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TEAM EPORTFOLIOS IN BUSINESS EDUCATION: HIGH IMPACT PRACTICES AND 21ST CENTURY SKILLS

Maureen Andrade, Utah Valley University

ABSTRACT

ePortfolios typically involve students producing and compiling artifacts that represent their learning and are accompanied by metacognitive reflection. They help students self-assess content mastery as well as monitor and improve their learning strategies. ePortfolios are a high impact practice (HIP). HIPs encourage deep learning and support the development of employer-valued 21st century skills such as oral and written communication, teamwork, critical thinking, problem-solving, working with those different from themselves, and real-life application of knowledge. Previous research, however, has not reported on the benefits of team ePortfolios, in which students assign roles and tasks, create artifacts, reflect on their learning, evaluate their teamwork skills, set goals, and monitor progress.

This session expands current knowledge by exploring the impact of team ePortfolios in a business management course offered across delivery modalities. It illustrates how various HIPs and their underlying elements (e.g., high performance expectations; investment of time and effort over an extended period of time; experiences with diversity; frequent, timely, and constructive feedback; reflection; real-world application; and public demonstration of competence) were designed into the course. It demonstrates how to sequence learning through teamwork, application, and reflection to help students build the knowledge and skills for a culminating community-based project.

The presentation also shares self-reports of student learning based on reflections. The reflections were analyzed using UNESCO's pillars of learning—learning to know, learning to do, learning to be, and learning to live together, which reflect 21st century employer-valued skills. The study demonstrates the integration of HIPs to engage students and help them acquire critical learning outcomes.

ONLINE TRUST AND SHARING ECONOMY

Antonina Bauman, Emporia State University

ABSTRACT

Sharing economy (also known as shared economy, access economy, gig economy, and collaborative economy) is a growing phenomenon. Its business model is based on an online technological platform that creates a marketplace where individuals offer products and services for a temporary use. People who have resources or products that are not fully utilized can share those among strangers in exchange for money or other products. The impact of the sharing economy has been especially disruptive in transportation (companies like Lyft, Uber, ZipCar) and housing accommodation (Airbnb, Couchsurfing, Homeaway).

Users participating in a sharing economy do not have to pay a full price for owning a product while experiencing convenience of having it for a short period of time when they need it. Virtual strangers help other virtual strangers, as market transactions occur via an online site that matches demand and supply. Although some researchers state that the sharing economy is a technological phenomenon due to its reliance on the Web 2.0 applications the process of sharing occurs between people who use technology in a novel way. Since a business transaction takes place both online and off-line between strangers, it entails a higher level of risk. This paper reviews the role of trust in the sharing economy.

THE IMPACT OF COVID ON SKILLED NURSING FACILITY FINANCING

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ABSTRACT

The need for elder care historically, was on a rise prior to 2020 because individuals were living longer before the COVID Pandemic hit this population dramatically with mortality rates. To address this need, long term care facilities like Skilled Nursing Facilities were preparing to address an expected shortage of facility beds by the year 2030. Addressing those needs led to community conversations and government initiatives to encourage patients to consider in-home care if they did not require 24 hour care. One of the major proponents of this was the cost associated with care and how families would pay for the level of care required by a loved one. Therefore, financial industry experts such as accountants, estate planners and insurance agents engaged in more frequent financial risk analysis conversations evaluating long term care accommodations and the costs associated with an individual's future level of care.

Guided by the decision making in family theory, prior studies I've conducted focused on the role of the long-term care insurance tax deduction while tax payers considered purchasing long term care insurance. The study found that 40% of participants that purchased long term care insurance were motivated by the tax deduction relative to owning a long term care insurance policy. To improve long-term care planning and incentivize people to participate in the private long-term care market, the legislature passed specific sections of the Health Insurance Portability and Accountability Act (HIPAA) of 1996.

As such HIPAA extended long-term care insurance a variety of tax incentives, including not requiring long term care insurance providers to pay taxes on reserves, allowing for long-term care insurance benefits to be paid out tax-free to claimants (Hopkins, 2014). This allows taxpayers who are participating in the private long-term care insurance policies to count their premiums paid as deductible medical expenses, if their total medical expenses exceed 10 percent of their adjusted gross income (AGI). For example, if an individual participated in their employer sponsored private long term care insurance plan and paid premiums of $4,000 and their AGI for the taxable year totaled $35,000 their tax deduction would potentially be $500 ($4,000 - $3,500 {$35,000 x 10%}).

As a result, there are more families who recognized there is extra financial coverage for financing long term care by owning a Long Term Care insurance policy. This benefit has allowed Skilled Nursing Facilities to garner another stream of insurance related income. This is critical because traditional health insurance does not cover long term care accommodation cost. In addition, Medicare only pays for short stays such as rehab for patients requiring facility treatment. Thereby limiting Skilled Nursing Home revenue sources to: private pay which includes Long-Term Care Insurance and Medicaid.

Furthermore, Skilled Nursing Homes have traditionally leverages their revenue portfolio by limiting the amount of Medicaid beds and reserving a large portion of their beds to Private Pay and Short Stay Medicare Beds. The Primary cause behind this portfolio management strategy is the low reimbursement rates from Medicaid. Whereas, Medicare and Private Pay resident rates are substantially higher and yield to a high gross profit for Skilled Nursing Homes. However, COVID and facility access during the pandemic caused a substantial decline in Medicare patients.

