24, 2014

Registration – Days Inn Foyer 7:30 - 11:00 am

Breakfast - Sylvan Room 7:30 - 9:00 am

Welcome - Norman Sigmond, Board Chair 7:45 - 8:20 am

NABET Annual Fall Business Meeting
All conference participants may attend

Session 22: Sylvan Room 8:20 am – 9:20 am

Discussion of the NABET Conference Proceedings

Jerry D. Belloit
Norman Sigmond

Clarion University of Pennsylvania
Kutztown University of Pennsylvania

Session 23: Willow Room 9:30 am – 10:30 am

Management, Law

Session Chair: John Zyck

Who Owns What Lies Beneath? The Status of Dormant Oil and Gas Rights in Pennsylvania, and a Call for Revision of the Law

Donna M. Steslow

Kutztown University of Pennsylvania

With the growth of Marcellus shale natural gas drilling over the past decade, laws pertaining to mineral and oil and gas rights have been revisited. When subsurface oil and gas rights have been severed from surface ownership years ago, it is difficult to determine who owns the rights and who should benefit financially from the natural gas extraction. This paper proposes that Pennsylvania should consider revision of its current dormant oil and gas law to ensure that surface owners can make a claim for ownership of abandoned oil and gas rights below their land.

Collaboration: Models and Best Practices in Business; What about Academia?

Roger Hibbs
Kathleen Kaminski

Kutztown University of Pennsylvania
Kutztown University of Pennsylvania

Today's business environment has gotten too complex for a company to formulate policies and strategies without bringing in internal and external stakeholders. Collaboration is essential, but takes time, effort, and resources. If not done properly or attempted in the wrong environment or culture, collaboration can increase time-to-market and possibly result in sub-optimal decision-making. This literature review focuses on what collaboration looks like in business today by citing common models and best practices. It ends with a look at bringing such models and practices to academia.

Session 24: Sylvan Room

9:30 am – 10:30 am

Technology

Session Chair: Yaya Sissoko

Data Visualization: Seeing the Invisible

Miles DeCoster

Kutztown University of Pennsylvania

Data is usually made of numbers. Information is gathered, quantified, measured, and categorized. In the digital age even sensory input is converted to hard numbers. A picture is a matrix of numerical color values; a sound is a matrix of frequency and amplitude samples converted to numbers. But, how is data visualized?

Data visualization is not a new thing. Humans have been doing it for centuries via maps, bar charts, pie charts, histograms and scatter plots. What has changed is the quantity of data that one attempts to consume and the technology available to process all that data. Big Data has become a part of popular culture, the topic of radio and TV chat shows and PBS specials as well as an academic field with journals and conferences. The primary purpose of data visualization is to make the meaning of data, big or small, apparent.

At its best, data visualization is not just eye candy; a dressing up of data for public display. Rather it is an essential part of the process of understanding data. Imagine a photograph as data. The grid of numbers is almost meaningless as such. Certainly the meaning of the resulting image is not apparent in the numbers. Only through a process of visualization does the actual meaning of the data become apparent. This paper will explore these and related issues.

This presentation will provide a brief overview of web-based data visualization with a sampling of types of visualization and outline of the tools and processes used to create them.

An Empirical Study on Mobile Technologies to Enhance 21st Century learning

Kathleen Houlihan

Wilkes University

The integration of technology into the curriculum has been studied for decades with very little consensus on a best approach. Opposing views about the most effective ways of integrating technology have delayed the mainstream adoption in the classroom. A study of business students in mobile enhanced classrooms were compared to business students taught without mobile enhancement and the findings informed educators regarding the student perception of learning and perceived social presence in the classroom. Student perceived learning and social presence are constructs in the Community of Inquiry (CoI) Model which has been used by many disciplines to develop curriculum. This study supports CoI as a best practice for technology integration in the classroom. The remarkable finding of this study indicated overall weaknesses in the student's perception of learning and in their sense of community in classrooms that were not mobile enhanced.

Second Life Virtual World Adoption Concerns and Experiences in Institutions of Higher Education

Mark Choman

Marywood University

Uldarico Rex Dumdum

Marywood University

Virtual world and related technologies are increasingly adopted in business, government and educational setting. This study, using a grounded theory approach, aimed to gain a more robust

understanding of the Second Life virtual world adoption concerns and experiences of 34 administrators, faculty, and instructional technologists at institutions of higher education. Emergent themes, key findings from multiple iterations of data analyses, and implications of the study are discussed.

