

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

**39th Annual Meeting
October 27 & 28, 2016**



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

NABET
Northeastern Association of Business, Economics and Technology
Annual Meeting
October 27th and 28th, 2016

NABET Conference Presenters and Attendees,

On behalf of the Executive Board of NABET, welcome to our thirty-ninth annual meeting.

Over the two days there will be a mix of scholarly papers authored by faculty from 61 colleges and universities representing thirteen states (Arizona, Connecticut, Illinois, Maine, Maryland, Massachusetts, Missouri, New Jersey, Pennsylvania, New York, Vermont, Virginia and Washington) and the countries of Portugal and Sweden. The 89 presentations/panel discussions will feature a wide range of topics within the disciplines of business, economics and technology.

Please note that the conference will start each day with common session and breakfast in the Sylvan Room. After the first session there will be a break followed by concurrent sessions involving four different meeting rooms. If you are not a presenter this year, please consider being a presenter next year.

We hope that you enjoy your experience at the NABET Conference.

NABET Conference Team

Thursday October 27, 2016

Registration - Days Inn Atrium 7:30 am - 3:15 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 8:30 am – 9:30 am

Session Chair: *Linda A. Hall*

Promise and Practice: Green IT and BYOD

Karen Druffel
Sharon A. Wulf

Framingham State University
Worcester Polytechnic Institute

We consider the relationship between two sets of practices in corporate information systems (IS) management: BYOD (Bring Your Own Device) and Green IT. BYOD programs allow employees to use personal information technology devices, such as laptops or tablets, on their work information technology (IT) network. BYOD is expected to reduce the overall number of IT devices per user, as well as energy consumption needed to power multiple devices. Organizations implementing BYOD often frame the initiative as a form of Green IT, but do we have support for these assumptions? What are these organizations doing to determine whether, in practice, BYOD complements or conflicts with some Green IT objectives? As a first step to our research question, we will assess the literature examining both trends, BYOD and Green IT, from both practitioner and academic perspectives. We present our research question and proposed framework for finding and categorizing the articles.

Comparative Analysis of Anti- Indemnity Statutes

John Cameron

Pennsylvania State University

The enforcement of contractual indemnification clauses in business relationships needs to be considered in light of state anti-indemnity statutes. Contractual indemnification clauses and additional insured coverages are interpreted to determine whether the contractual provisions violate certain legislative mandates. So long as the contractual provisions do not purport to indemnify a company for its own acts of negligence, courts are reluctant to bar enforcement of contractual indemnification provisions. The use of contractual indemnification clauses and additional insured coverages are a customary practice in the private and public sectors including businesses and governmental agencies. Companies utilize contractual indemnification clauses and additional insured coverages to shift responsibilities from one party to another party and provide a contractual limitation of liability. Contractual indemnification clauses and additional insured coverages by companies present a particular uncertainty because of recent anti-indemnity legislation. According to a survey of anti-indemnity statutes by the Foundation of the American Subcontractors Association, Inc. (2013) and related case law, such reform legislation has been approved in many states. Prior research to examine the variances in the provisions associated with anti-indemnity legislation within the United States has been limited. To address this gap in the literature, this paper will examine anti-indemnity legislative trends including third party indemnity, limitation of liability, partial fault, and contract interpretation.

Launching a CFP Board Registered Program: A Process Review

Bradley C. Barnhorst

DeSales University

DeSales University successfully launched two CFP Board Registered Programs, but there were multiple complications to meeting internal and external requirements. This paper will compare the internal and external processes, examine which elements caused the most slowdown during the application, evaluate if all controls and requirements were truly necessary to secure quality, and attempt to value the resources expended compared to a more streamlined process.

Session 2: Sylvan Room

9:35 am – 10:35 am

International/Global Business Topics

Session Chair: *Leo Previti*

The Economic Growth in Peru and the Economic Struggles of Zimbabwe

Michael Joseph Gallagher

DeSales University

Zimbabwe experienced a “Lost Decade” starting with the year 2000 and Peru suffered through a “Lost Decade” in the 1980’s. These lost decades demonstrated are denoted by a decline in gross domestic product (GDP) and periods of hyperinflation. Peru has recovered and has led South America with strong economic growth starting with the year 2000 (including the global economic crises 2007 -2009). Zimbabwe continued to struggle throughout these same years. Peru is a developing economy with a limited global presence but with an economic growth of 9 percent in 2007 (the largest growth rate in the world during the global economic crises) whereas Zimbabwe has continued to struggle with a negative growth rate of 14 percent in 2008. Peru has continued this growth at an average rate of 5.7% during the period 2009-2015 ((OECD, p. 17). This paper provides the argument that the well-managed informal economy of Peru using microfinance to provide funding provides a solid base for their economic growth. The reliance on foreign capital inflows and the lack of a dependable informal economy has hindered the economic growth of Zimbabwe.

An Integrated Approach to Measuring the Economic and Social Impact of Investment in Small NGOs in West Bengal, India

Jayanti Bandyopadhyay

Linda A. Hall

Gautam Bandyopadhyay

Arun Deb

Salem State University

State University of New York at Fredonia

Independent Consultant

University of Pennsylvania

This paper describes the results of a study of the economic and social impact of investment in, and the operations of two women's empowerment non-governmental organizations (NGOs) in rural villages in West Bengal, India. Baseline measurements and initial statistical analysis of data collected show evidence of positive social and economic impact and therefore program success, but economic impact is not quantifiable in all cases. From an accountant's perspective, an opportunity exists to provide relevant stakeholders with meaningful training and tools to measure the relative return (social as well as financial) on investment in programs. We propose combining methods inspired by Christensen's Job-To-Be-Done framework, Brest et al.'s Expected Return formula, and concepts from Kaplan and Norton's Balanced Scorecard to develop a practical means for small NGOs to measure relative impact and allocate limited resources.

Adoption of International Financial Reporting Standards: Examining the Effects on Access to Equity Capital

Symon Manyara

Bowie State University

Global diversity in accounting standards makes comparison of financial results from companies in different countries problematic when evaluating investment opportunities in equity capital. It is vital to establish uniform financial reporting regulation, because of the global nature of today's capital markets and the significance of financial information required for investment decision making. The International Financial Reporting Standards (IFRS) have been globally accepted by more than 100 countries as of 2016 to reduce the global diversity in

accounting standards. Australia implemented IFRS in 2005. The purpose of the current study was to investigate the effects of the IFRS implementation on cross-listing of Australian firms and trading volume for the cross-listed Australian companies between 2002 and 2008. The sample of companies included in this study were all Australian companies listed on the Australian Securities Exchange (ASX) as of January 1, 2002, which were still listed on the ASX as of December 31, 2008. The test results based on the Australian cross-listed companies attest that implementing IFRS improves access to equity capital thus contributing to the literature on agency theory.

Session 3: Willow Room

9:35 am – 10:15 am

Business Topics

Session Chair: *Jonathan Kramer*

Gender Differences in Product Color Importance, Color Choice, and Meaning of Color among Canadian Consumers

M. Halim Dalgin

Okan Akcay

Abdulwahab Srαιheen

Kutztown University of Pennsylvania

Kutztown University of Pennsylvania

Kutztown University of Pennsylvania

This research paper focuses on an understanding of the importance and meanings of color among Canadian consumers when making purchasing decisions for a variety of products. The sample of Canadian buyers revealed that the majority view color as an important factor in the purchasing decision. There is also a statistically significant difference between men's and women's views of the importance of color. Women are more likely to view color as extremely or very important, while men show indifference (somewhat important). Personal items such as clothing, shoes, sun glasses, are ranked highest in terms of color preference, while electronics are rated lowest. Color is a highly important product attribute because it is what differentiates similar kinds of products. It is a key feature for shaping consumer feelings and responses when making purchasing decisions (Clarke and Honeycutt, 2000). It also influences consumer's behaviors and helps company's position their products in the market place or differentiate themselves from the competition (Grossman and Wisenblit, 1999; Aslam, 2006). In general, color has the potential to affect a consumer's overall perception of a product (Sable and Akcay, 2010). Product color connects the consumer more quickly than any other identifying product characteristic. Studies have shown how color can grab and retain attention, can stimulate emotional responses and can affect an individual's perception. It can also form attitudes, improve learning and persuasiveness regarding product purchase decisions. Overall, color is influential in every level of the marketplace, from brand, to logo, image, packaging and even the product itself (Sable and Akcay, 2011). Color is used to attract or draw a customer's attention and certain colors can create a purchase intention (Bellizi, et al., 1983; Kerfoot, et al., 2003).

The purpose of this study is to determine the importance of color when making purchasing decisions for different products. Those products are purchased on a daily basis by Canadian consumers. Summarizing and analyzing the findings of color choice and meaning, by gender are of paramount importance for producers and marketing managers.

Corporate Social Responsibility: Bringing the fair-trade Designation to Other Industries

Bronwyn M. Laughner

Bloomsburg University of Pennsylvania

Corporate social responsibility is an area burgeoning interest as corporations face increasing pressure to ensure ethical, fair and humane treatment of workers in their supply chains. While companies in the coffee and chocolate industries are pioneers in this movement with their fair-trade practices, other industries, particularly the garment industries are slow to embrace transparency and accountability throughout their supply chains. One company, LaborVoices, is utilizing crowdsourcing to gather real-time, worker data to feed back to upstream supply chain partners on worker conditions, operations in the plant and labor practices. Two questions we will examine in depth are, does a fair-trade designation carry sufficient weight with the consumer to justify the cost (McEachern, 2015) and can the fair-trade designation be useful in other industries (Steinmeyer, 2016).

Session 4: Logan/Harris Room

9:35 am – 10:35 am

Business Education Topics

Session Chair: *John A. DiCicco*

Integrating a Liberal Arts Perspective into School of Business Marketing Courses

Rita Dynan

La Salle University

This paper will describe how written communication is used to add a liberal arts perspective to business school marketing courses. An assigned project requiring students to write original marketing content on a blog will be described. The paper will develop a case for using a blog assignment in Advertising, New Product Development and Marketing Management (capstone) courses. The intention is to improve student's writing skills as well as provide them with a writing sample to supplement their resume for effectively competing in the job market. The primary liberal learning activity of the blog assignment is writing but there is an element of analytical thinking as well because the assignment requires that the blog content be relevant to topics and concepts in the course. The combination of writing and analytical thinking in the assignment improves the student's critical thinking skills. The goal for the student is to have a blog that demonstrates both writing skills and expertise in the field of marketing. Students are required to write blog posts that reflect their analytical skills, good ideas, and creativity. Supplemental course content posted by the instructor on Twitter and Pinterest is used as inspiration for the creation of six graded blog posts. The assignment requires students to reflect on articles, research data, and trend reports and then create six insightful blog posts with analysis, questions and opinions about the articles or research they have read.

Perceived Compatibility of Course Management System with Teaching Style is Associated with Department, Rank, and Length of Use in Higher Education Faculty

Audrey Pereira

Monika Wahi

Fitchburg State University

Laboure College

Willingness of higher education faculty to complete training on the course management system (CMS) at their institutions has been positively associated with the perceived compatibility of the CMS with faculty teaching style. The objective of this analysis was to determine characteristics of faculty that are associated with perceived compatibility of the CMS with their teaching style. In a multivariate model, lower rank and longer length of use were positively associated with perceived CMS compatibility, and level of compatibility differed significantly by department. To increase CMS compatibility with teaching style, academic administrators could provide targeted training to those in higher ranks or who have limited experience with the CMS. Future researchers should determine why teaching using the CMS is perceived as more compatible in some departments compared to others.