During the pandemic, many Skilled Nursing Facilities had to manage local COVID outbreaks which required facilities to restrict visitation and new admissions. This had a direct impact on Medicare patients because Medicare only approves payments to long term care facilities for short term stays. For example, if someone is over 65 and requires only a short-term stay in a skilled nursing facility to recuperate after a hospitalization, Medicare would pick up the costs for the first 20 days, paying any fees exceeding $128 per day for Days 21 through 100 (caring.com). This increase in revenue is short lived by the short-term stay nature of Medicare patients. Therefore, Skilled Nursing Facilities were financially dependent on a constant flow of Medicare patients. However, the COVID restriction caused an instant obstruction to those revenue flows because new patients were not being admitted, to monitor the outbreak inside facilities housing long term residents. As a result, Many Skilled Nursing Facilities turned to relief funding from the CARES ACT. Although the CARES Act provided some level of relief it was also accompanied by guidelines for monetary distribution amounts such as being rated on the performance of the facility in relations to the COVID-19 Infection and mortality metrics. The outcome of the significant reduction in Medicare revenues and temporary CARES ACT funding relief has Skilled Nursing Facility management facing the hard truth that unless the COVID Pandemic ends soon with favorable survival rates to the patients they serve there will be closures inevitably.

As it relates to Private Pay patients that were incentivized by the tax deduction when making a decision to purchase Long Term Care Insurance, their claims in needing to utilize the policy has significantly increased as well. Primarily due to the long term effect on patients' health for those who contracted COVID and require some assistance with the 5 daily living activities that qualify for long term care. However, Long Term Care Insurance may be used to pay for Skilled Nursing Facilities, Assisted Living Facilities and In-Home Care and similarly to the Medicare patients because of the COVID restrictions in skilled nursing facilities the admittance has been minimal as well. Too, many patients' families made a choice to be caregivers as long as their loved one did not require a higher level of medical care electing to keep their loved one home. This proved to be a safer option specifically where skilled nursing facilities who did allow new patients to be admitted did not allow for visitation. In addition, the cost of care of in-home care and skilled nursing facility care has large variance and families are able to slow down the limitation of their benefits under the Long Term Care Insurance Policy by keeping their care in-house.

In summary, the financial impact on Skilled Nursing Facilities has caused management to come to a cross road in how they finance their operations. The reduction of Medicare and Private Pay patients has all but toppled their financial forecasts and the increase mortality rates have removed large populations of previously multiple yearlong patients. In addition, with the Delta Variant causing a higher mortality rate which avoids the needs for long term care the forecast that

was previously expected in 2030 citing a shortage of facility beds has adversely changed. What appears to be unforeseen circumstance, there is one entity that remains constant in the financial forecast and that is the government. As Congress ponder infrastructure financing options it is great hope that they take into consideration our most precious population, the elderly. This consideration can come in the form of increased Medicaid reimbursement rates and/or develop continuous relief packages until the aging population increase since there is a precipitous decline of the baby boomer. Therefore, understanding COVID, Long Term Care and the financing option of care for those requiring long term care is an agenda of its on right now.

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TAKING SOCIAL POWER INTO CONSIDERATION WHILE BUILDING YOUR PROFESSIONAL NETWORK

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ABSTRACT

A strong professional network is valuable for career success. However cultivating a network is more than just collecting contact information. Members of your professional network have different power relationships with you. You have power over some and others have power over you, and there are different kinds of power. By carefully managing these power relationships, your professional network can become a more effective tool in creating a successful career. In this presentation, we will explore an approach to examining and developing professional networks using the concept of 'social power'. The approach is part of developing a Professional Strategic Plan used by MBA students in their Capstone course.

THE DISCOURSE OF GREENWASHING:
A CROSS-CULTURAL PHENOMENON?

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ABSTRACT

The mid 20th century saw the advent of Corporate Social Responsibility (CSR) which has since evolved into public policy transforming the way companies do business around the world. Corporate self-regulation—although beneficial for short-term profit–has continuously denied the long-term advantages of investment in sustainable development initiatives at the behest of individual and institutional stakeholders. However, the trend towards painting an image of corporate responsibility externally—all the while maintaining the status quo internally—is nothing new. The altruistic discourse of CSR has given way to greenwashing in which a corporate culture of lop-sided communication has emerged. This paper sets out to investigate the relationship between both corporate and national cultures, and how they inform the contradictory discursive practices leading to greenwashing.

INTRODUCTION

The inaugural work of Howard Bowen, *Social Responsibilities of the Businessman* (1953) highlighted the necessity for organizations to take into consideration ethics and social responsibility in their business activities. Stakeholders such as private citizens, governmental and non-profit organizations have since been sensitized to the importance of implementing sustainable development policies in their business activities, with varying degrees of success throughout time, depending on corporate and national cultural specificities.

This paper firstly seeks to highlight the relationship between an organization's propensity to engage in CSR initiatives and the underlying corporate and national cultures of said organization based upon the work of Hofstede, Hofstede and Minkov (2010). Then, we will investigate the powerplay between discursive strategies used by businesses on the one hand, and state officials and administrators on the other (Foucault, 1975). These oftentimes conflicting discourses have thus led to our final analysis, which seeks to demonstrate how the phenomenon of greenwashing has been upheld as a compromise by business entities and public authorities (Morsing and Spence, 2019).