Session 25: Logan/Harris Room 9:30 am – 10:30 am

Accounting, Taxation

Session Chair: David Gargone

Dynamic Asset Allocation

Pawan Madhogarhia

Marco Lam

York College of Pennsylvania

York College of Pennsylvania

This paper analyzes whether dynamically adjusting a portfolio with multiple asset classes can lead to superior returns. This paper utilizes mean reverting behavior of different asset classes and applies a relative valuation technique to dynamically allocate funds to six different asset classes. The dynamic asset allocation (DAA) strategy generates a positive annualized geometric mean return differential over 20 -30 year horizons. The standard deviation of the DAA strategy was lower than that of the six individual asset classes. The approach developed in this study can be useful to investors in identifying the most undervalued asset class at a particular point in time. This strategy may also be very well suited for retirement portfolios which are inherently long term in nature.

Considerations in Addressing an Internal Revenue Service Audit of an Individual Taxpayer in the United States

James Biagi

Marywood University

This paper to be submitted will present a discussion of certain procedural issues that confront an individual taxpayer in the United States when dealing with a civil tax audit conducted by the Internal Revenue Service (“IRS”). Given the nature of the topic, the paper cannot address every such issue because the topic is vast and each individual situation is unique. It is, however, the author’s hope that the reader will come away with a deeper understanding of the IRS’ civil tax audit and protest process. It is the author’s further hope that this paper will inspire students of accounting and taxation to develop a deeper appreciation for the tactics and techniques used during the civil tax audit and defense process and that these students can utilize this information in their professional careers. Issues pertaining to IRS criminal tax investigations and prosecutions under the Internal Revenue Code of the United States or other related laws are beyond the scope of this paper.

Session 26: Holmes/Foster Room 9:30 am – 10:30 am

Marketing and Business Education

Session Chair: Robert S. Fleming

Product Color Choice and Meanings of Color for Teenagers

Okan Akcay

Kutztown University of Pennsylvania

The teenage market has become a very important consumer segment and has strong buying power in the USA. The population of teenagers is over 32 million and growing at twice the rate of the overall U.S. population. The teenage market represents incredible opportunity for marketers who understand the consumer behavior of teenagers. Marketers know that product color influences a

consumer's decision to purchase a product. Consumers make decisions within minutes of seeing the product. Color connects the consumer more quickly than any other identifying characteristic. Research suggests that meanings of color and product color choices vary according to age, gender and ethnicity of consumers.

The focus of this paper is to analyze the meanings of color and the variety of product color choices of teenagers. In this research paper, data was collected in two high schools. The questionnaire was divided into four sections. The first section deals with the importance of color when purchasing nineteen different products. The second section concern favorite products colors for frequently purchase products. The third section deal with the meanings of nine different colors among teenagers. The last section covers demographic variables; age gender and ethnicity. The author will carry out a literature review, analyze the collected data and present the findings.

Implementing Spreadsheet-Based Monte Carlo Simulations in Business Education: Where and How

Mark H. Haney

Robert Morris University

Monte Carlo simulation is a useful technique for analyzing business situations that have an element of risk or uncertainty. In recent years, academics have begun to use Monte Carlo simulation in the classroom, providing business students with knowledge of this useful technique, and helping them to better understand risk and its effects on business outcomes. This presentation reviews the use of Monte Carlo techniques in business and business education, provides guidance on how to implement Monte Carlo models in spreadsheets without the use of proprietary add-ins or Visual Basic for Applications programming, and suggests several topics in the business curriculum where Monte Carlo simulation activities may be introduced to help students better understand concepts, and/or to better prepare students for real-world practice. Several examples will be demonstrated. Audience members will learn the basic techniques necessary to implement Monte Carlo simulation activities in their classes.

Setting the Foundation for Information Literacy in Freshman Business Majors

Andrea Farro

Rowan University

Michelle Kowalsky

Rowan University

Rowan University requires all first semester freshmen to take the Rowan Seminar course. The Rowan Seminar is embedded in each majors' introductory course and includes components that facilitate the students' transition to college life and college level work and introduces them to the University's resources. With multiple sections of our introductory business course for freshmen, Rowan Seminar, the Rohrer College of Business capitalizes on this opportunity to set the foundation for information literacy in all business majors. Through a partnership, faculty and business librarians develop activities to help students learn about the library resources which support each of the business programs, management & entrepreneurship, marketing & MIS, and accounting & finance.