Session 5: Holmes/Foster Room

9:35 am – 10:35 am

Marketing & Business

Session Chair: *Darrell L. Steckler*

Spotlighting or Free of Charge? An Empirical Study on Amazon's App Marketplace

Hong Chen

Kevin Lachaud

Wenqi Zhou

Duquesne University

Duquesne University

Duquesne University

We examine the effect of visibility and pricing, and their interaction, on apps' popularity in a marketplace. Specifically, we study Amazon's Free App of the Day (FAD), a promotional strategy which spotlights a single app daily and temporally makes it available free of charge during the same promotional period. We coded a web crawler to automate data collection. We first collected all Apps that have been adopted FAD promotion every day during 2015 summer. We then collected those apps on Google Play daily during the same time period, if available. By using data from both Amazon and Google Play, we are able to differentiate the effects of high visibility and temporally free pricing resulted from Amazon's FAD promotion. We go a step further to investigate how they affect App's popularity on Amazon, i.e. volume of online user-generated conversations and sales rank, which in

turn affects the apps' overall market performance. Increasing visibility and lowering price are two commonly used marketing tools. We believe our conclusion from this unique context of Amazon FAD can contribute to our understanding of the relative effectiveness of these two tools in the App market.

The Beauty of Social Influencers

Kurt Komaromi

Ithaca College

This paper presents a case study of an independently-owned makeup and beauty blog that successfully built a larger audience and extended its influence in the cosmetics and beauty market. The owner of the site wanted to enhance her profile as a product expert, reviewer, and influencer for brands in the industry. Her key decision issues focused on determining which content and media strategies would build the greatest number of subscribers, increase overall traffic levels, and raise her profile with both brands and consumers. The analysis illustrates how social media platforms can amplify a message to a larger audience, the importance of developing engaging content, and how to leverage the power of social influencers.

House Bill 2 and NC Business

Brosh M. Teucher

Nicholas A. Addona

Saint Michael's College

Saint Michael's College

In this case study we examine the impact of North Carolina's House Bill 2 (HB2) on businesses in the state. We draw on secondary information sources including local and national media outlets, and state and federal government publications. The case outlines the political, legal, and public circumstances leading to, and the reactions following the passage of House Bill 2. Next, we chart the impact of these events on businesses operating in and out of the State. We show that the bill and subsequent events had both immediate and lagged negative effects on the North Carolina's business community. We predict that HB2 will have an enduring and intensifying negative impact on the business environment in North Carolina. We conclude with recommendations for businesses on how to adapt to North Carolina's changing legal and business environment.

Session 6: Sylvan Room

10:50 am – 11:50 am

Chair: *Karen Druffel*

Clarifying the Meaning of Non-Integer “N” Values in Annuity Calculations

John Walker

Jonathan Kramer

Kutztown University of Pennsylvania

Kutztown University of Pennsylvania

Time value of money problems are an integral part of finance. In this research, we focus attention on the issues raised when a non-integer solution results from solving for “n” (number of periods) in a time value of money annuity problem. We show that such a numerical solution, while mathematically correct, can deviate from the narrative of the problem. This deviation from the narrative could cause misunderstandings between students and instructors, and/or practitioners and clients. It could also lead to underfunding of investment goals. We demonstrate how instructors and/or practitioners can explain the deviation from the narrative in such cases, and how cash flows can be adjusted to avoid missing goals.

FASB Updates Not-For-Profit Accounting Rules: Understanding the Changes and Impact on Financial Statement Presentation

Warren Kleinsmith

Leo Previti

Stockton University

Stockton University

Current accounting standards supporting not-for-profit entities have existed since 1993. In response to stakeholder concerns about the complexity, transparency, and usefulness of these standards, FASB issued an August 2016 amendment to Topic 958 designed to simplify and improve the face of financial statements and the information disclosed in the notes to the financial statements. Specifically, this update requires changes to net asset classes, investment returns, expenses, liquidity and availability of resources, and presentation of operating cash flows. This paper will examine these changes and their corresponding impact on Financial Statement Presentation.

Stats: What Do Students Need to Succeed?

Robert John O'Connell

York College of Pennsylvania

After twenty years of teaching basic undergraduate business statistics, more students seem to be unsuccessful in their initial attempts at this core business course. This researcher observed increasing failure rates in this course, and discussions with other business statistics instructors in the same school indicate similar conclusions. The purpose of this research is to determine if other business schools are experiencing similar problems and, if so, investigate current literature to determine the causes of the problem and their recommended or implemented solutions. Students attempting basic business statistics should have a solid mathematics foundation based on common prerequisites of college-level algebra and calculus. Even if students' skills in these areas are minimal, most mathematical business statistics formulae are less complicated than those covered in a calculus course, and basic business calculators can solve the more complex formulae. Further, use of Excel, typically included in prerequisite MIS courses, should facilitate success of students. The use of findings from this research may enable instructors to improve students' success rates.

Session 7: Willow Room

10:50 am – 11:50 am

Business Related Topics

Session Chair: *David Gargone*

Mascots Aren't Worth the Risk of Liability

David Gargone
Joshua Winneker
Zhen Ma

Misericordia University
Misericordia University
Misericordia University

In professional sports, the team mascot is a part of the franchise's brand and overall entertainment product, but with the recent rise in mascot-related lawsuits, and decisions against the teams, it is becoming advisable for teams to discontinue their use of mascots. The cost for the teams of a potential mascot-litigation, settlement or judgment outweighs any minor entertainment benefit to the fans. When analyzing the total franchise valuations of the teams in the four major U.S. professional sport leagues (NBA, NFL, MLB and NHL), it appears that teams with mascots generally have lower values demonstrating that there is not a strong financial incentive to retain a mascot. When you couple this with the potential for liability that comes with voluntarily employing a mascot, it seems that the better course of action for the teams is to proceed without mascots.

Session 8: Holmes/Foster Room

10:50 am – 11:50 pm

Business Topics

Session Chair: *Hong Chen*

The Jay Peak EB-5 Immigrant Investor Program

Brosh M. Teucher
Elizabeth J. Cosentino
Ryan M. Stapleton

Saint Michael's College
Saint Michael's College
Saint Michael's College

In this case study we focus on the background, implementation, and consequences of the EB-5 Immigrant Investor Program at Jay Peak in Vermont. We examine the legal and ethical challenges of the EB-5 program, the business rationale for the Jay Peak EB-5 program, and the handling of the Jay Peak EB-5 program crisis. We draw on secondary information sources including local and national media outlets, and state and federal government publications. We trace the development of the federal EB-5 program. Next, we outline the implementation of the EB-5 program in Vermont. Last, we analyze the reactions of various stakeholder groups to the Jay Peak EB-5 financial crisis that unfolded in 2016. We argue that the EB-5 Immigrant Investor Program is not free of

controversy, that the EB-5 program in Vermont performed well in the past but the Jay Peak project was questionable, and that the reaction to and the handling the of the crisis varied according to the underlying interests of different stakeholders. We conclude with recommendations for investors, communities, public officials, government agencies, and legislators on how to approach the EB-5 program in the future.

Pairs Trading Sector Performance

Pawan Madhogarhia

York College of Pennsylvania

The purpose of this research was to examine risk and return characteristics of pairs trading in different sectors. We collected low frequency price data from January 2, 2005 to December 31, 2014 and our focus was on evaluating the performance of a simple trading strategy for stocks within the same sector. We found that the finance sector generated better risk adjusted returns relative to the other sectors. We also discovered that pairs trading can outperform buy-and-hold of the market index in times of high uncertainty.

An Examination of Maine's Economic Trends and Outlook

Gerald Paul Wright

Lee Speronis

Husson University

Husson University

This paper will examine employment trends in the Maine economy over the last two decades using data from a variety of public data sources. During this period, Maine has transitioned from an economy lead by Paper (and paper-related) Manufacturing to an economy lead by the Hospitality and Tourism sector. This economic shift has paralleled a workforce composition shift as employer's needs in terms of technical knowledge, skillset, education, and experience has altered. A shift from a manufacturing to a service economy is not unique to Maine as a number of U.S. states, and even western countries, have experienced similar trends. However, Maine's relatively small size affords the opportunity to effectively examine systemic effects. Several suggestions are offered for future economic growth in Maine.

Session 9: Sylvan Room

1:15 pm – 1:55 pm

Organizational Structure and Leadership

Session Chair: *Catherine Anitha Manohar*

Buddhist Business - A Case Study of Takatoshi Mitsui

Hideki Takei

Central Washington University

Some Buddhist managers and entrepreneurs have applied the Buddha's teachings to business operations. Buddhist Business, an emerging discipline of Business studies, attempts to find applications of these teachings for successful business operation. In Buddhist business, an organization is seen as an entity with its own needs and conflicts that lead to "suffering" much like that experienced by a single person. While a person might use Buddhist teachings in everyday life to try to reduce or eliminate their suffering, an organization should utilize effective management based on the Buddha's teachings to reduce its own suffering. In order to find ways to apply the Buddha's teachings to business management, we did an intensive case study of Takatoshi Mitsui (1622 - 1694), founder of Mitsui Group in Japan. We chose him for the following reasons. First, he was one of the earliest business persons to have applied the Buddha's teachings successfully. Second, his business philosophy is still well respected by executives of companies in Mitsui Group. Third, Mitsui Group has been successful in not only the Japanese market but also globally.

An Aristotelean Workplace

Matt Fuss

Geneva University

Organizations, specifically human resource departments, informed by the Aristotelean concepts of distributive justice, the golden mean and reciprocity will be better positioned to maximize its human capital. Adopting a

distributive justice perspective, where one makes resource allocation decisions based on a predetermined design in which deference is given to merit, has great application. By also utilizing Aristotle's concept of the golden mean organizations can avoid the pitfall of both selfishness and altruism. With reciprocity as the underlying and driving principal of an Aristotelean workplace, organizations can strive to make decisions which foster a culture of eudaimonia. Only when employees are valued and given the resources necessary to achieve happiness, can organizations expect to maximize their return on human capital. An Aristotelean workplace will strive to create a culture of cooperation and teamwork in which both the organization and its employees receive appropriate value from the relationship.

Session 10: Willow Room

1:15 pm – 2:05 pm

Business Topics

Session Chair: *Yaya Sissoko*

Reexamining the Effect of Risk Attitudes on Firm Survival: The Roles of Endogenous Risk Preferences and Sample Selection

Insoo Cho

York College of Pennsylvania

This paper illustrates how commonly used measures of risk preferences can lead to biased inferences regarding risk attitudes and firm survival. When risk attitudes are elicited only from current entrepreneurs, the measures are subject to a selection bias which excludes unsuccessful entrepreneurs. When the risk attitudes are collected after entrepreneurial entry, the risk preferences will endogenously reflect the realized success of the business. We illustrate that prior findings of an inverted U-shaped relationship between willingness to take risk and firm survival probability are a result of these biases. Selecting on entrepreneurial success causes an upward bias in measured effects of risk aversion on firm success, while endogenous *ex post* measures of risk aversion bias the measured effect toward zero. Correcting for these two sources of bias, we find that less risk averse entrepreneurs are more likely to survive, a result consistent with experimental findings.