CULTURE, CORPORATIONS AND CSR

The Global Sustainable Competitiveness Index (GSCI) annually ranks the engagement of 180 countries in CSR initiatives. The ranking is based on 127 quantitative indicators grouped together into 5 sub-indexes, each measuring an aspect of sustainable development on a national level: Sustainable Competitiveness, Natural Capital, Resource Efficiency & Intensity, Intellectual Capital, Governance Efficiency and Social Cohesion. For the past several years, Northern European and Scandinavian countries have consistently occupied the highest ratings for the sustainable competitiveness sub-index (see table 1).

Table 1 GSCI SUSTAINABLE COMPETITIVENESS RANKINGS (2016-2020)				
2016	**2017**	**2018**	**2019**	**2020**
1. Sweden	1. Sweden	1. Sweden	1. Sweden	1. Sweden
2. Norway	2. Norway	2. Iceland	2. Finland	2. Denmark
3. Finland	3. Iceland	3. Finland	3. Iceland	3. Iceland
4. Denmark	4. Finland	4. Norway	4. Denmark	4. Finland
5. Iceland	5. Denmark	5. Denmark	5. Switzerland	5. Switzerland
6. Slovenia	6. Ireland	6. Switzerland	6. Norway	6. Estonia
7. Switzerland	7. Switzerland	7. Iceland	7. Estonia	7. Latvia
8. Ireland	8. Austria	8. Austria	8. Luxembourg	8. Luxembourg
9. Luxembourg	9. Latvia	9. Estonia	9. Latvia	9. Norway
10. Austria	10. Estonia	10. Croatia	10. Croatia	10. Croatia

The focus on cultural indicators explains at least in part the reasons behind consistently high ratings among Scandinavian countries in the GSCI rankings for the past five years and beyond. The approach used in this study is based upon Hofstede's cultural dimensions (2010), and notably the low scores of Scandinavian countries on the masculinity-feminity index. As a feminine culture, Scandinavian countries demonstrate a high cultural value placed on caring for others and the quality of life. In contrast, high scores indicate predominantly masculine cultural archetypes valuing rivalry, accomplishment and success centered around a well-defined winner. These traits are found in highly ranked masculine societies like Japan, Austria, Hungary, and Italy whose CSR performance tends to rank lower than their feminine counterparts (Schlageter, 2015).

DISCORD AND DISCOURSE IN CSR INITIATIVES

Discourse surrounding CSR initiatives at the governmental level and that which is produced by businesses as a result highlights discord and inconsistency in sustainable development initiatives. On the one hand, legislation requiring compliance with CSR directives put into place at both national and international levels promotes best practices among stakeholders, and on the other hand, the businesses in countries which scored low in the GSCI rankings (see table 2) and were also targeted by this legislation tend to apply internal and external discursive strategies which are inconsistent with intended outcomes.

Table 2 GSCI SUSTAINABLE COMPETITIVENESS RANKINGS (2016-2020)				
2016	**2017**	**2018**	**2019**	**2020**
28. Belgium	28. Netherlands	28. Italy	28. Lithuania	28. Japan
29. Netherlands	29. USA	29. Portugal	29. Netherlands	29. Belgium
30. Peru	30. Peru	30. China	30. Italy	30. Uruguay
31. Romania	31. Italy	31. Georgia	31. Hungary	31. Spain
32. USA	32. China	32. Netherlands	32. Bulgaria	32. USA
33. Malaysia	33. Portugal	33. Belarus	33. Bosnia and Herzegovina	33. Italy
34. Costa Rica	34. Belarus	34. USA	34. USA	34. Bulgaria
35. Hungary	35. Paraguay	35. Bosnia and Herzegovina	35. Georgia	35. South Korea
36. Uruguay	36. Australia	36. Spain	36. Costa Rica	36. Canada
37. China	37. Spain	37. Hungary	37. China	37. Georgia

Resistance to governmental CSR directives by certain businesses in low-ranking GSCI countries demonstrates discordant communication relative to compliance with regulations in effect. On the surface, language used by government entities in CSR directives appears respected in that it seems to place public authorities in a position of dominance. However, a power relation is at play in which these business entities maintain pressure on these same public authorities to ease consequences for non-compliance with CSR directives. In turn, these businesses apply a loose interpretation of sustainable development guidelines to increase margins. The two discourse communities—business entities and public authorities—are therefore recognized as legitimate and true to each other, however, misrepresent their actual results to the public at large (Foucault, 1975)

DISCOURSE OF GREENWASHING

As a result of skewed language in which government and business entities tout environmentally-conscientious application of CSR policies all the while overlooking disparities between proclaimed and actual benefits, a contrived discourse has emerged. The language of Greenspeak—that is to say, the "multivoiced fabric in which it becomes possible to describe and to present what we now see as environmental matters as issues of concern" (Harré *et al.*, 1999)— has contributed to the benevolent image of CSR practices. However, Greenspeak might not reflect the reality of the status quo in all cases, disparities occurring more or less frequently as a function of national cultural traits. As a result, a discourse of greenwashing has emerged, painting instances of otherwise unexceptional CSR application green.

DISCUSSION AND CONCLUSIONS

The discourse of greenwashing has had varied and adverse consequences on CSR initiatives depending on the national cultural context in which they are implemented. Business entities and public authorities alike grapple with communicating effectively about their sustainable development efforts to a national, let alone an international audience.

A conclusion drawn in this paper involves the feasibility of stakeholders to maintain a coherent discourse surrounding CSR policies beyond borders. MNCs operating in an international,

cross-cultural context must deal with the added complexity of having to adopt discursive strategies which involves adapting communication to local subsidiaries taking into account cultural specificities.