We will report on an information literacy activity which asked students to predict employers' questions and determine which resources would meet their information needs. Five sections of management and marketing freshmen business majors were able to demonstrate critical thinking skills beyond previous instructional goals.

Coffee Break– Linden Room

10:30 am – 10:45 am

Session 27: Sylvan Room

10:45 am – 11:45 am

General

Session Chair: James Biagi

A Study of the Fan Motives for Varying Levels of Team Identity and Team Loyalty of College Football Fans

David Gargone

Misericordia University

Fan motives, factors that influence a person's decision to attend a sporting event, affect sport consumption at both the amateur and professional levels. This study identified the fan motives, selected from the Sport Interest Inventory (SII), most influential on college football fans and more specifically examined the effects on fan motive prevalence of seven variables: team identity, team loyalty, team affiliation, conference affiliation, household income, age, and level of education. All seven variables exhibited a statistically significant effect, at the $p < 0.001$ level, on a majority of the 17 fan motives considered, with team loyalty exhibiting a statistically significant effect ($p < 0.001$) on all 17 motives. In general, higher levels of team identity and team loyalty were associated with greater preference for fan motives. This paper will show that excitement, drama, sport knowledge, and interest in team were identified as the most common college football fan motives; interest in players, bonding with family, interest in sport, and escape were identified as the least common motives.

Labor Market Response and Its Slow Recovery after the Great Recession of 2007-2009

Farhad Saboori

Albright College

The purpose of this study is to examine the macroeconomic effects of the recent business cycles on the U.S. labor market over the period of 1980-2014. The paper focuses on the labor market's slow recovery after the Great Recession of 2007-2009. Despite recent improvements, there is evidence of significant slacks in the labor market in the five years following the recent recession. The paper also investigates the effects of highly accommodative monetary and fiscal policies over the same period. In addition to cyclical factor, the literature provides additional explanations, including structural factors, such as aging of the labor force, and changing dynamics of the U.S. labor market, following the increasing globalization of the economy. Using quarterly data, we apply a structural vector autoregressive (SVAR) model to study the dynamic interaction among eight variables (total employment, labor force participation, unemployment rate, real output growth, oil prices, inflation rate, as well as monetary and fiscal policy variables) for the period of study. The paper provides additional insight into the complexity of the interaction among these variables and provides some explanation for the slow labor recovery after the Great Recession.

Session 28: Willow Room

10:45 am – 11:45 am

International, Assessment

Session Chair: Okan Akcay

Trade Openness and Economic Growth: Empirical Evidence from Singapore and Malaysia

Yaya Sissoko

Indiana University of Pennsylvania

This paper examines the long-run relationship between trade openness and economic growth in Singapore and Malaysia over the period 1960-2013. It is often argued that more outward-oriented countries register better economic growth performance in the long run. We use two groups of trade openness measures and the GMM, SUR and 3SLS estimation techniques to establish the links and causality between trade openness, growth and income distribution. Our

preliminary results show trade openness plays a key role in economic growth in both Singapore and Malaysia. In addition, trade barriers seem to have negative impact on growth and are consistent with the conventional view on the growth effects of trade barriers.

Using Technology to Ease the Pain in the... Assessment

Cori Jo Myers
Peter Huegler

Lock Haven University of Pennsylvania
Lock Haven University of Pennsylvania

While some colleges and universities may have embraced learning outcomes assessment and others may not, all institutions must collect, analyze, use, and communicate data results to demonstrate accountability to key stakeholders and comply with reporting/accrediting requirements. Although most institutions have established assessment plans and collect data, many fewer transparently present their assessment outcomes especially online; however, the Web provides an easy way to demonstrate accountability to all key stakeholders and show student achievement. This paper explains a simple and inexpensive way for institutions to use common technologies (e.g., Excel and the Web) to collect, maintain, and present easy-to-comprehend assessment results.

Session 29: Logan/Harris Room 10:45 am – 11:45 am

Accounting

Session Chair: Mark H. Haney

Effects of Accounting Standards during the Financial Crisis

Jorge Romero

Towson University

During years 2007 and 2008, financial institutions keeping risky subprime mortgaged-backed securities reported vast losses. The trade of mortgaged-backed securities was common practice during previous years. This financial crisis has been linked to fair value regulations (Magnan, 2009). In response to this, the International Accounting Standards Board (IASB) had to amend IAS39 (Financial Instruments: Recognition and Measurement) to allow the reclassification of some financial assets. Therefore, there are still unanswered questions on the effects of this amendment, such as, is it possible that financial institutions may have taken advantage of this amendment to be involved in earnings management? This paper examines and attempt to clarify mechanisms of accounting regulation during the financial crisis.