Sharpening Technology Skills Through a Cross-Curricular Project (30 minute workshop)

Marietta F. Kotch

Bloomsburg University of Pennsylvania

Christina Force

Bloomsburg University of Pennsylvania

Michalina Hendon

Bloomsburg University of Pennsylvania

Both educators and students find value in applying academic knowledge to real word applications. In addition, it is also necessary for today's students to understand how to successfully work in teams. In order to achieve these goals, a collaborative project between a university graduate business education (BE) student teacher and an undergraduate project management (PM) class was completed. The student teacher and cooperating high school teacher sought to conduct a training session for high school faculty on Microsoft Excel. In-house research found that junior and senior high school students are not maintaining the skills they learned in their freshman computer applications course. The research also found that many of the high school teachers themselves were not proficient in Microsoft Excel. The purpose of this project was to collaborate to create a professional development training session on Microsoft Excel for high school teachers from a variety of disciplines so that they would be able to work towards a proficiency level of the software application and subsequently successfully create and administer cross-curricular student projects and assignments which incorporate Microsoft Excel. This training was designed by the BE student teacher, the high school cooperating teacher, and the university PM class. The goal of the training was to increase high school students' use of Microsoft Excel through cross-curricular activities in order to retain the skills students acquired during their freshman year.

Session 11: Logan/Harris Room

1:15 pm – 2:15 pm

Business Education Topics

Session Chair: *David William Jordan*

Motivation, Effort, and Distraction Factors Associated with Student Performance in a Financial Management Course: An Empirical Study at a Public Residential University

Mostafa M. Maksy
Keshav Gupta

Kutztown University of Pennsylvania
Kutztown University of Pennsylvania

Using several statistical tests (including one-way ANOVA, Pearson and Spearman correlations, and OLS regression analysis) this paper examines some determinants of student performance in an undergraduate Financial Management course. Of the four motivation factors studied (the grade the student would like to make in the course, intention to take the Certified Public Accountant examination, intention to take the Chartered Financial Analyst or the Certified Financial Planner examination, and intention to attend graduate school) only the first has strong relationship with student performance. Of the effort factors (course study hours, overall study hours, homework, and class attendance) only homework, class attendance and, to some extent, overall study hours have positive explanatory power for student performance. None of the three distraction factors studied (job hours, job type, course load, and credit hours load for the semester) has any significant effect on student performance. All priorability factors studied (overall GPA and the grades in financial accounting and managerial accounting courses) have significant relationship with student performance. Finally, of the four self-perceived ability factors used in the study (writing, math, reading, and listening) only the math ability has a positive relationship with student performance. Key Words: Motivation, Effort, Distraction, Prior ability, Student performance, Financial Management.

Enhancing Student Engagement in Research Projects: A Marketing Example

John M. Zych

University of Scranton

A well-developed marketing analysis is highly dependent upon the quality of the supporting research. Today's students have an abundance of readily available data at their fingertips. Database searches yield a large volume of information which students must evaluate to determine relevance to the research problem at hand. They also must identify what kinds of data might be missing from their search. In order to perform a complete marketing analysis, diverse secondary sources must be integrated and supplemented with primary sources. A model was developed to help students structure their data searches and identify how sources can be used specifically to support their project objectives. This approach requires students to engage more fully in the research process. This presentation will demonstrate use of the model in a workshop involving sales analysis in the automotive industry. Student reactions to the workshop also will be discussed.

Student On-line Engagement Rubric as a Base-line Template

David William Jordan
Sunita Mondal
Peter Eberle

Slippery Rock University of Pennsylvania
Slippery Rock University of Pennsylvania
Pennsylvania State University-Fayette

Student engagement has been examined as it relates to positive outcomes for specific course performance and integration with the larger academic community relative to retention, assessment and social integration (*Effects From Student Engagement Online*, 2014). Engagement has been defined in various ways, however it generally refers to students' experience with social-emotional, behavioral and cognitive constructs (Edel-Malizia & Brautigam, 2014). For course specific engagement, these constructs are endeavored through many techniques yet focus on varied pedagogical approaches to students' interface with course content, peer collaborative learning, and instructor interaction, often associated with high impact practices (HIPs) {Dubas, 2016 #588;Hall, 2016 #600, #1379, #1410;Gebre, 2014 #597;Edel-Malizia, 2014 #589;Collins, 2014 #598;Carr, 2014 #1416;Banna, 2015 #1406;Harbour, 2015 #585;Trowler, 2010 #1420;Kuh, 2009 #1421;Brownell, 2009 #1422;Kuh, 2008 #1423;Kuh, 2009 #1421}. This study examines the efficacy of an online course engagement rubric. The engagement rubric compliments a pedagogical approach aligned with established student course specific engagement constructs, and incentivizes students for associated positive course engagement behaviors. The engagement rubric is intended to provide a simple structure to compel online course participation beyond that of "checking the boxes for points" and course completion, while acknowledging certain limitations associated with HIPs and online courses. A linear regression is estimated to include student engagement measures, student academic metrics from student records, and demographics with course grades as the dependent variable. Data retrieved are associated with five online courses from a mid-sized public university (N=101).

Business Related Pedagogy Topics**Session Chair: *Jacob Kehres*****Content Analysis of Student New Product Development Projects**

Audrey Guskey

Duquesne University

This paper examines product ideas generated by students for a new product development project in an introductory marketing class extending over almost three decades. Over the course of a 28-year period, students in an Introduction to Marketing course were given the assignment to “invent” a new product or service and develop a complete strategic marketing plan. Their task was to brainstorm creative, innovative, and perhaps even technologically unfeasible products that they could market.

A total of 462 student projects were analyzed. Through the use of content analysis, each project was grouped into a category by product type by two independent researchers. The analysis from each researcher was compared and differences were deliberated resulting in an agreement between the researchers. After several iterations, student projects were categorized into one of eleven categories: Food and Beverage, Household, Technology, Fitness and Games, Alcohol and Tobacco, Personal Care, Automotive, Health Care, Clothes and Accessories, Delivery Service, and Safety. Analysis of the various trends for each era and its relationship to the student products is discussed. Specific examples of some of the products students developed are shared.

This research will show that from different time periods, the eighties through the millennium, students invented different types of products due to social and cultural trends of that time. This paper also shows that most of the new product ideas that students created became actual products in the future. For practitioners, the managerial marketing implication is that students can be a valuable source of new product ideas for companies.

Ready. Set. Go! Are You Ready for the New Technologically-Savvy Students? Are You Set to be Able to Walk the Talk? What Are You Waiting For? Go!

Darrell L. Steckler

York College of Pennsylvania

Do you fail at Facebook? Are you all atwitter when discussing the Twitterverse? When someone mentions Pinterest, do you lose interest? Is Instagram some sort of new-fangled cereal to you? Does hearing of “Google Plus” make you wonder, “Plus what?” Wonder why so much is made of SnapChat, which you think of as just a brief conversation. Messenger, Vine, Foursquare, Swarm, YouTube, Tumblr, ooVoo, Tindr, LinkedIn, the list goes on. For our incoming students these and others will be second nature to them. We need to have at least an understanding of what our students are using in their everyday lives. Can there be a way to pull them into the classroom conversations through our utilizing the very applications they are using today? Take a dip into the pool of social media, see how it is affecting your students in both positive and negative ways, and how the challenges SM presents can be handled.

Is It Possible to Teach Ethical Leadership?

Michele L. Langbein

Point Park University

As all higher education institutions are aware, ethics is a fundamental requirement for most business school accreditation. Therefore institutions are left with the dilemma- is it possible to teach ethical leadership? And if so, how. My research will discuss topics such as understanding different world views, how to use the headlines that appeared in the papers as what "not" to do, and more. We will discuss ways to raise ethical awareness.

Session 13: Sylvan Room

2:20 pm – 3:20 pm

Finance & Accounting

Session Chair: *Steven Markell*

Deviations from Put – Call Parity Around a Stock’s 52-week Highs and Lows

Catherine Anitha Manohar

Quinnipiac University

This paper extends the work on stock and option price behavior by examining the deviations from put-call parity before and after the stock price hits its 52-week high or low. In the presence of limited arbitrage, deviations from put-call parity arise when the stock price deviates from its implied price in the options market. Using a sample of all stocks from 1996 to 2015 with underlying put and call options, I find that there is a significant increase in put-call parity deviations when the stock price hits its 52-week high or low. Furthermore the deviations in put-call parity predict reversals in stock returns. These results are consistent with informed investors trading in the options market relative to the stock market.

Build it Better with Bitcoin and Blockchain

Mark M, Lennon

Daniel Folkinshteyn

California University of Pennsylvania

Rowan University

Bitcoin is an entirely digital distributed currency, launched through a white paper by pseudonymous developer Satoshi Nakamoto in 2008 (1). The system's disruptive and disintermediating nature has fueled the tremendous growth of the financial technology space over the past few years. One of Bitcoin's key innovations is the creation of a decentralized public transaction ledger, called the "blockchain", which is transparent and immutable, being cryptographically verifiable by all participants in the Bitcoin network. Transactions are denominated in units of its own currency, "bitcoin", so the system is not dependent on any particular national currency or geographic location, being completely digital and international in scope. The blockchain holds out the promise of fast, cheap, peer-to-peer financial transactions, as well as significant efficiencies in the transfer of other assets via overlay protocols. A recent study by Santander and Oliver Wyman (2) estimates use of blockchain could increase backoffice efficiencies in banking settlements, with savings in excess of \$20 Billion annually. Major players including NASDAQ OMX Group, the New York Stock Exchange, and Pittsburgh based BNY Mellon (3)(4) have all launched blockchain based initiatives. Due to its low transaction costs, Bitcoin is also ideal for overseas remittances in developing nations (5). In this proposed workshop, Dr. Mark Lennon and Dr. Daniel Folkinshteyn, will present an overview and demonstration of the technology, as well as the history of the development and implementation of Bitcoin and blockchain. We will discuss how these innovations can fuel the transformation of multiple financial and non-financial applications and industries in developed and developing markets. This workshop would be of interest to both researchers and practitioners.

Avoiding Unrelated Business Income Tax and Safeguarding Non-Profit Status

Leo Pre

Michele Previti

Warren Kleinsmith

Stockton University

Stockton University

Stockton University

Non-profit entities engage in a wide range of business activities. For example, hospitals primarily provide medical services, but they may also operate cafeterias, parking garages and gift shops. The main function of a college is to provide an education, but it may also operate dormitories and apartments, a bookstore, and various shops, as well as lease out space for other shops and collect rents. If these non-core activities provided by the non-profit entity are “substantially related” to the non-profit organization’s tax-exempt purpose, income earned from the activity is generally not taxable. However, income from an “unrelated” business activity may be subject to the Unrelated Business Income Tax (“UBIT”).