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TEACHING ON THE CUTTING EDGE: AN INTERCULTURAL COLLABORATION

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ABSTRACT

Following the 2021 EDGE/COIL Faculty Summit organized by an American university and a French university, an online collaborative program was implemented linking faculty and students from both institutions with the goal of providing students from the United States and France alike an online setting for intercultural exchange. In this paper, we will explore the details of our co-teaching experience in the context of courses taught at both universities: International Business and International Marketing. This program focuses on intercultural and international skills acquisition with the objective of facilitating international business communication and understanding

INTRODUCTION

Study abroad opportunities for students had been increasing steadily until the COVID-19 pandemic and resulting shut down. These opportunities included not only physical study abroad with travel but also virtual opportunities for international exchange (Levinson & Davidson, 2015; Obermhelman & Dunn, 2019). A group of universities have created a collaboration known as Experiential Digital Global Engagement (EDGE) at some universities and Collaborative Online International Learning (COIL) in other schools.

Following the 2021 EDGE/COIL Faculty Summit organized by an American university in Pennsylvania and a French university, an online collaborative program was implemented linking faculty and students from both institutions with the goal of providing students from the United States and France alike an online setting for intercultural exchange. This paper explores the details of our co-teaching experience in which students from an American and a French university collaborated on business projects. This initiative brings students from both universities together to engage and work with each other on common projects in the domains of International Business and International Marketing. The project described in this paper focused on intercultural and international skills acquisition with the objective of facilitating international business communication and understanding.

In the following sections, we will provide the context for this project, including our goals and objectives, planning processes and techniques. We then conclude with plans for expansion of the project in future semesters.

PROGRAM GOALS AND OBJECTIVES

One of the most important objectives of this program was to provide students in France and the United States a setting in which to collaborate with fellow students in each country and thus

gain intercultural competence. Business no longer takes place solely within the confines of national borders, and the ability to carry out international business successfully depends on partners who can coordinate, communicate, and collaborate in a cross-cultural context.

Study abroad opportunities are enriching for students and are viewed as valuable experiences by employers (Oberhelman & Dunn, 2019). The cost of physically studying abroad, however, is prohibitive for many students. Even if students receive significant scholarships to defray the cost of tuition, they must still pay for room and board. Some fortunate students might receive grants that cover all these expenses, but they do not cover the on-going expenses students have at home while they are gone, such as car payments, car insurance and cell phone bills. Students are typically not allowed to work and earn money in a foreign country, so they must have the funds to cover these expenses while they are on their study abroad experience. These additional expenses that continue at home while the students are abroad can be enough that it prevents students from traveling for more than a very short time, such as a Spring Break week-long program. These week-long programs are good opportunities at allowing students to travel but are seldom effective at introducing students to foreign students with whom they can engage over the course of several weeks or months. Virtual programs in which students work together over the course of a semester provide more of an opportunity to create lasting relationships. One of the goals of this program was to provide a situation which students would engage with others for many weeks. They would first exchange common cultural information such as favorite foods and activities and gradually move to the point where they could effectively engage in group work to complete a case analysis together.

An important goal of the EDGE/COIL program is to prepare students to act in accordance with best practices in international business development. Globalization is well underway, and the ability to quickly adjust to and overcome differences in culture can foster relationships that further integration of cross-border business processes resulting in a more dynamic, mutually-profitable environment. Developing business on a global scale affords companies of all sizes multiple business opportunities that simply do not exist in their home markets. Indeed, the sustainability of international business depends on actors dedicated not only to the business itself, but also to external stakeholders, *i.e.,* community members, policy makers and future generations. As with any business, communication is a vital element that takes on even greater importance in an international context as there are many different cultural orientations that can influence understanding – and misunderstanding – between actors (Flemings, Mapoma, Hong, Sariyo & Kondowe, 2015; Hofstede, 2010).

This collaborative project was meant to develop students' networking skills while increasing their understanding of people and culture in another country. Effective international business and marketing both require the ability to make contacts with new partners and cultivate professional relationships in a friendly, pragmatic way. The ability to nurture and develop students' international professional network will be directly related to success in future business undertakings.

PROGRAM DESCRIPTION

Students participating in this collaborative project worked together in the analysis of a Harvard case study entitled *Marketing Château Margaux* (Deighton, Pitt, Dessain, Beyersdorfer & Sjoman, 2007). The case dealt with Château Margaux, a family-owned wine estate located in the Bordeaux region of the French countryside. The wines produced by Margaux's vineyards are

among the most prized by wine clubs, critics and aficionados. However, Margaux's complex distribution and marketing imposed by the traditions of the Bordeaux distribution system poses a number of challenges for future growth and sustainability.

Students explored and analyzed several issues pertaining to international business and marketing brought up in this case, as shown in Table 1.

Table 1 MARKETING ISSUES	
PRIMARY ISSUE	**PARTICULAR CONCERN**
Brand reputation/positioning	Château Margaux is a first growth estate with a solid reputation as a top wine
Target marketing	Connoisseurs vs people who drink wine as a luxury product with less regard for the wine itself
Brand extension	Introduce new wines at lower price points using grapes not chosen for the premier wines
Product pricing	Price increases would increase profit but may decrease demand, especially among young buyers who are not yet connoisseurs
Channel distribution	The traditional French system with *negociants* who buy the wine in bulk before it is bottled
Growth and development strategy	Introduce young wine drinkers to new, less expensive wines produced by Château Margaux
Terroir/responsible consumption/production	Château Margaux has a limited number of acres of land on the estate

Supported by class lectures, discussions and readings, students made oral presentations (in a recorded or in-person format) in which they explained their findings to the other students. The case study questions were answered and analyzed in teams of approximately five students each composed of students from both schools.