A Progressive Accounting Monopoly Project for Junior Accounting Majors: Version 6.0

John Olsavsky

State University of New York at Fredonia

This presentation will describe version 6.0 of a project incorporated in the junior year coursework of an accounting major (e.g., Intermediate Accounting I) to provide practice and reinforcement of their knowledge and skills related to the accounting process. The project utilizes the popular Monopoly® board game as a tool to generate accounting transactions data over three, one-year periods of twelve turns each year. This project provides students with progressively more difficult corporate accounting and financial reporting tasks including the preparation of journals (general and special), ledgers, work papers (worksheet and account analysis), financial statements, notes to the financial statements and financial analysis. Students are responsible for preparing all entries that affect the elements of the financial statements including, transactions, adjustments resulting from analyzing all accrual and deferral accounts and the income tax or benefit from any net operating loss carry forward or back. The project is first prepared manually

using Microsoft Excel worksheets followed by the use of QuickBooks software to confirm the results for the last two years.

Corporate Tax Avoidance Trends: Facts and Misconceptions

Robert E. Duquette
David D. Wagaman

Kutztown University of Pennsylvania
Kutztown University of Pennsylvania

The United States presently has the highest statutory corporate tax rate in the world. However, there has been much discussion recently, including Congressional hearings, about abusive corporate tax avoidance strategies that have shed light on how most U.S. large multinational corporations (MNCs) pay a much lower “effective” tax rate. The more recent techniques, referred to as “BEPS” (Base Erosion and Profit Shifting), serve to shift US profits to low tax foreign jurisdictions.

What many have taken from these hearings is that these abuses have reduced corporate tax receipts to one-third of their level in the mid-1980s, which has worsened our national debt. In addition, the hearings suggested that effective tax rates for corporations have declined by 50% since the mid-80s. The most recent form of “abuse” is known as a “corporate inversion”, whereby the U.S. MNC is effectively acquired by a foreign corporation allegedly to immediately reduce the U.S. tax base and move jobs overseas. Our presentation is intended to:

- 1) Shed an objective light on the facts of these transactions;
- 2) Discuss how the U.S corporate tax code discourages U.S. investment compared to the rest of the world;
- 3) Explore a key defense of U.S. MNCs - they have a “fiduciary responsibility” to minimize taxes;
- 4) Highlight the facts about the historical level of corporate tax receipts and why its apparent decline may also be caused by other factors besides BEPS;
- 5) Summarize conflicting studies that attempt to determine the true “effective” U.S. corporate tax rate after considering preferences, incentives, and loopholes, and the historical trend of that rate.

Finally, we will summarize the factors that support why substantive corporate tax reform is needed; the criteria for sound reform; and a summary of the more significant corporate tax reform proposals.

Session 30: Holmes/Foster Room 10:45 am – 11:45 am

Curriculum Development

Session Chair: Kathleen Houlihan

Panel Discussion - Development of "Business Communication and Mentoring Course"

Joan M. Blewitt
Barry Williams
James Dolhon
Mark Leffler

Kings College
Kings College
Kings College
Kings College

Proposal for Panel Presentation for October, 2014 NABET Conference Graduates of business programs are often criticized by employers for not possessing effective communication skills. While students in a liberal arts college engage in writing and speech courses, assessment evidence at our college showed that there was a need to develop a course that would focus on the further

formation of written and oral communication skills to assist students in the preparation of business-related documents and the delivery of business content oral presentations. The faculty of the King's College McGowan School of Business focused on addressing this need by developing a course that would train students to become more effective writers and presenters in the business workplace. In addition to improving our business foundations curriculum, this course was seen as a vital component to fulfilling our Assurance of Learning (AOL) goal that all graduates of our business school should be effective communicators. A very collaborative process was used in the development of this course. Members of the Business School Advisory Board contributed by making valuable suggestions on course content and a faculty member from the communications department was used to evaluate, contribute to, and determine expectations for the oral communications aspect of the course. Several interactive software programs were explored to assist students and business faculty in the successful delivery of the course. The result was the addition of a course "Business Communication and Mentoring" which focuses on the essentials of style, organization, and professionalism in the development of fundamental business correspondence, reports and presentations. Career exploration and mentoring components are woven throughout the curriculum to better prepare our students, which adds a unique aspect to this course. This panel presentation will consist of five presenters who played a key role in the development and delivery of this course. Presenters include the dean of the McGowan School of Business, who will address the learning goal linked to the establishment of this course and how it ties into our foundation courses, two business school faculty members who selected the course materials and software and who piloted and currently teach the course, the faculty member from the communications department who was instrumental in refining and evaluating the oral communications aspect of the course and a representative from the Career Planning office who has been an active participant in the mentoring aspects of the course. A timeline on the development of the course, resources used and the course curriculum will be provided in this presentation. Questions and discussion will be most welcome among audience participants.