This article explores the intricacies of the UBIT and delves into Congressional intent in adopting section 511 et. seq. We analyze Congressional efforts to eliminate an unfair competitive advantage a non-profit entity may enjoy over a tax paying entity engaged in the same income producing activity. In addition, we examine

legislative efforts to ensure tax revenue will not be foregone by the federal government simply because an entity incorporates as a non-profit but operates substantially unrelated businesses. We further explore the concept of UBIT and the judicial interpretation of the applicability of UBIT to certain aspects of a non-profit's activities. Lastly, we provide some helpful guidelines to minimize the risk that a non-profit's activities will be found to generate UBIT, or to be so significant as to threaten a non-profit's tax-exempt status.

Session 14: Willow Room

2:20 pm – 3:20 pm

Business Law Issues

Session Chair: *Bronwyn M. Laughner*

SEC Cybersecurity Disclosure Requirements: Too Hot, Too Cold, or Just Right?

Loren Selznick
Carolyn LaMacchia

Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania

Over five years ago, the Securities and Exchange Commission (SEC) issued a “guidance” suggesting certain cybersecurity governance and incident disclosures for publicly traded businesses in their Form 8-K and 10-K reports. The Guidance did not have the force of law, but practitioners recognized that a failure to follow the “views” of the SEC staff could lead to enforcement actions. Commentators criticized the SEC for requiring unnecessary disclosures of trivial cybersecurity breaches, for not requiring enough information about significant breaches, for requiring too much information about cybersecurity structure, and for failing to promulgate regulations using the notice-and-comment procedure. This research explores SEC activity on cybersecurity disclosure requirements since the initial guidance.

The Relationship Between Aggressive Corporate Incentives and Financial Statement Fraud

Ermira Mazziotta

Muhlenberg College

Financial Statement Fraud is one of the biggest concerns for the auditors. I will mention Enron scandal to illustrate the magnitude of loss that causes to the investors, employees and other stakeholders of the company. It is everyone's hope that the world will not experience another Enron or another WorldCom. In response to the aforementioned accounting scandals The Sarbanes–Oxley Act of 2002 (Pub.L. 107–204, 116 Stat. 745, enacted July 30, 2002), also known as the "Public Company Accounting Reform and Investor Protection Act" (in the Senate) and "Corporate and Auditing Accountability and Responsibility Act" (in the House) and more commonly called Sarbanes–Oxley, Sarbox was passed and the purpose of this Act is to protect investors and regulate Public Accounting Firms.

State and Federal Legislative Efforts to Incentivize Homeowners to Reduce Fossil Fuel Consumption

Jerry Douglas Belloit

Clarion University of Pennsylvania

In the past decade there has been increasing concern about the impact of the use of fossil fuel on environmental air quality and climate. This paper will explore the current national and state legislative attempts to encourage the homeowner to embrace various activities to reduce fossil fuel usage in the homestead. Since federal tax subsidies for residential wind and fuel cells end at the end of 2016, the paper will focus upon the remaining solar voltaic and solar hot water subsidies and calculate the present value benefit per average solar hour of the federal tax subsidies and different state regulatory efforts relating to solar. This study will also explore the cost/benefit in various states of the state and federal incentives along with a critical analysis of the assumptions behind the analysis.

Session Chair: *Mostafa Maksy*

Comparing and Contrasting Systems Analysis Methodologies With Data Analytic Frameworks

Jan Buzydlowski
James J. Pomykalski

Holy Family University
Susquehanna University

The design of data analytic solutions is often done using well-defined methodologies similar to those used in traditional systems analysis and design (SA&D). The major element of each of those methodologies is that it is a process composed of a set of related tasks that must be completed in a specific order, regardless of the size or scope of the project. It is the purpose of this paper to compare and contrast traditional SA&D methodologies with those of data analytic solutions, in terms of their steps, to find optimal practices so as to develop a hybrid methodology that features the best of both frameworks.

Of Moral Panics & Millennials

Stacy A. Mastrolia
Stephen D. Willits

Bucknell University
Bucknell University

In this paper, we introduce the concept of a moral panic, widely applied in the sociology literature, to the accounting literature. We believe the concept is useful to accounting researchers as it can provide some theoretical underpinnings for the extensive media coverage and the public's reaction to matters that affect accounting research and accounting practice. To operationalize how moral panics develop, we use a subject that directly concerns all accounting educators – our students – the Millennials. We also suggest some other media events affecting accounting research and practice that might correctly be labeled as moral panics. We believe it is important for accounting researchers and practitioners to understand the moral panic concept and be able to identify possible moral panics in our field as the sociology literature repeatedly indicates that where a moral panic exists, resources and efforts are often misdirected and even wasted fighting a nonexistent demon.

Encouraging Attendance in an Information Technology Course

Loreen Powell
Michalina Hendon
Daniel Powell

Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania
North Pocono School District

Attendance is vital to student success in a traditional learning environment. Classroom accountability in the Z/Pluralist Generation is met with a lack of student attendance. To encourage student turnout an attendance software program is used to allow students to register themselves when arriving to class in within a computer lab. The student's logs are analyzed in order to discern if there is a difference in class turnout when the attendance software system is used compared to a similar course when attendance is not utilized.

The goal of this study is to discuss the difference in attendance levels between 100 and 300 levels courses. This study will also examine the attendance process and how electronic attendance may lead to increased student accountability and increased assessments scores. Ultimately leading to course and university retention rates. All educators regardless of domain knowledge are encourage to attend this presentation.

Session 16: Holmes/Foster Room

2:20 pm – 3:30 pm

Session Chair: Archish Maharaja

Living Learning Community: Helping College of Business Freshmen Thrive Academically and Socially in Their First Year and Beyond

Jacob Kehres

Bloomsburg University of Pennsylvania

Living Learning Communities (LLC) are fairly common on college campuses, ranging from a one-year freshman experience to a four-year experience. Research has shown that retention and graduation rates among students have been positively impacted by being part of a living and learning community during their freshman year. This presentation will briefly explain the LLC concept in general and outcome data specific to the College of Business LLC at Bloomsburg University of Pennsylvania. Using peer mentors trained in crisis management, mental health awareness, relationship building, and tutoring, the College of Business LLC provides a synergistic mentor and mentee relationship for freshman business majors. Furthermore, LLC students maintain a sense of community and cohesiveness through a communal living space and common scheduling for both a business and non-business course. Informal data will also be presented showing retention and graduation rates for College of Business LLC students over several years.

Recognizing Alternative Learning Styles for College Students

John Anthony DiCicco

Curry College

In an effort to accurately assess learning outcomes for college students, educators will find that academically unrecognized learning styles for numerous students who process information differently than other, more academically conforming students, seldom receive an accurate assessment of their learning outcome. There has been a considerable degree of study on teaching and learning styles, especially over the past 10 years. However, little has been researched on how learning styles relate to educational outcomes from the perspective of the learning models that are built by the student to satisfy those outcomes. The learning models built by the student during a semester on any given subject can have an inverse relationship to the teacher's expectations and doom the student to an unsatisfactory educational outcome. Students with different learning styles could create problems for some teachers. By relying on long-established linear standards for assessing learning outcomes, many administrators find that there is technically nothing wrong with the way the material is being taught; however the material is drastically ineffective in the way it is being grasped by certain students, simply because their learning style is different. My interactive presentation will identify how different learning styles affect learning outcomes.

This presentation will attempt to establish the call for college leaders and faculty to address traditional and non-traditional learners' education needs so that they may seek out their learning styles in such settings and get a fair assessment of their competencies and educational outcomes.

IOER: A Radical Change in FED Operations (30 minute workshop)

Conway Lackman

William Carlson

Duquesne University, Retired

Duquesne University, Retired

For 57 years, from the "Accord" of 1951 which freed the Fed from pegging Interest rates on Treasury securities to help WWII financing and after, to 2008, the main tool of Fed control was open market operations (OMO). As a result of the banking crisis of 2008 the Fed was authorized to pay interest on bank reserves (IOR) (bank cash and equivalents) on Oct 3, 2008 as part of the Emergency Stabilization Act. The subsequent bailout quantitative easings (QEs) have caused two problems; bank excess reserves have gone from \$2 billion in 2006 to 2.3 trillion currently. This huge hoard has driven short term interest rates to near zero (the zero bound ZB). The QEs also have distorted the FED's balance sheet so that it cannot eliminate the huge hoard or excess reserves causing the zero bound. Therefore, at the moment, the only way the Fed can raise short term rates is by paying interest on excess reserves (IOER) which sets a floor on the federal funds and bank loan rates. This paper traces the history of IOR and its component IOER. There is some opposition to IOER and we believe that IOER will have unintended consequences.

Management & Leadership**Session Chair:** *Mark M. Lennon***The Magnetism of Narcissistic Business Leaders, Their Rise, Sustainability and Fall**

Mark Arvisais

Stevenson University

Leadership positions in business organizations are dominated by narcissistic individuals. Initially, the narcissist is viewed as bold, charming, fascinating, confident and attractive. Usually, however, his or her true focus, him or herself, is exposed, precipitating a possible fall from grace. This paper addresses why the narcissist is so interesting and magnetic in the first place, under what environments the narcissist sustains his or her status and alternatively can lead to a descent. This paper reviews the leader - narcissism relationship and narcissism's connection to attachment theory, implicit leadership theory, personality and context. Research confirms that narcissism is prevalent among senior business leaders. Initial attraction is related to extraversion and its role in leader emergence. The fall, however, can be triggered by the increasing awareness among subordinates and bosses of the leader's self-centeredness. However, derailment can be halted if the needs of the followers are met and other factors are present that extinguishes the reasons for the downfall.

Personal Leadership Development Using an Experiential Model

Eric E. Rios

Drexel University

Founded in 1919, Drexel's co-operative education program was one of the first of its kind, and it continues to be among the largest and most renowned. Drexel co-op is based on paid employment in practical, major-related positions consistent with the interests and abilities of participating students. The benefits are obvious; during their time at Drexel, students experience up to three different co-ops. Because of this, Drexel students graduate having already built a professional network, and they typically receive higher starting salaries than their counterparts from other schools.

The integration of theory and practice, which is widely supported by Drexel's co-ops, are also found within the LeBow College of Business' leadership development programs. At the LeBow College of Business, we have designed programs for high performing upperclassmen students that allow them to develop their interpersonal skills and leadership while actively leading, reflecting on, and applying theory.

In Drexel's first-generation domestic college student model, students are paired with a peer coach and meet with them weekly to discuss priorities and deadlines relative to assignments. They also have additional conversations about time management strategies and how they can effectively be employed to meet competing demands. Next, first generation domestic students meet with a full-time faculty member, who helps them crystallize learning through guided activities. Lastly, students are forced to think critically about how course material impacts on leadership and how "they" can bring about change in the workplace. In the end, the goal is to mold students into effective/efficient students who can help model the way as possible future peer coaches/leaders. This presentation will focus on these and several related dynamic issues.

Education Topics & Panel Discussion**Session Chair: *Jerry Douglas Belloit*****Does Regional Variation in Startup Concentration Predict Employment Growth?**Yaya Sissoko
Brian SlobodaIndiana University of Pennsylvania
University of Phoenix

The paper explores the actions, activities and processes undertaken by the firms and their start-up entrepreneurs. A framework for growth is proposed, supporting the notion of the growth process as a complex, multidimensional construct. More specifically, this paper examines the regional variation in startup concentration be used to predict employment in Pennsylvania, Ohio, and West Virginia by metropolitan statistical area (MSA) for the year 2014. We find significant differences in new firm formation rates from industrial regions to technologically progressive regions using the generalized linear models (GLM). Variations in firm birth rates are explained by industrial size, population growth, the number of startups, human capital variables and establishments.