PREPARATIONS AND PRACTICAL CONSIDERATIONS

A variety of issues can create challenges for communication and collaboration within a given classroom. These potential problems are multiplied when students from two universities in different countries are involved. For example, slang language that is well known to people in each culture may be unclear to students from another country. At the same time, such differences provide an opportunity for sharing and learning and students teach each other slang words to create a common understanding. Personal schedules related to work-school-life balance can also be a challenge when combined with the differences in time zones between Europe and North America. Students were introduced to a number of different types of technology that can facilitate communication, among them Zoom/Teams, WhatsApp, Facebook messenger, Facetime, Slack and GoogleDocs. The instructors tested these forms of communication themselves before suggesting them to students.

A table of time factors was created to let students see at first glance how their schedules are different without adding additional personal factors. Table 2 shows the differences for the university in Pennsylvania and the university in France.

	PENNSYLVANIA	FRANCE
Table 2 **TABLE OF TIME FACTORS**		
Time zone	GMT - 4 (Pennsylvania time) (usually 6 hours difference)	UTC/GMT + 1 hour (Paris)
Daylight savings	Daylight savings beginning: 14 March, 2021, at 2:00 am Daylight savings ends: 7 November, 2021, at 2:00 am	Daylight savings beginning: 28 March 2021, at 2:00 am Daylight savings ends: 31 October 2021, at 3:00 am
Best time to contact	8:00 am - 6:00 pm (Penn. time)	8:00 pm - 9:00 pm (Paris time)
Semester beginning/ending (dates)	23 August to 10 December 2021 (finals week 13-17 December can have assignments due, but no classes)	6 September to 20 December 2021 (finals week 13-17 December)
Class times	4:35 - 5:50 pm (Penn. time) Tuesdays and Thursdays	11:30 am - 1:30 pm (Paris time) on Thursdays
Holidays	Thanksgiving break the week of 22 - 26 November	Fall break from 1st of November till 6th of November.

INTERCULTURAL DIMENSION

Awareness of the intercultural dimension of this international teaching collaboration was integral to the success of the COIL/EDGE program. Before the collaborations began, students were introduced to the cultural dimension modeled by Hofstede (2010). Interactions between faculty members and students from both universities were influenced by preconceived notions of business culture in both countries. These preconceptions were eventually confirmed or invalidated through the process of effective communication among partners from both institutions.

The specificity of this intercultural communication event was that it took place in a business setting. In addition to analyzing certain issues of the Château Margaux, students also negotiated a mock distribution agreement in the context of the Château Margaux case with the French students playing the role of the winery and the Americans taking the role of potential distributors. As noted by Varner (2000), the effectiveness of intercultural communication depends on the identification of the type of business interaction taking place between parties, then adapting communication approach in function of the business task to be carried out. Indeed, the distribution contract negotiated between American and French students resulted in a transactional approach specific to each side.

DISCUSSION AND CONCLUSIONS

The format of this collaboration was similar to the pilot project conducted by Oberhelman and Dunn (2019) in that the two classes in separate countries met at their own regular times with their professor, but they also worked together to complete a shared assignment, namely the analysis of the marketing case. This is a common model for interaction and shared projects in EDGE/COIL. Students' work was graded by their own professors in the context of their respective courses. In both France and Pennsylvania, the professors were honest with their students that this was a pilot project intended to be fun and enriching and sought student feedback.

This collaborative project was included in the International Business (Pennsylvania) and International Marketing (France) classes as an opportunity for learning about other people and cultures as well as international business. It was intended as a fun and engaging activity, and the students appeared to accept it positively. The professors intend to expand and intensify this EDGE/COIL program by scheduling a class (one at each university) that will meet at the same time in order to hold joint classes via Zoom, Teams or another video conferencing system. Students will meet for some time with their own professor and then all classes will be joined together for an hour of class held synchronously on both campuses. As with this project, students will then collaborate on a case study analysis. This extra layer of interaction is expected to provide students an international opportunity that is even closer to a traditional study abroad experience.

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THE STUDY ON ARTIFICIAL INTELLIGENCE IN BUSINESS APPLICATIONS: A REVIEW

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ABSTRACT

Artificial Intelligence (AI) is to create intelligent machines that can do tasks currently done by people. Ideally, these tasks include reasoning, thinking, learning, and problem solving. AI appears in several shapes and has several definitions. In a simple way, it can be said that AI's purpose is to make machines exhibit intelligence as close as possible to what people exhibit, hopefully for the benefits of humans. The latest developments and innovations in computing technologies drive AI to new levels and achievements.

However, nowadays the most AI studies focus on the technology development instead of the applications. It is very crucial for business worlds to look at AI through the lens of business capabilities rather than technologies. In general, there are three important business needs for AI applications: (1) automating business processes, (2) gaining insight through data analysis, and (3) engaging with customers and employees. The major benefits of AI are threefold: 1) significant reduction in the costs of performing work. 2) work can be performed much easier and consistent in general 3) increased productivity and profitability as well as a competitive advantage are the major drivers of AI.