Building Sensemaking Capability: Implications for Curriculum and Program Development

Uldarico Rex Dumdum

Marywood University

Murray James Pyle

Marywood University

The Institute for the Future (2011) analyzed several key drivers of change and disruptive shifts that will impact the landscape of work and identified work skills that will be critical for the next ten years. The top skill identified was sensemaking. According to Deborah Ancona (2011), Director of the MIT Leadership Center at the MIT Sloan School of Management, sensemaking; the ability to make sense of what's going on in an unpredictable, uncertain, rapidly changing and complex environment; the ability of framing and acting in the unknown; the ability of discovering the new terrain as you are inventing it is a particularly important predictor of leadership success. This paper explores and discusses what sensemaking is and how sensemaking may be built and integrated into curricula and taught as a core business and leadership capability.

Lunch – Linden Room

12:00 pm – 1:00 pm

Session 31: Sylvan Room

1:15 pm – 2:15 pm

Energy and Environment, Law

Session Chair: Jane Brooker

How Does Shale Gas Extraction In Pennsylvania Affect Ecosystem Services?

Kshama Harpankar

Lebanon Valley College

Advances in horizontal drilling technology made tapping into the Marcellus Shale formation possible and put the state of Pennsylvania at the forefront of natural gas production in the USA. Production in PA nearly tripled from 2008-2010. According to the Pennsylvania Department of Environmental Protection, over 9,500 active and permitted Marcellus Shale gas wells existed in 2012. It is important to understand where this development is taking place and how it may affect ecosystem services. This presentation will synthesize relevant findings from available literature on this topic and identify research gaps.

An Evaluation of Inspection and Violation Rates for Natural Gas Drilling the State Forests of Pennsylvania

John Pendley

Susquehanna University

The state of Pennsylvania is looking to sell more oil and gas leases that allow fracking in state forests and parks. However, little information is available for the oil and gas development that already exist on state lands. The purpose of this paper was to examine the inspection record for wells developed under three leasing events in 2008 and 2010. The data developed in the study showed that compliance statistics for hydraulically fractured wells on state forest tracts were generally similar to other wells in the state. This result means that the wells in the state forests were generally receiving the same inspection scrutiny that wells on private lands received. While the aggregate compliance rates for state forest versus non-state forest were comparable, the data did reveal certain anomalies for individual drillers. These anomalies were identified and described so that they may be analyzed in future research. The conclusions reached in this paper may give regulators and others in authority, information useful in the administration of the current leases and new leases that have recently been approved.

The Forte Case: Learning from a Ponzi Scheme

Kevin Eugene Flynn

Phyllis Belak

Glenn Soltis

West Chester University of Pennsylvania

West Chester University of Pennsylvania

West Chester University of Pennsylvania

In recent years, investors have lost billions of dollars resulting from a common fraud known as a Ponzi scheme. Using a real-life Ponzi scheme, we prepared a fraud case study that is designed to be a comprehensive assignment in a fraud examination or forensic accounting course. The case may be assigned to students after fraud in general, and Ponzi schemes in particular, are covered in class. This case is relevant for two reasons: 1) it focuses on an actual Ponzi scam perpetrated in the Mid-Atlantic Region, and, 2) it comprehensively depicts the many aspects of a fraud scheme including: motivation, ethics, red flags, the “clawback process”, income tax implications, and strategies for future deterrence.

Session 32: Willow Room

1:15 pm – 2:15 pm

General

Session Chair: Jerry D. Belloit

Publishing 101: So You Want to Become a Published Author

Robert S. Fleming

Rowan University

Have you ever considered publishing a book or contributing a book chapter or case study? The author will share his extensive experience in preparing a successful proposal and navigating the challenges of preparing and publishing your work.