An Exploration of Organizations as Rainforest Ecosystems: A Metaphor

Rodney Platt

Regent University

Organizations play a vital role in societies across the world. Moreover, those that lead or are involved in organizations can benefit from a deeper understanding of organizations as it can help it to operate more effectively. Metaphor is literary device used for over thousands of years in which one thing is used to help describe or show similarities between another item. Organizational theory scholars have used metaphor as a creative way to elucidate organizational concepts, which at times are hard to understand. This article explores organizations through the metaphor of rainforest ecosystems. The article goes over the concept of metaphor and how it is a sound way to describe organizations. The article then lists and analyzes rain forest ecosystems characteristics that parallel those of organizations.

Prioritization of Process Improvement Using Risk Evaluation in the Manufacturing of BiologicsLisa Marie Walters
Reneta BarnevaState University of New York at Fredonia
State University of New York at Fredonia

This paper considers how a biologics manufacturer took the lagging data expressed in nonconformance data to build a system of analysis with the aim of prioritizing improvements in terms of risk management. Nonconformance or deviation data were grouped into a hierarchy of categories, culminating in FDA compliance system categories. Statistical process control (SPC) charts (u-charts) were generated to understand the performance of critical control processes within the manufacturing process of the biologic. Risk indicator operational definitions were developed to classify the control point process performance in terms of the risk that control point posed to both the donor and recipient of the biologic. A 5 x 5 risk matrix was developed to merge the performance of the process to the risk indicators. A color schematic was applied to the risk matrix to facilitate the actions warranted to assigned risk priorities within the matrix in terms of process performance and risk indicator. The management of this process required both a computer application as well as continued human intervention for its success. To date, the risk matrix has assisted the organization under study in allocating resources for specific higher risk areas to minimize the possibility of regulatory censure.

Session 19: Logan/Harris Room

3:35 pm – 4:15 pm

Session Chair: *David Gargone*

Tax Inversions: An Ethical Perspective

Leo Previti
Michele Previti
Warren Kleinsmith

Stockton University
Stockton University
Stockton University

The compound effect of a high tax rate and a taxable base that includes not only U.S. based income but worldwide income has incentivized some U.S. based corporations to lower their tax bills through a transaction known as a tax inversion. Under an inversion, the U.S. corporation restructures to become a subsidiary of a parent corporation domiciled in a jurisdiction with a lower tax rate and a taxable base limited to territorial rather than worldwide earnings. While the tax inversion results in considerable tax savings for the company, critics, including President Obama have branded the practice as an “unpatriotic” act undertaken solely to avoid payment of a fair share of taxes which support the country, and system, which facilitated success. Multinational U.S. corporations have defended their actions by citing Milton Friedman’s widely accepted theory of shareholder wealth maximization as the goal of American business, and pointing to their “duty” to shareholders as justification for restructuring.

This paper explores technical compliance with the Internal Revenue Code and Treasury regulations related to tax inversions, together with the norms of corporate social responsibility. We address the question of whether technical compliance with the law relieves the U.S. corporation of concern for the negative effects of its actions. Further, we examine the anti-inversion regulations initiated by the Obama administration and their likely impacts on inversion activity. We conclude with an analysis of the underlying issues implicated by inversions, and consider reforms that might resolve the debate over multinational taxation.

Session 20: Holmes/Foster Room

3:35 pm – 4:15 pm

Accreditation and Assessment

Session Chair: *Michalina Hendon*

Is It a Quality Improvement or Just for Marketing? – Accreditation of Business Schools

Archish Maharaja
Gita Maharaja
V. J. Byra Reddy
K. N. Veena

Point Park University
Point Park University
University of Petroleum and Energy Studies, India
Dayananda Sagar Business Academy, India

In today’s world where enrollments are falling and tuition fees are increasing, many schools are looking for competitive advantage to attract students. One of the initiative schools have undertaken is to achieve accreditation from various agencies around the world. Higher education has seen tremendous growth around the world as it is seen as a ticket to achieve financial security by securing employment or becoming an entrepreneur. So it becomes imperative from the public policy stand point that schools/universities are delivering the education they promise and deliver. Also from a student perspective who invests time and money to make sure they are receiving and a quality education that will amount to employment or education which will help them start a business. Also, governments around the world have undertaken initiative to monitor quality of education in various ways from education department approvals, oversight, funding to accreditation. Private organizations tend to focus on programmatic accreditation based on discipline and or programs. Educational institutions seek accreditation to validate their institution and/or programs by peer reviewers. Accreditation may be required by the government rules and regulation to meet their charter or components like individual schools and/or divisions search for quality assurance. This paper addresses accreditations around the world and its benefits so this will be a precursor presentation to have a dialogue with our peers.

Business Curriculum Assessment: A Multi-Focal Approach

Marlene E. Burkhardt

Juniata College

Faculty, students, alumni and accreditation reviewers each have their own opinions regarding assessment. Each source produces reviews that often conflict. In an attempt to make sense of a variety of assessment procedures and tools, this research tries to find commonality in varied findings. Within this research, faculty, students and alumni are asked to participate in the assessment process in the form of objective and subjective analyses using survey research and focus groups. The key to the success of this process lies in using data to determine where there is agreement among various sources and to understand when to believe the data to develop and test a course of improvement.

Session 21: Sylvan Room

4:40 pm – 5:20 pm

****Best Paper Presentation****

Auditor Choice and the Consistency of Bank Accounting: Are Some Auditors Stricter Than Others When Assessing the Value of a Bank's Loan Portfolio?

Robert Lord Porter

Christopher D. Hodgdon

Quinnipiac University

Quinnipiac University

The financial crisis of 2008 presents a natural experiment in which to study the impact of auditor choice on the loan fair-value disclosures of bank holding companies (BHCs). Using a sample of the largest 100 U.S. BHCs from 2007-2010, we examine the differences between banks' disclosed fair value and book value of loans as a function of auditor choice, while controlling for banks' relative financial condition. We find that being audited by Deloitte results in a more negative and statistically significant difference in the fair-value gap of bank loans relative to being audited by a non-Big-4 auditor.

Friday, October 28, 2016

Registration – Days Inn Atrium **7:30 am - 1:30 pm**

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

Welcome and Annual Business Meeting **7:45 am - 8:20 am**
Norman Sigmond, Executive Board Chair

All conference participants may attend

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

****Special Session****

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

Norman Sigmond

Kurt Schimmel

Jerry Belloit

Kutztown University of Pennsylvania

Slippery Rock University of Pennsylvania

Clarion University of Pennsylvania

A brief history of the Journal will be discussed. However, the main purpose of this presentation is to discuss how an author can submit to the Journal. Also, the blind-review process that is used will be detailed. We will also cover how an author can enhance the probability of a successful review process and achieve publication of his/her submission.

Session 23: Sylvan Room **9:30 am – 10:20 am**

Business Law Topics

Session Chair: *Kurt Schimmel*

The Reliability of Fair Value Measurements

Jorge A. Romero

Towson University

The reliability of Fair Value Measurements has been under scrutiny for decades, particularly since the method was abandoned following the Wall Street Crash of 1929. In the last few years, there has been renewed interest in the method and the Financial Accounting Standards Board has pushed the use of fair value measurements. However, there are still unanswered research questions about the reliability of these measurements. This study digs deeper into this issue and also looks at conservative accounting, given the fact that it offers a strict and systematic approach for the recognition of revenue and expenses. Currently, there is a shortage of empirical studies on this topic basically because of the lack of data and the difficulty to verify fair value estimates.

Teaching Entrepreneurship (30 minute workshop)

Philip Van Berten

Stevenson University

Since this proposal is about a workshop, not a real abstract but a few key words introducing the outcome and debate themes along the session on the importance of Entrepreneurship in College Education today; Pedagogy tools used in the Entrepreneurship Classes like: the MITOO model, methodology used in short case analysis, out-of-campus questionnaire surveying management, the Entrepreneurial Personality Assessment Tool used in biography based learning methods, start-up launch seminars, as well as other significant tools. Colleagues attending the workshop are willing to share similar experience or to exchange on related topics.

Session 24: Willow Room 9:30 am – 10:30 am

Organizational Behavior

Session Chair: *Jui-Chi Huang*

Is Sharing Really Caring? Behavioral Consequences of Consumer Involvement in Social Media

Kuan-Pin Chiang

Central Connecticut State University

One of the building blocks of social media is sharing which enables consumers to “exchange, distribute, and receive content” (Kietzmann et al., 2011). No longer are consumers passive recipients of marketing messages. Instead, consumers are now creating content that has the potential to influence others through social media. Therefore, how to effectively engage and influence consumer sharing is an important marketing question and studies have emerged to understand factors influencing consumers’ likelihood to share and their characteristics (e.g., Hennig-Thurau et al., 2004; Taylor et al., 2012). One of the important constructs is involvement, first reported in 1966 by Ernest Dichter. His major finding was the identification of four motivations for consumers to communicate with brands: product involvement, self-involvement, other involvement and message involvement. In the consumer behavior literature, the concept of product involvement is well established and studies have found a positive relationship between product involvement and brand loyalty (Traylor, 1981, 1983; Park, 1996; LeClerc and Little, 1997; Iwasaki and Havitz, 1998; Quester and Lim, 2003). However, it is not clear what other types of involvement could affect consumer behavior in social media. Building on prior research, this paper explores potential behavioral consequences such as brand loyalty and purchase intention of consumer involvement in social media.

Abuses of Charitable Giving in the Non-Profit Sector: Case Studies

Sidney Askew

Borough of Manhattan Community College - CUNY

Achraf Seyam

Borough of Manhattan Community College – CUNY

Is it better to give than to receive or is it sometimes better to receive than to give are questions that are often debated. Many cannot disagree that giving of either your time, money or other resources is a critical part of the lives of millions. Since the early decades of the American society, nonprofit organizations have played a critical role in helping people in need by providing education, training, residences, counseling, and in-kind and cash support. However, given the contributions that nonprofit organizations have played in enhancing people’s lives, sustaining aspects of the economy and fostering advancement or breaking-down barriers in many areas, people feel violated when their contributions do not benefit the intended beneficiary. In this paper, we will highlight five (5) major cases involving abuses within non-profit organization, analyze internal controls within the organization and provide recommendations that should reduce the likelihood of abuses experienced by donors before and after contributing to a nonprofit organization.

Cross-Cultural Perceptions of Business Ethical Leadership Behavior in Military and Corporate Cultures of the United States of America

Patrick A. Tamakloe

Regent University

The purpose of this proposal is to investigate the perception among subordinates that there are perceived ethical differences among leaders in military and corporate cultures and that their ethical conduct is perceived to negatively influence productivity among subordinates in both corporate and military cultures. The proposal

highlights examples of ethical flaws in both military and corporate cultures and contrasts the organizational climates of either culture. This proposal focuses on studying differences between perceptions of ethical leadership in both military and corporate cultures using the ethical leadership scale. The quantitative research design for this study will employ hard-copy and web-based questionnaire methodology for data collection. The dual method of data collection is preferred to facilitate a quicker turn around time for a cross-section (cross-sectional survey method) of the population, sampling a representative population of military culture from both active and retired Navy-Marine Corps personnel, and for the corporate culture, current or former contract personnel from firms doing business with the department of defense. The data collected will be analyzed using a Mann-Whitney U Test to determine the difference between ethical perceptions of leaders in military and civilian cultures. Bivariate analyses of relationships between follower perceptions of unethical conduct and perceived reduced productivity among subordinates by type of organizational culture (military or civilian) will also be employed. Results of the study will address areas where future research should focus to enhance ethical training of leaders in both cultures and actions to prevent unethical behavior among leaders.