The objective of the study is to review the major AI technologies and their applications in various industries and major business functional areas. Some limitations of AI machines are discussed as well. The mail goal is to demonstrate how to use AI to improve the decision-making process of an organization.

Keywords: Artificial Intelligence, Business Applications, Decision-Making Process

THE 2020-2021 PANDEMIC: UNDERGRADUATE BUSINESS STUDENT SOCIAL MEDIA USE AND TROLLING OCCURRENCE

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ABSTRACT

Although social media has increased communication, a non-intended consequence has been the incidence of online trolling behaviors such as harassment and hate. Given that undergraduate business students will be the future users and managers of the social media, this study was conducted to empirically examine their social media use and occurrence of trolling to them. Of particular interest, the study collected data prior to and during the pandemic of 2020-2021. Findings suggest a transition in social media platform participation percentage and a large increase in utilization minutes, particularly after the beginning of the pandemic. In addition, while the percentage of students being trolled increased, the quantity of trolls received decreased. Finally, gender and time spent at social media sites were found to be factors with regard to trolling volume victimization.

Keywords: Social Media Usage, Trolling, Undergraduate Students

WHAT BANK MANAGEMENT NEEDS TO KNOW ABOUT AMERICAN MOBILE BANKING USERS

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ABSTRACT

The banking industry is facing many challenges by the success of mobile banking technology, as its customers move further away from the traditional in-person banking and computer-based online banking. The Covid-19 pandemic has accelerated this transition. This study investigates American mobile banking users' perspectives through an empirical survey and addresses four research questions. These research questions concern the use of personal computers and smartphones by Americans for online banking during the next 12 months; identifying the salient attributes of mobile banking; identifying the salient attributes of mobile banking preferred by American users; and identifying the underlying dimensions that describe salient attributes preferred by American users.

The findings suggest that mobile banking will continue to expand its usership and the banking industry needs to further push mobile banking, as this segment prefers contactless banking and mobility significantly over the traditional in-person and computer-based online banking. Eleven salient attributes of mobile banking were identified from literature search and all these attributes were preferred by American mobile banking users. A factor analysis of these salient attributes identified three underlying dimensions or factors. Easy to carry, easy to manage, timely, and convenience attributes of mobile banking described the first factor. Reliability, dependability, accuracy, safety, and security attributes described the second factor, while free to manage described the third factor which was the least important factor.

So, the American respondents indicated that they preferred that mobile banking was convenient, easy to operate, and timely to manage. They also preferred that mobile banking was reliable, dependable, accurate, safe, and secure. Thus, the banking industry needs to push the mobile banking further and to continue to improve the service quality in ease of use, security, safety, and reliability for its customers since these are the preferred salient attributes of American mobile banking users.

Keywords: Mobile banking users' perspectives, Mobile banking, e-Commerce.

A X/T CONTROL CHART-BASED QUEUING APPROACH FOR SERVICE FACILITY MAINTENANCE

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ABSTRACT

With the advancement of information technology and online payment, unmanned stores have gradually become one of the most popular issues in the global unmanned economy. Although unmanned stores are an emerging consumption model, they still need to pay attention to the quality of customer service and provide reliable and timely automation facilities to improve the customer's consumption experience. Nowadays, many companies have formulated Facility Maintenance (FM) plans to reduce the impact of facility failures on customer service, but the cost of facility maintenance will increase the burden on the company. Therefore, it is important to formulate the most suitable maintenance plan based on the measurement of customer service level and facility maintenance cost.

This research proposes a maintenance model for service facility based on the X/T control chart. The frequency and extent of failures of service facilities are simultaneously monitored by the established X/T control chart to confirm what maintenance practices need to be taken when failures occur. According to the maintenance strategy of this model, if the X/T value falls within the limits of the control chart, the maintenance procedure will be executed; otherwise, the replacement procedure will be executed. In addition, this strategy will implement a preventive maintenance strategy at a fixed rate when the facility is idle. The upper control limit of the control chart and the fixed rate of preventive maintenance strategies are jointly determined by an optimization model to minimize the cost of promoting facility maintenance activities (operating costs, maintenance costs, customer waiting costs and customer churn costs) and maintain customer service quality.

Compared with the traditional model without X/T control chart, the proposed model can judge the status (healthy or unhealthy) of service facilities and adopt appropriate maintenance practices to ensure the service quality of customers using service facilities at a minimum cost, especially when the operating cost under unhealthy conditions is high, the proposed model can significantly reduce the expenditure of facility maintenance costs. In addition, the proposed maintenance model is robust to the changes of system parameters, which shows that the proposed model provides a feasible and easy-to-implement method for condition-based maintenance of service facilities.

FAMILY BUSINESS SUCCESSION:
A SURVEY-BASED ANALYSIS OF SUCCESSION READINESS

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ABSTRACT

The family-owned and controlled businesses represent a significant portion of the United States economy and massive impact on economic prosperity. Not only are family businesses mainstays of the national economy, but they also contribute to societal stability. While their economic roles are significant, the Achilles' heel of the family business is succession. Family business succession is a complex interaction between competing individuals with unique and distinct goals. Succession is fraught with logistical complications from the business side and emotional tension from the family side. Business owners must ensure that the company is ready for the transition, a successor has been chosen, and the successor is prepared to assume their role. This paper, first, develops a novel survey-based succession readiness index (n=310). Then, using path analysis, it explores the relationship between succession readiness and other latent indicators such as characteristics of a potential successor, the firms, the business owners, and the level of communication among family members. The study findings provide fresh evidence into the relationships between succession readiness and business characteristics.