The Role of School Milk Programs as a Tool to Market Milk in Developing Countries; a Long-Term Benefit Imbedded in Short-Term Investment

Daniela Feenstra

Pennsylvania State University

Kirstin Torgerson

Cornell University

Providing milk to children in developing nations through school feeding programs (SFP) has short term benefits such as alleviating hunger and improving the cognitive and educational abilities of children (Jomaa, McDonnell, & Probat, 2011). School feeding programs, and school milk programs (SMP) also play a role in the marketing of dairy products by introducing milk and other dairy products into the diet of children who will: 1) influence their parents' purchasing behavior, and 2) become life time consumers of such products.

Marketing milk and milk products to schoolchildren in developing nations, through school feeding programs and school milk programs are marketing tools that can be utilized to create a growing demand for milk and milk products in targeted regions. Peter Ngaruiya, executive director of Easter and Southern Africa Dairy Association mentioned in an interview "most of the countries which have transformed their dairy sector have a functioning school milk program". This comment was in reference to a desire to restart a school milk program in Kenya (Capital FM, 2014).

Creating product awareness and dependency through school feeding programs and school milk programs has the long-term benefits of 1) life time consumption of milk by the student participants, 2) the exponential introduction of milk and milk products to future generations who will grow up with milk as a staple food, and 3) a growth in the demand of milk and milk products, which therefore creates a boost to the local in the local economy.

This paper looks at examples of how school feeding and school milk programs have been used in developing nations as a marketing tool to kick start their local industries and create a long term demand for milk and milk products.

Using Agricultural Development as a Tool for Rural Poverty Alleviation in Kenya

Yaya Sissoko

Indiana University of Pennsylvania

Riley G. Smith

Indiana University of Pennsylvania

Numerous studies have set out to establish a connection between agricultural productivity growth and rural poverty in developing nations. Time and time again, results show that development in the agricultural sector is crucial in reducing rural poverty. This paper applies the conclusions drawn from these studies to the current state of agriculture in Kenya, where the sector represents a significant portion of economic activity. Using the percent change in GDP per capita from the

previous year as a proxy dependent variable for rural poverty, results show that the percent change in agricultural value added per worker from the previous year, the percent change in terms of trade from the previous year, and the percent change in agriculture as a percentage of GDP from the previous year are all significant. Policy implications are explored, with a focus on alleviating rural poverty.

Session 33: Logan/Harris Room 1:15 pm – 2:15 pm

Management, Technology

Session Chair: Darrell Leslie Steckler

Getting to How: Is the Current Use of Data Preventing Managers from Gaining a True Understanding of What is Important?

Murray James Pyle

Marywood University

Uldarico Rex Dumdum

Marywood University

Many management problem-solving approaches employ quantitative methods and virtually every business program requires students to take at least one statistical methods course. In the last decade a proliferation of statistical tools has surfaced in many areas of business under the general category of analytics. From operations management to marketing and decision making, quantitative methods dominate the curriculum and application community.

This paper explores the notion that such tools are being taught and applied in a manner that does a disservice to those relying on the results. Using data and an example drawn from popular culture with a strong connection to the boardroom, this paper explores what is presented as a penchant to focus on what happens and fail to address the more interesting questions of why or how something happens.

Contemporary Management Authors: Do They Really Have New Ideas for Success?

Cori Jo Myers

Lock Haven University of Pennsylvania

Marcia Kurzynski

Lock Haven University of Pennsylvania

How many managers run to the bookstore or log on to Amazon when the newest, hottest management book is published seeking ways to miraculously improve business performance? As companies continue to struggle, management theorists work to concoct the next remedy often by recycling and repackaging fundamental ideas. So, are the contemporary authors really on to something new or have the classical authors provided a viable foundation that requires a more concerted effort on the part of management and staff to implement? This paper seeks to examine selected contemporary works and compare them to selected classical works to determine if some common themes for success emerge.

Session 34: Sylvan Room

2:15 pm – 3:45 pm

Finance, Business Education

Session Chair: Daniela Feenstra

Financial Flexibility as a Mediating Variable for Organizational Culture

Daniel Singer

Towson University

Susan Flaherty

Towson University

Jeffrey Hillard

Towson University

Richard Rosecky

Towson University

This paper examines the impact of financial structure on organizational culture. We find that the internally generated financial attributes of a firm play a significant role in determining whether an organization adopts a traditional culture that is resistant to change or a positive culture which embraces change. Binary Logistic Regression is used to analyze a set of internal and external financial attributes that impact organizational culture. Our results suggest the importance of a complex of internal financial attributes in the formation of Traditional or Positive cultures.