Session 25: Holmes/Foster Room

9:30 am – 10:30 am

Business Education Topics

Session Chair: *Kathleen Houlihan*

Highly Impacted: Fostering Retention and Student Success in Undergraduate Business Programs

Cori Jo Myers

Lock Haven University of Pennsylvania

As budgets tighten and applicant pools dwindle for colleges and universities, competition to attract students has heightened. How will the institution or business program hit its enrollment targets, and hence, budget? This question has become a growing concern, especially in the last five years; however, strategies leading to quality educational experiences also serve as key factors in improving the budgetary outlook for tuition-driven schools by retaining students and leading to student success. This article draws heavily on the recent decade of Kuh's student success research and publications to provide a framework for delivering a four-year business program in which students will persist at higher rates and reap the benefits of a value-added educational program that exhibits the features discovered through the DEEP Project and integrates high-impact practices.

Critical Thinking in Capstone Courses

Don Goeltz

Bernice Purcell

Holy Family University

Holy Family University

For both AACSB and ACBSP accredited schools, critical thinking is an explicit learning objective in the capstone course on strategic management. We assess the top ten textbooks in strategic management, using rubrics for critical thinking from the American Association of Colleges and Universities and the Foundation for Critical Thinking, as a means of assessing whether that learning objective is met in capstone courses.

The session will open with a brief summary of articles from academic journals, higher education associations, the business press, and employer surveys - all of which support the view that critical thinking is the single, most sought-after skill in recruiting new college graduates. These same articles state that critical thinking, along with other "soft" skills such as communication and team membership, are the skills that are most lacking in new college graduates. After a brief summary of definitions of critical thinking, areas with potential for using critical thinking in the strategic management process are illustrated. The ten strategic management textbooks are then evaluated against the critical thinking rubrics, with a focus how each addresses the step in the strategic management process of generation and evaluation of strategic alternatives. Preliminary findings are that the vast majority of textbooks used in capstone courses do not meet the critical thinking rubric. The authors conclude with suggestions for strengthening the textbooks to better meet the learning objectives on critical thinking.

Student Engagement and Performance in a Graduate Flipped Classroom
Leonard Presby

William Paterson University

In 2015, the basic graduate statistics course was flipped and delivered to 22 students. Recorded course material was placed on the course Web site for students to watch prior to class. Scheduled class periods were dedicated to participating in active-learning exercises. Students also completed a course project, a midterm examination, graded homework, and a cumulative final examination. Results of a survey administered at the beginning and end of the flipped course revealed an increase in students' support for learning content prior to class and using class time for more applied learning. In addition, results showed that learning key foundational content prior to coming to class greatly enhanced in-class learning. Significantly more students preferred the flipped classroom format after completing the course than before completing the course. Course evaluation responses and final examination performance differed significantly for 2014 when the course was taught using a traditional format and the 2015 flipped-course format. Qualitative findings suggested that the flipped classroom promoted student empowerment, development, and engagement. Results show the flipped graduate classroom can enhance the quality of students' experiences in a basic statistics course through thoughtful course design and enriched dialogue. The objective of this paper is to explore whether "flipping" a traditional basic course would improve student academic performance and engagement.

Session 26: Logan/Harris Room

10:00 am – 10:40 am

Technology & Business Education Topics
Session Chair: *Bonnie Rohde*

Leveraging Twitter and Voxer for Research and Class Management

Mark Choman

Luzerne County Community College

This workshop showcases strategies for understanding and using two popular social media tools, Twitter and Voxer. Both apps are free / freemium and can be run on iOS, Android, or the desktop. We'll discuss training resources to learn their basics, higher education examples of their use, and best practices to consider as you evaluate them for research and virtual teams. If possible, feel welcome to bring your own device (BYOD) to take part in this session.

Expanding the Role of Paralegals

Frank Shepard

John G. Eichlin

Clarion University of Pennsylvania

Clarion University of Pennsylvania

The late jurist, Antonin Scalia, said the following: "The American ideal is not for some justice. It is, as the Pledge of Allegiance says, 'Liberty and Justice for All'...Can there be a just society when some do not have justice? Equality, equal treatment, is perhaps the most fundamental element of justice." Today access to justice is denied to the poor, the working poor, and in many instances to the middle class. Access to justice is expensive and the court house door is closed to far too many. Paralegal graduates, particularly from American Bar Association approved programs, are highly capable of providing much of the needed legal services at a substantially reduced cost. This paper advocates for expanding the role of paralegals to provide needed services and outlines the expanded use of paralegals in other jurisdictions.

Business and Economics Topics**Session Chair: Cori Myers****The Bait and Switch: A Study of Workforce Hiring Practices**Kathleen Houlihan
Sara MooreWilkes University
Wilkes University

College students struggle to acquire appropriate career opportunities upon graduation. This study explores data collected from hiring managers about the entry-level employment process including information about the time and the costs associated with locating a new hire. The contents within highlight specific recommendations and implications including new opportunities, such as the use of artificial intelligence (AI) like IBM's Watson. The use of AI in the new hire process may improve opportunities by cutting costs, eliminating redundancy, improving accuracy, and reducing time commitments. This research also supports the need for a networked workforce and higher education system in Pennsylvania. These solutions could help to reduce society's dependence on job boards; which offer students little hope of finding a job and might be considered an invasion of privacy.

Changes in Tourists' Place Perception: The Case of Lisbon vs. Lisbon CoastRosane Gertner
João FreireCollege of Staten Island at CUNY
IPAM, Universidade Europeia, Portugal

Tourism is an extremely competitive industry. It is a great source of revenue for almost any country because it adds to exports, generates taxes, and is relevant in generating of new jobs. Place branding strategies have been applied to attract more visitors, to promote and to position place brand names in the minds of diverse target audiences (Papadopoulos, 2004). Portugal had the fourth highest growth rate in Europe for foreign visitors. A place branding effort of Lisbon started in the 1990's when it was designated as the European Capital of Culture in 1992 and was nominated to host to the World Exhibition in 1998. These events helped make Lisbon an attractive place to visit and to live (Freire, 2015). When Lisbon received the title of European Capital of Culture, government made investments to restore cultural sites as well as to promote the city cultural attributes.

This paper aims to study similarities and differences between tourists' perceptions of brand 'Lisbon' and brand 'Lisbon Coast. Lisbon, Portugal's capital and largest city is a real place brand, while 'Lisbon Coast' does not characterize an existing part of the country. In addition, this article investigates whether there are differences between British tourists' and Spanish tourists' perceptions of brand 'Lisbon' and brand 'Lisbon Coast'.

Urban Infrastructure in the 21st Century: Exploring Gigabit Connectivity in Berks County through Public-Private Partnerships

Bonnie Rohde

Albright College

The financial, political, and management feasibility associated with the rollout of gigabit connectivity in targeted Berks County jurisdictions, including current/projected public demand for software, hardware, and bandwidth was investigated. The project focused on the implementation of the Municipal Carrier Agreement, a unique public-private partnership model structured to comply with the 2004 PA Telecommunications Act. The MCA aggregates public and private data transport demand and produces cost savings by localizing supply chains and revenue flows. A data matrix designed by the Berks County IT Department was utilized to collect local baseline data, as well as exploratory research into the general cost structure associated with the IT infrastructure of local municipalities. The main added value is the practical application of the research in the refinement of a local public-private partnership to promote gigabit connectivity.

Session 28: Willow Room

10:45 am – 11:25 am

International/Global Business Topics

Session Chair: *Kuan-Pin Chiang*

The Impact of Domestic Corruption on Foreign Direct Investment: An Empirical Analysis of Five Sub-Saharan African Countries

Gertrude Eguae-Obazee
Farhad Saboori

Albright College
Albright College

Corruption is a worldwide problem hindering economies through several channels which include, but are not limited to, a reduction in domestic and foreign direct investments, the misallocation of budgetary funds for education, health, and infrastructure. Based on a sample of five sub-Sahara African states between 2000 and 2014, panel data is used to determine the causal effect that a country's level of corruption has on foreign direct investment (FDI) inflows. Of particular interest are the negative effects of level corruption on the amount of FDI flowing to Angola, Botswana, Ghana, Nigeria, and South Africa. The results robustly confirm that corruption negatively impacts FDI inflows into these economies. The results also support previous studies that, credit availability, the level of human capital, the inflation rate, infrastructure, political instability, and the extent of the urban population are found to be important in attracting FDI to host countries. The results generally imply that the governments of these countries need to strongly and strictly enforce their anti-corruption laws while developing the levels of human capital and infrastructure.

Research Proposal on Servant Leadership Between the United States and China

Joseph Nwauzoma

Iwuala Regent University

This cross-cultural research proposal will examine the differences in servant leadership theory between the United States and the People Republic of China by comparing servant leadership attributes in these two cultures. All respondents will be middle managers in the banking industry of both countries that will comprise of 120 middle managers from the United States and 120 middle managers from the People Republic of China. This paper examines Patterson's (2003) paradigm of servant leadership which includes seven characteristics of agapao love, altruism, humility, trust, vision, empowerment, and service. These seven servant leadership constructs will constitute the model variables for this research proposal. Five research hypotheses are designed for each of these countries and seven research questions would be used to answer to the cultural differences to each of these servant leadership constructs. Simple regression analysis will be used to test the research hypotheses and t-test analysis will be used to answer the research questions. In addition, this research proposal will highlight the salient socio-cultural differences between the United States and the People Republic of China and areas of convergence in their business practices.

Session 29: Logan/Harris Room

10:45 am – 11:45 am

Session Chair: *Patrick A Tamakloe*

Financial Literacy for High School Students in Pennsylvania

Fred J. Croop

Misericordia University

In a study of the status of financial literacy education in public high schools conducted in 2015 by The Center for Financial Literacy at Champlain College in Vermont, the Commonwealth of Pennsylvania was, along with ten other states, graded as earning an "F" in where it stands on this educational initiative. Five states were issued a grade of "A" in the report that was issued by the Center. The past and current efforts in Pennsylvania to address education on financial literacy in public high schools, including what was revealed in the 2013 *Economics and personal Finance Education in Pennsylvania* by the Commonwealth's Departments of Education and Banking and Securities, are discussed. Also presented are the elements that are in place prompting the Center to assess that success is being achieved in the five states graded with an "A".

Factors Influencing College Readiness in California

Kerry Adzima

Pennsylvania State University-Erie

Using data from the Los Angeles Unified School district, (LAUSD) I analyze student outcomes from Advanced Placement tests and Smarter Balanced Summative Assessments to determine if charter school students display higher levels of college readiness. Using panel data from 2011-12 through 2014-15 for the Advanced Placement tests, I find a gain of between 10.8 and 21.0 percentage points for charter students on average over students attending traditional public schools. For the Smarter Balanced tests, I again find that charter students outperform traditional public students on average with gains in all categories for both the English and mathematics portions of the exam.