Key words: family business, succession readiness, path analysis

MONEY LAUNDERING IN AN INTERNATIONAL COMMERCIAL BANK: A CASE STUDY

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ABSTRACT

The case concerns a large international bank (the bank) which was fined and penalized $1.3 billion by the federal government for laundering over $6.7 billion through the US financial system. The bank used its compliance group to modify anti-money laundering rules and systems to allow transactions from rogue countries, thus circumventing international financial reporting requirements. During a ten-year period, instructions were given to key bank employees to avoid using certain names and to revise internal documents by removing such names from documents and electronic records. The case illustrates the importance of complying with government regulations and how internal controls limitations such as management override and collusion, can effectively circumvent internal controls and reporting requirements.

Keywords: fraud, money laundering, bank fraud, anti-money laundering systems, Bank Secrecy Act

ASSESSMENT OF BUSINESS INNOVATION ACTIVITY AND THE FOURTH INDUSTRIAL REVOLUTION IN THE RUSSIAN FEDERATION

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ABSTRACT

It has been ten years since Germany announced at the 2011 Hannover Messe its project to transition to the fourth industrial revolution. The German project was based on the computerization of national production. But since then, the term Industry 4.0 has been used much more broadly, encompassing many innovations, including smart manufacturing, the Internet of Things, big data, artificial intelligence, nanotechnology, 3D printing in industry and medicine, quantum computing, robotics, and unmanned aerial vehicles, blockchain, cryptocurrencies. The World Bank called such technologies "disruptive" because they create opportunities for radical change and the risks associated with these opportunities (World Bank 2021).

The introduction of new technologies does not automatically mean a transition to the best. Research on the relationship between scientific and technological development and its results for society was carried out in the late 1980s. Lvov D.S. and Glazyev S.Yu introduced the concept of a technological order into scientific circulation. It is also necessary to highlight the works of Deaton A., Krugman P., Ford M., Pikkety T., Bodrunov S.B. et al (Deaton et al 2016). Studies by the expert of the World Economic Forum and its founder and President K. Schwab are devoted to the study of the systemic impact of the 4th industrial revolution on society (Schwab 2017).

In a complex international environment and growing inequality for many countries, industry 4.0 is not a solution to all problems, but rather an additional problem. After all, the renewal of the means of production is only one of the elements of systemic transformations. A new management paradigm is needed, a revision of approaches to training, hiring and monitoring the work of personnel, practically all organizational processes. The development of comprehensive management strategies that take into account both technological and social requirements and constraints is becoming a priority task. Choosing a strategy for Russia, which is overcoming its economic and technological lag under the conditions of sanctions and powerful geopolitical pressure, is becoming no less difficult.

TANGLED IN THE WEB OF COMPLACENCY: AN INVESTIGATION INTO SMALL CPA FIRMS

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ABSTRACT

Technological advances, COVID, and uncertainty have transformed industries, and further developments are on the horizon. Most service industries have embraced change to create an advanced, convenient, and streamlined service. However, the accounting industry has been slow to adapt, especially the small Certified Public Accounting (CPA) firm. In this study, small CPA firms are defined as having three or fewer partners and one geographic location. This project reviews the trends and challenges small CPA firms are facing, and investigates the levels of complacency in those firms. The aforementioned small firms have been satisfied to operate with an outdated business model, and the phrase "if it ain't broke, don't fix it" has echoed throughout the small CPA firm community. Technological advances, intense competition, aging partners, older clients, and archaic marketing strategies are concerns that need to be remedied. The findings could assist small firms in identifying deficiencies to help meliorate their practices.

CREATING CONNECTIONS AMONG U.S. AND INTERNATIONAL STUDENTS

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ABSTRACT

Given the high levels of international student mobility to U. S. colleges and universities, this article examines ways in which an instructor can help to create connections among international and U.S. students in a management course.

International student mobility figures have risen markedly within the past few decades. As well, the origin of international students to U.S. college and universities has changed drastically, with most coming from emerging nations, including countries such as China, India, and South Korea. According to a 2017 AACSB report, "the past decade has witnessed a marked increase in international student recruitment, enrollment and mobility in U.S. colleges and universities, which is expected to transform the future of higher education".

One of the ways in which current international student mobility patterns is transforming higher education is through rapid demographic shifts reflected in U S college campuses and in college classrooms, thereby increasing the potential for greater interaction between 'domestic and international students' (Yefanova). Yet, anecdotally, many U.S. students still perceive nations of Asia, Africa, and Latin/Central America to be largely undeveloped or underdeveloped. Those negative impressions coupled with linguistic challenges, unconscious biases and ethnocentric attitudes provides little motivation for or reciprocal interest in Study Abroad opportunities to those regions.

Ultimately, international students studying at U.S. colleges and universities are engaging in skills development opportunities including cross-cultural competencies. To help facilitate this, faculty in the U S and abroad are capitalizing on opportunities to explore cross-cultural learning opportunities in international classroom environments.

This topic of facilitating connections among international students and U.S. students arose from an unusual opportunity experienced by the instructor in a class of 27 students, where 11 were international and 16 were American students. During the first week of class, interaction between the two cultures was completely non-existent. When given the opportunity to work in pairs on a semester-long assignment, members of each culture chose to work homogeneously. They were quickly instructed to pair up with a student from a culture different from their own. As a result, of the 12 groups that emerged, all but one was mixed.