An Evaluation of MBA Student Success and Streamlining the Admissions Process

William Pratt

Clarion University of Pennsylvania

Within this study we examine factors commonly employed as MBA applicant evaluation criteria to see if these criteria are important in determining an applicant's potential for success. After a review of our initial findings a subsequent research question emerged: "is the GMAT a necessity in the admissions process or can other factors be employed to confidently determine if a student is likely to be successful in a graduate business program?" The findings indicate that the GMAT is not a significant predictor of student success when considering factors such as undergraduate grade point average and work experience. Furthermore, the results suggest that prior findings in support of the GMAT maybe the result of missing variables in the model specification. Our results show that undergraduate GPA alone can be employed as an admission criterion of potential success in lieu of the GMAT and in doing so streamline the admission process while minimizing student expenses. Within the discussion section we offer suggestions for reducing the need of GMAT score information in the admissions process.

I've Got a Degree, But am I Marketable?!

Darrell Leslie Steckler

York College of Pennsylvania

This paper discusses and attempts to answer some basic questions as we, representing the professional technology training possible at a variety of institutions, come to grips with remaining a viable source for the needs of this ever-evolving landscape! Is there a gap between what we are offering and what our Information Technology students need to prepare them for their entry into the professional arena? This paper evaluates whether or not graduates are prepared for the technology environment they will be facing as they head out into the 'real world' and the beginning of their professional careers. It reviews what skills Information Technology groups look for in new hires today and what skill sets they will find valuable for the next 5 years. There is a discussion on how recent graduates feel about the education they received, from a systems technology perspective. Did they feel prepared to enter the workforce? From the perspective of technology courses to the emphasis on professionalism and business, we will take a look at how trends have affected the hiring process. Over 30 school curriculums are evaluated to develop a course gap analysis on where our schools are today and where we need to be heading for the future.

Panel Discussion

Accounting Students Writing-to-Learn Using Social Pedagogy and Technology

Andrea Bianca Francis

LaGuardia Community College -CUNY

Rajendra Bhika

LaGuardia Community College –CUNY

Accounting faculty in the Business & Technology Department leveraged their participation in the Writing in the Disciplines professional development seminar to find an innovative way to assist students in two Principles of Accounting I classes to explore and enhance their general writing and business writing skills. This work was in response to a recent Periodic Program Review that cited a lack of low-stakes writing in the Accounting Program, which creates challenges for students and faculty as students progress through the course sequence. Faculty used this initiative to help students explore writing within the context of the accounting discipline, thereby allowing students to dispense with the notion that accounting is 'only number-crunching'.

The use of social pedagogical practices and technology allowed faculty to make this initiative a challenging, yet stimulating experience for students. Students were paired across two classrooms via a community ePortfolio. ePortfolio is a technology used at the College to encourage student self-authorship, build connections, and showcase student work. Through a series of ePortfolio-based assignments, along with an in-class writing workshop conducted by faculty from the English and Business & Technology Departments, students were able to understand the importance of writing in the accounting discipline, explore their writing abilities, learn about different forms of business communication and apply them, and use analysis and problem-solving to document their responses to accounting inaccuracies. The semester concluded with students completing a written reflection and a survey to document and share their experiences.

During this presentation, faculty will share the structure, assignments and activities, and results of the writing-to-learn initiative. We will also discuss with participants how this work can be adapted and implemented throughout an accounting program as well as across disciplines.

The Loan-out Company; What is It, and Who Benefits?

Norman Sigmond

Kutztown University of Pennsylvania

For many years entertainers and professional athletes have sought a device that can give some level of shielding of the income that they earn from endorsements, personal appearances and other income earning activities that lay outside of their primary professional work. Over time, a variety of mechanisms have been used for this purpose. One of the most effective of these is the Loan-out Company. Even though this device has specific benefits, there exist serious restrictions to its use. This paper explores the complexities, benefits and drawbacks of this device.

Session 35: Willow Room

2:15 pm – 3:35 pm

Ethics

Session Chair: Dawn Parasolick

The Coming Robot Revolution: Problematic Impacts and Ethical Considerations

Mohammed Sidky

This presentation will examine the growing role of robots and computerized systems in modern society. On the one hand such technological advancements promise greater efficiency and

effectiveness in both manufacturing and service industries, relieving humans from dangerous and undesirable jobs and heralds a new age of greater leisure, productivity, and creativity.