Comparing Two Generations' Shopping Responses to Value Marketing

Roger Hibbs

Okan Akcay

Kutztown University of Pennsylvania

Kutztown University of Pennsylvania

Much has been written about the need for multi-generational marketing and marketing strategies. In addition, marketers have done extensive research on the characteristics and behaviors of different generational groups. Little has been written on the actual shopping behavior of different generations relative to the recent trend toward Value Marketing.

The purpose of this paper is to take the actual shopping patterns of two generational groups – Baby Boomers and Millennials and compare their shopping behavior. A literature review was conducted as well as a questionnaire developed, distributed and analyzed comparing these two groups. This comparison can inform marketers and business strategists when making value propositions to Millennials and Baby Boomers.

Session 30: Holmes/Foster Room

10:45 am – 11:55 am

Business Topics

Session Chair: *Bernice Purcell*

Are Aggregate Macroeconomic Factors Relevant in Explaining the Failure of Micro Firms in the United States?

Sunando Sengupta

Falih Alsaaty

Bowie State University

Bowie State University

One of the key characteristics of the United States economy is the drive towards entrepreneurship and growth. Business firms can be established relatively easily and quickly as they are considered a key engine for national progress and prosperity. The contribution of small firms to investment, innovation, output, exports, and income is well documented in business literature. Just as it is easy to start a new business venture in the U.S., many firms are also forced out of the market for a variety of reasons. In some past years, the deaths of micro firms outnumbered micro firms' births. This study was intended to explore the influence of key external economic factors on the failure (i.e., deaths) of micro firms in the country. The traditional views attribute this unfortunate phenomenon largely to the firms' internal dynamics, including incompetent management, scarcity of capital, and inadequate infrastructure. The impact of external aggregate economic forces has hardly been fully investigated. The findings of the study indicate the absence of a direct link between external macroeconomic factors and the deaths of micro firms in the United States.

Selling Television Commercial Times Under Competition: An Equilibrium Analysis

Qin Geng

Kutztown University of Pennsylvania

This paper studies two TV networks competing in eyeball guarantee in the upfront market. Adopting the game theoretic framework, we characterize the unique equilibrium and show that setting eyeball quantity is a dominant strategy. Through comparative statistics, we find that the network has an incentive to exaggerate its rating performance, and consequently to over-promise eyeballs. We also find that competition modeled at an aggregate level tends to over provide eyeballs than at the disaggregate level.

Recovery, Recession and Recovery 1933-42 (30 minute workshop)

Conway Lackman
William Carlson

Duquesne University, Retired
Duquesne University, Retired

There has been renewed interest in the 1937-8 recession because analysts have mentioned that a Fed engineered increase in interest rates in 2016-7 might stop the 2009-16 recovery much as the 1937-8 recession interrupted the Great Depression recovery. There is interest in finding out whom or what caused the 1937-8 recession. Milton Friedman blamed the Fed for doubling reserve requirements and also said that the Treasury was equally to blame for its gold sterilization program. More recently Irwin came to the conclusion that gold sterilization was the main culprit. Velde finds that the sterilization of gold halted the growth of the monetary base in 1937 and that the effect of the reserve requirement increases was probable but less clear. Calomiris, Mason, and Wheelock find that the Fed, responsibility was minimal. None of these articles mention inventories being a significant problem. Meltzer said it was too small to be a major factor. Our inventory data are not only for 1935-8 but for accumulations in front of all post WWII recessions It indicates that an inventory bubble was a problem. We also analyze monthly bank reserves in 1935-37 along with expectations expressed by the Fed in the Federal Reserve Bulletin. The banks did not behave as the Fed expected. We believe the Treasury was responsible for half of the money stock decline, the Fed 30%, and other factors 20%. 1934-42 and 2008-16 have major features in common: high excess reserves, zero bound short term interest rates, and a Fed worried that the excess reserves might cause inflation. The 1936-7 solution caused trouble and the new solution also has problems.

Session 31: Sylvan Room

1:15 pm – 2:15 pm

Business Education and Related Topics

Session Chair: *Dorene Ciletti*

Lower Division Courses as Predictors of Performance in a Senior Level Strategic Management Course

Tony Johns

Clarion University of Pennsylvania

Many Colleges of Business are selective in who they admit into their degree programs. This selectivity is often due to a desire to have those students who are admitted successfully complete the program. While a number of different screening mechanisms might be employed, a common screening mechanism is to use performance in either all or a preselected set of freshman and/or sophomore courses as the screening mechanism. Due to the use of this method, the validity and efficacy of this mechanism through to senior level courses should be of interest to policy makers.

In an investigation of how well performance in freshman and sophomore courses translates into performance in later courses, this paper examines how well performance in a senior-level capstone Strategic Management course can be predicted by performance in required freshman and sophomore courses. Among the results it was surprisingly found that the need to take a refresher mathematics course (college algebra) was a significant predictor of performance.

Advisement Effectiveness in Engaging Students in Self-Reflection and Personal Development

Sada Jaman

LaGuardia Community College-CUNY

Ahmed Abdelhalim

LaGuardia Community College-CUNY

LaGuardia Community College (LAGCC) presents the opportunity for faculty to build a strong connection with students through the advisement process. Faculty are able to create a deeper level understanding of the self-assessment through advisement practices in the First Year Seminar (FYS) courses. Students in the FYS are able to assess after the systematic approach of the developmental and prescriptive advisement. Faculty not only learn about their students but also help them to graduate on time by staging the developmental and prescriptive advisement. Through this scaffolding approach, students are able to familiarize themselves systematically with their major, career choice, academic goals, transfer, and graduation plan. Thus, advisement effectiveness fosters the FYS students to achieve a better understanding of their goals, and philosophy of a holistic First Year Experience.

Presenters will share their integrative pedagogy and practice to approach the “whole student,” in cultivating the self- reflection and personal development through the advisement effectiveness. Presenters will also share their

syllabi, advisement activity and students' work. The audience will get an opportunity to think about how they can incorporate an activity to engage students in personal development through advisement practices into their pedagogy. Presenters will also share resources that can help the audience utilize effective classroom practice to strengthen advisement process.

Facilitating Learning with Diverse Teams through Design Thinking

Dorene Ciletti
Diane P. Ramos

Duquesne University
Duquesne University

Capacity for innovation has become a management development priority for corporations and business schools worldwide. A 2015 McKinsey article suggests that innovation thrives when processes and practices involve users throughout development to remove barriers between the idea and the user, facilitating quick and frequent feedback (de Jong, Marston & Roth, 2015). Design thinking is such an iterative process. It facilitates breakthrough innovation and offers a structure for framing and analyzing complex, ambiguous problems. It incorporates deep user insights, moves beyond assumptions (Brown & Wyatt, 2010), and suggests solutions flow from synthesis of information (Garcia, 2012).

Barriers may exist not only between the idea and the user, but also within teams. Organizational team members with different backgrounds bring useful insight, but communication is often problematic when different perspectives on problems and issues lead to discomfort and lower integration (Jackson, Brett, Sessa, Cooper, Julin, & Peyronnin, 1991). In fact, diverse users may withhold contributions when they feel distanced or alienated (Milliken & Martins, 1996), and initiatives often falter when preconceptions or preformed solutions get in the way. Design thinking can be utilized to engage diverse communities and stakeholders in early and ongoing program development that reflects user and stakeholder needs, wants, and aspirations in an authentic way.

We propose design thinking as a technique that supports cross-functional communication and collaboration via idea-user interface, reporting on our experiences facilitating diverse teams in applying design thinking methodology for complex-problem solving that leverages innovation through responsible management of financial, social, environmental and informational resources.

Session 32: Willow Room

1:15 pm – 2:15 pm

Business Topics

Session Chair: *Loreen Powell*

Cultural Explanations for Tipping: An Examination of Asian tipping in the US

John Charles Blewitt
Brittney Bauer

King's College
Saint Louis University

Tipping norms vary greatly between nations and world regions. According to Nancy Star in her book entitled *The International Guide to Tipping* (1988), the United States was identified as one of the top three countries in terms of number of service providers tipped in the world. Because of this disparity in tipping prevalence, many foreigners or second generation immigrants living in the United States experience confusion with the norm of tipping (Lynn et al, 1993, Mills & Riehle, 1987). Tipping in the US is a unique social situation which can be unclear, even at times to domestic consumers. There is no cut and dry contract between the consumer and the worker, and opinions, evaluations, and behaviors differ immensely across an individual's consumer-service orientation (Azar, 2007). Thus, for many foreigners consuming in the United States, tipping scenarios are met with great uncertainty. While some research has been conducted in the area of ethnicity and tipping behavior (Lynn & Thomas-Haysbert, 2003; Lynn, 2004; Lynn et al, 1993), this area of tipping research is relatively underdeveloped and requires more investigative work, especially via primary empirical data collection at the individual level.

For many consumer experiences, not limited to tipping scenarios, ethnic ties have been recognized as having a major predictive influence on consumer behavior (Deshpande & Stayman, 1994). This paper seeks to compare Asian consumer behaviors in the United States with American consumer behaviors in the United States within the realm of tipping. We assume that Asian consumers who are unaware of the cultural norms of tipping in this country

will base his or her behavior on the cultural dimensions associated with his or her culture. Based on the dimensions of the Asian culture, we show that tipping behavior varies significantly in the absence of US tipping knowledge.

An Empirical Investigation That Determines Whether the House Money Effect Explains Taxpayer Behavior

Kevin Eugene Flynn
Phyllis Belak
Peter Oehlers

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

This study furthers our understanding of taxpayer behavior by introducing an alternative theory that might provide a better explanation of taxpayer behavior than prospect theory: the house money effect. Prospect theory posits that taxpayers in a refund situation act conservatively. The house money effect suggests that taxpayers expecting to receive a refund act aggressively up to the point where the potential exists to eliminate the refund, at which point taxpayers become conservative. The theory is that the refund is viewed as a gain, and thus taxpayers are playing with “house money” as long as the gain (refund) is not eliminated. The expectation to receive a refund can be created two ways: from a preliminarily determined current year tax position, and from a prior year’s tax position. Both tax positions will be tested.

Long-Run Growth and Economic Policy in Cameroon: A Cointegration Analysis

Elkanah Faux

Montgomery College

This study investigates the impact of economic policy on long-term growth in Cameroon. The study isolates growth that results from accumulation of factors from that resulting from the quality of those factors, which in turn depends on government policies and human capital accumulation. This is critical in guiding the implementation of medium and long-term growth strategies of the country. In order to achieve this, we employed econometric techniques on time series data for the period from 1978 to 2014. The study covered a period of time when Cameroon’s economic performance was mixed: a decline, then some recovery, albeit sluggish since the mid-1990s, hence the need to disentangle the contribution of policies to growth from that arising from factor accumulation. Before estimating the growth equation, the characteristics of the data was examined to determine whether the data was stationary or not, and also to determine the order of integration. The results from the error correction model show that capital is a robust determinant of economic growth in Cameroon. The results further reveal that higher levels of inflation rates are harmful to economic growth in the country. These results suggest the need for prudent policies especially well implemented macroeconomic policies that can positively affect economic growth in Cameroon.

Session 33: Logan/Harris Room

1:15 pm – 2:15 pm

Accounting & Finance Topics

Session Chair: *Carolyn LaMacchia*

Firm Level Heterogeneity and Competitive Effects of IPOS

Tapan Seth
Manmohan Chaubey

Robert Morris University
Robert Morris University

Entry of new firms changes the competitive landscape of the industry affecting the performance of incumbent firms. A newly IPO firm will negatively affect the incumbent firm’s performance (Hsu, Reed, & Rocholl, 2010). The IPO firm’s offering prospects signals to the strategic intent of the firm. The prospectus may indicate an entrepreneurial orientation (EO) or a marketing orientation (MO). The EO is defined as the degree to which the firm’s strategic orientation is proactive, innovative, risk-taking competitively aggressive, and emphasizes autonomy (Lumpkin & Dess, 1996). The MO signals competitor orientation, customer orientation, a long-term focus, and profitability (Kohli & Jaworski, 1990). Incumbent firms that are vertically integrated or are diversified have the ability reallocate its resources from one business to another to deal with the entry of the new firm (Chen, 1996). They will be less impacted than a single business firm in the industry. The incumbent firm’s ability can be assessed by its unabsorbed slack, its value added to sales ratio and its proportion of assets in the focal business. We

assess the impact of the new firm on incumbent firm by its cumulative abnormal return (CAR). We hypothesize that:

H1: The IPO firm with high EO will have a smaller negative impact on the incumbent firm's CAR

H2: The IPO firm with high MO will have a larger negative impact on the incumbent firm's CAR

H3: The effect of the IPO firm's strategic orientation (EO or MO) on the incumbent firm will vary by the degree of vertical integration of the incumbent and the focus of the IPO firms on the incumbent's core business activity.

Session 34: Holmes/Foster Room 1:15 pm – 1:55 pm

Business Education Topics

Session Chair: *Marlene E. Burkhardt*

Can It Be Done? Teaching the International, the Adult Learner, and the Traditional Student in the Same Classroom?

Christine Marie Lombardo-Zaun

Cedar Crest College

In recent years, there has been a surge of incoming international students to our domestic college campuses. The presenter's institution has faced large incoming international classes since 2013. She faced many challenges with the international student such as cheating, coming to class late, and not buying the textbook. The traditional students felt angered that the international students were permitted to get away with this behavior. The presenter, a full-time faculty member, struggled trying to teach one way to all three populations. Over the last two years, the presenter learned how to manage all populations while maintaining the rigor of her courses. The information in this session is valuable to any institution or professor who wishes to improve teaching the international student without it becoming a detriment to other students. The presenter will share teaching tips so that others will be able to shrink their learning curve. She will share her best practices of how she taught three different groups of students in one classroom with the same expectations for all.

Experiential Group Projects in Business Classes: Benefits and Grading Fairness

Brad Sago

Wheaton College (MA)

The focus of this paper is to review the benefits of experiential group projects in undergraduate business classes as well as issues arising from perceived fairness in grading among group members. After surveying relevant literature, the author draws on over a decade of experience assigning group experiential projects in business classes to discuss student and instructor reactions related to the fairness in the grading of group projects – especially in instances of perceived differences in group member effort, production and output quality. Previous research has shown that while group projects benefit students, it is not uncommon for student groups to have members who are perceived to do less work than other group members during a project. In such cases, team members - though often harboring a level of resentment - fail to report their concerns to the instructor. Therefore, some students are allowed to benefit grade-wise beyond their own efforts due to the work of other group members. After a review of relevant literature, the author offers a multi-step grading system – honed by use in dozens of business classes – that has increased grading fairness within student groups while also incentivizing high quality contributions by each student in experiential group projects.

Operating Under Business-Like Principles in Sweden: An Exploratory Study of Municipal Public Housing Companies' Practice

Timothy L. Wilson

Umea Universitet, Sweden

Swedish housing policy is at a turning point. The Public Municipal Housing Act of 2011 requires that Municipal Housing Companies Act in a more business-like manner. This is important because Swedish municipal housing tends to be the international gold standard for operation and policy. An earlier qualitative study suggested companies indeed were saying the right things in their owner directives. This exploratory study attempts to ascertain if financial observations paralleled the text in owner directives that suggested that Municipal Housing Companies (MCHs) in Sweden have complied with present law. Results are reported here for 2 of the original 20 companies used in the qualitative study. Results suggest that the industry as a whole has adjusted over-all to the business-like mandate. One of the two companies followed industry revenue trends and had healthy solvency

behavior. The other company went in the opposite direction. Ergo, the good get better and the poorer get worse. The background to Swedish public housing introduces the paper. Tables and graphs, which are explained in context, complete the manuscript.

Session 35: Sylvan Room

2:30 pm – 3:30 pm

Technology & Business Topics

Session Chair: *Norman Sigmond*

Cybersecurity: Has the SEC Protected Its Own House?

Carolyn LaMacchia
Loren Selznick

Bloomsburg University of Pennsylvania
Bloomsburg University of Pennsylvania

The Securities and Exchange Commission (SEC), which had been conducting cybersecurity examinations of broker-dealers and other players in the securities markets, has been criticized for its own cybersecurity weaknesses. In Fiscal Year 2014 audit, the U.S. Government Accountability Office determined that the SEC suffered from multiple cybersecurity weaknesses. Its comprehensive security environment was vulnerable in two major areas: (1) maintenance and monitoring of configuration baseline standards; and (2) implementation of password setting and network service standards. The appropriate management of these two areas is critical in defending against breaches. This paper explores the current state of the SEC cybersecurity system and whether the weaknesses cited have been addressed.

Teaching Pedagogy of Time Management and Personal Budget Planning in the First Year Seminar for Business

Ahmed Abdelhalim
Sada H. Jaman

LaGuardia Community College, CUNY
LaGuardia Community College, CUNY

Two of the primary components of FYS Course for Business Discipline are Time Management and Budget Planning. Presenters will share their integrative pedagogy and practice to approach the connection between Time Management and Budget planning through a series of unique and interconnected assignments and practices that pave the way to effective and efficient time and budget planning for students. For many students this course provides the first exposure to practical steps toward getting the best use of time by actually timing their everyday activities. By creating a series of their own daily and monthly budgets, students are provided the opportunity to learn about the gap between what they thought they spend on their monthly expenses compared to what they actually spend and subsequently be mindful of the causes of the variance. The presenters will also share their unique follow up assignments, course activity and students' work. The audience will get an opportunity to think about how they can incorporate an activity to engage students in personal time and budget planning.

Session 36: Willow Room

2:30 pm – 3:30 pm

Technology & Business Topics

Session Chair: *Tony Johns*

Teaching with Design Thinking

Diane P. Ramos
Dorene Ciletti

Duquesne University
Duquesne University

Can ordinary people learn to be extraordinarily creative? Can organizations create a culture that fosters innovation? Can leaders develop capabilities for accelerating innovation in any organization? The answer to all three questions is yes! Creativity as a core competence empowers organizations to gain competitive advantage by anticipating and responding to diverse pressures (DeGraff and Lawrence, 2002).

Breakthrough innovation is rarely accidental. That's why design thinking has emerged as powerful methodology for matching human needs and wants (desirability) with solutions that are technologically feasible and commercially viable. However, as architects, engineers, and industrial designers learn early in their training, design thinking is not creativity for creativity's sake; it's a disciplined approach to solving problems on a timetable while meeting specifications and overcoming constraints. Successful application of design thinking for breakthrough innovation often requires mental and cultural shifts to reward curiosity, cross-disciplinary collaboration and testing over expedient problem-solving and tweaking. Integrating design thinking into curricula or coursework elevates problem-solving and supports career success in any field, because design thinking instills best practices for applying the full range of critical thinking skills -- including research, observation, synthesis, analysis, hypothesis forming, prototyping and testing -- while students continuously evaluate and nurture their ideas into profitable, human-centered products and services.

This professional development workshop offers pedagogical insight for tying design thinking theory to practice based on a decade of experience using IDEO methodology in live MBA consulting engagements and undergraduate projects in marketing, sales and strategy courses. The workshop features instructional guidance as well as advice for developing projects, assignments and grading rubrics that reinforce the steps and processes as well as link assurance of learning to program and course goals.

Predicting Expected Success in Business Statistics Courses?

Ann Echols

Juniata College

Researchers have found that Business Statistics is a course that often has high failure rates. To help students succeed, I ask: what leads to student success in Business Statistics? The literature points to various assignments as contributing positively to success; mainly learning new computer skills and software, discussions, real-life projects, and case studies. Preferences for various ways of learning (all of which are offered in the principal investigator's BSTATS course) were explored: discussions, case studies, real-life projects, teamwork, and new computer skills/software; while controlling for math savviness, propensity to learn on one's own, grade point average (GPA) as of semester's start, and desire for frequent praise. A survey carried out in early Fall of 2016 to 57 Business Statistics students at a small liberal arts college in central Pennsylvania indicated that teamwork and real-life projects mattered most to students' perceived likelihood of attaining course success. Both math savviness, and propensity to learn on one's own were also statistically significant in both the control model and model with independent variables. Needing frequent praise to stay motivated, and GPA did not contribute to the perceived likelihood of succeeding, nor did a preference for learning by grasping new computer skills and software, class discussions, or case studies in spite of these being essential to actual course success. Clearly, students believe that they learn best via real-life projects and teamwork and these activities will contribute to course success. Business statistics courses that include teamwork and real-life projects may find that fewer students fail.

Session 37: Logan/Harris Room

2:30 pm – 3:30 pm

Marketing Topics

Session Chair: *John Charles Blewitt*

A Low-Cost Method of Frequent Testing

Robert Liebler

King's College

The author has used frequent testing in all of his undergraduate classes for about twenty years. The version of frequent testing described here involves students facing a potential quiz almost every class; the quiz is on material covered in the previous class or an earlier class. In this paper, a low-cost method of frequent testing is described. The description includes details of things that resulted in the process being low cost. Also, some things that were expected to be low cost, but turned out to be high cost, are pointed out. Low cost is defined as two hours of the instructor's time per section per week.

Scale Item Development: College Students' Psychic Income from Intercollegiate Football

Woosoon Kim

Alvernia University

Colleges and universities are intellectual agencies, but they are also social, commercial, and athletic agencies. While higher education institutions have been pursuing competitive academic performance, college athletic programs have grown rapidly and provided a sense of excitement, pride, and involvement to the college and community (Gerdy, 2000). In the United States, intercollegiate sports represent a major portion of the sport industry and they are as prosperous as professional sports. This study attempted to explore how college students obtain psychological benefits (i.e., psychic income) from their athletic teams, especially a football team. Crompton's (2004) psychic income paradigm was adopted and the preliminary questionnaire was established by a comprehensive literature review, expert review, a field test, and a pilot study. Confirmatory factor analysis and reliability tests were employed with the total number of 663 data for the final purification of the scale of psychic income (SPI). As a result of the factor analysis, the 7-factor model with 27 was conceptualized: Social Bonding (3 items), Excitement (3 items), Emotional Involvement (5 items), Collective Self-esteem (3 items), Pride as a Major Collegiate Sport Institution (5 items), Pride as an Increased Institution Visibility (4 items), and Pride Due to Additional Campus Development Efforts (4 items).

Conference Concludes**3:30 pm**

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