On the other hand, given that this revolution is built on the foundations of socio-economic inequality and motivations that focus primarily on efficiency and profit maximization, important ethical issues and problems can readily be seen.

Central topics in this presentation include issues of job displacement, socio-cultural transformations threatening human subservience to robot workers, automated decision centers and implementation agents. Central questions include the following:

1. What are the motivating factors behind this revolution?
2. Who gains and who benefits from the continuing encroachment of robots into human society?
3. How does/would increasing robotization of society affect socio-cultural and social-psychological issues of identity for modern humans?
4. What are some important ethical considerations regarding the role, place and identity of human members of society?
5. Were the Luddites right after all?

Bandwagon Effect on Plastic Bag Reduction: Ban or Reward?

Jingze Jiang

Edinboro University of Pennsylvania

This work addresses the need by identifying alternatives to bans and taxes in order to promote the formation of environmentally friendly social norms. We focus on the program for plastic shopping bag reduction, especially stores' reusable bag reward programs. By considering the bandwagon effects of green program participation, this study searches for the economic motivation for stores' voluntary rewards program, identifies optimal reward programs and assesses the effectiveness of reward programs in encouraging consumers to exhibit environmentally friendly behavior in the long-run. Finally, this research characterizes the behavior of stores and consumers, as well as the economic environments in which they operate, for the broader application of the model. Results of this study show that rewards are effective for controlling plastic bag use, since the number of reusable bag users increases after a reward is put in place. We also find the threshold that guarantees consumers keeping using reusable bags even without reward programs. In addition, results show that the winning store attracting more consumers participating will increase store profits.

A Theoretical Explanation of Unethical Behavior among Movers and Shakers

Mark Ciavarella

Pennsylvania College of Technology

John Grigsby

Pennsylvania College of Technology

We explore salient individual characteristics and situation factors that are potential antecedents to unethical decision-making among successful "movers and shakers." We define movers and shakers as those individuals that are high-level achieving professionals that have risen to power within their organizations. We propose that direct relationships exist between the individual characteristics of high-level achieving professionals and unethical decision-making such that situational effects may have no bearing on the ethical decision-making capability of the individual inasmuch as these individuals will act unethically regardless of the situation. As in previous models of ethics, we propose a contingency approach to studying the interaction between individual characteristics and situational factors, such that situational factors potentially moderate the relationship between individual variables and unethical decision-making for most high level achieving professionals. However, we argue that, in some cases, the high-level achieving professional's personality could lead to unethical decision-making regardless of the situation. Finally, we raise questions for future research in order to understand not only the

antecedents to unethical decision-making among high level achieving professionals, but also the implications these behaviors have on workplace culture and morale.

How to Protect Your Data Effectively From Mobile Access

Kustim Wibowo

Indiana University of Pennsylvania

Azad Ali

Indiana University of Pennsylvania

Mobile systems are information systems that support users in motion. Mobile systems users access the system from any place using any smart devices at any time. Globally, the major reason for the importance of mobile systems is the size their market. As of 2012, there are 5.9 billion and as of 2013, there are 6.8 billion wireless subscriptions. The number of subscriptions approaches of total global population of 7.1 billion. One third of those subscriptions involve smartphones and other mobile devices. The remaining two-thirds of those subscriptions provide an enormous opportunity of future mobile system users. Additionally, mobile use is favored by the young. The younger the age group, the greater the percentage of people with mobile devices. There are some advantages of personal mobile devices in the business environment such as cost savings, greater user satisfaction, reduce need of training, higher productivity, and reduce user support costs. However, there are many disadvantages such as data loss or damage, loss control, compatibility problems, risk of computer virus infection, and greater user support costs.

This research focuses on how to protect data loss or damage due to the mobile access. When data is accessed and brought into users' or employees' owned mobile computing devices, the business and organization loses control over where it goes and what happens to it. Also, if the user or an employee loses his or her device, the data goes with it, and when an employee leaves the organization, the data on their personal devices will have to be revoked or deleted, somehow. There are some existing control mechanisms for data access and well BYOD (bring your own device) and BYOA (bring your own application) policies in most organizations to protect network and data access. This research will discuss the existing and will introduce new and improved mechanisms and regulations that will provide a better and more flexible data access, as well as data protection. This research will utilize information in the university libraries, journals, newspaper, and magazines, as well as online resources.

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