The instructor's rational for requiring pair-peer work was manifold and included: i) promoting a transformative learning experience; ii) presenting 'real-life' learning situations; iii) increasing learner engagement due to greater reliance on each other; and iv) introducing an active cross-cultural component to the learning environment. Further, while college courses often incorporate a team project, working in pairs for these purposes fostered higher levels of

engagement and meaningful intercultural connections as recorded in end-of-course reflection essay assignments that each student submitted.

THE EFFECTS OF THE COVID-19 PANDEMIC ON FREE CASH FLOW, DEBT-TO-EQUITY RATIO, AND EARNINGS PER SHARE FOR LISTED COMPANIES ON THE DOW INDUSTRIAL AVERAGE

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ABSTRACT

In this study, we investigate the Covid-19 effects, using time-series intervention analysis, on the free cash flow (FCF), debt-to-equity ratio (DER), and earnings per share (EPS) of 28 companies listed on the Dow Industrial Average. Results showed that 36% of the companies had a significant reduction in free cash flow due to the pandemic and 2% had a significant increase in free cash flow. On the other hand, free cash flow was not affected by the pandemic in 57% of the companies.

There was a significant increase in the DER under the pandemic in 11% of the companies. On the other hand, 25% of the companies showed a significant decrease in the DER. The majority of the companies (64%) were not affected by the pandemic. Results for the EPS showed that there was a significant increase in EPS in 29% of the companies and a significant decrease in 25%. The pandemic did not affect EPS in 46% of the companies. Of the three financial measures, free cash flow was most affected by the pandemic.

REGRESSION ANALYSIS OF THE GENDER WAGE GAP IN ACADEMIA

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Tammy Johnston, University of Louisiana at Monroe
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ABSTRACT

According to the Institute for Women's Policy, women in the United States working in the state of Louisiana earn sixty-nine cents on the dollar compared to their male counterparts. As this is a significant discrepancy, it is alarming and has been used as a call for action. However, what is really behind this discrepancy in pay between women and men? For a large part, it is the types of careers that men and women choose to enter. A more valid comparison between men's and women's pay is to look at pay differences within the same chosen career path. This study looks at faculty pay at a regional university to ascertain whether there is evidence of a difference in pay between women and men in academia. Initial analysis shows that once area of specialty, rank, and years of experience are considered, male faculty actually, on average, earn less than their female counterparts.

TEN TYPES OF INNOVATION TO LAUNCH AN ONLINE MBA PROGRAM

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EXTENDED ABSTRACT

Innovation within organizations is often focused on just one aspect. For example, many consumer brands focus only on product innovation. Over the past few years, higher education has begun to innovate around online delivery of its product (courses and degree programs). This trend greatly accelerated during the COVID pandemic, when almost every institution of higher education in the United States (and many around the world) needed to quickly pivot to online delivery. With the exorbitant number of online programs and the elimination of geographic barriers due to online delivery, competition has become fierce for recruiting and enrolling students. Offering an innovative online product is not sufficient for long-term program success.

Prior to the pandemic, the Feliciano School of Business (FSBUS) at Montclair State University developed a fully asynchronous online MBA program. This was one of the first fully online programs at the university and was the largest and most complex. Launching the online program not only required the development of the online product but also required the transformation of many of the long-standing university processes and procedures that support the program.

Online course delivery is just a channel innovation, the way the university connects with its students to deliver the program. However, a well-planned online program requires multiple types of innovation. In this paper, we use the "Ten Types of Innovation" [Keely, Larry, et al. Ten Types of Innovation: The Discipline of Building Breakthroughs. Wiley, 2013] framework and a case study methodology to show how the Feliciano School of Business used each of the types of innovation to develop their successful online MBA program.

The ten types of innovation are broken into three main categories – configuration, offering, and experience. Each of the ten types and the innovation driven by the online MBA program are detailed below.

<u>***Configuration Innovation***</u> *– Innovation that focuses on how the organization operates.*

1) ***Profit Model Innovation****: Companies finding new revenue opportunities by innovating their products, services, delivery methods, or pricing to better meet the demands of their customers and generate profit. After decades of offering traditional in-person lecture-style courses, universities are challenged to find innovative means to deliver programs to broader audiences in a crowded marketspace. Offering a large-scale online MBA program at the FSBUS provided the university with a significant revenue source.*

2) ***Network Innovation***: *Organizations capitalize on the abilities and experience of other companies in order to focus on their core competencies. The FSBUS partnered with an Online Program Manager (OPM) to oversee the marketing, recruitment, and student retention. The FSBUS also partnered with another external company that provides academic coaches to support online faculty and assist with grading in large section classes.*

3) ***Structure Innovation***: *Companies innovative approach to organize their assets (human and other) in creative ways to optimize their profitability. FSBUS' main assets are its course content and faculty. Working with instructional designers, the FSBUS transformed its well-developed in-person MBA courses into professional asynchronous online courses. In order to incentivize faculty to develop and teach online courses, faculty were compensated with extra pay on an off-load basis.*

4) ***Process Innovation***: *Organizations implement significant innovative changes to their processes and procedures to positively impact their activities and operations. Launching the Online MBA program required many changes of the existing campus processes and operations including: application process, academic calendar, course development processes, registration, student accounts, and financial aid.   One of the most significant process changes involved the course delivery timeline. In order to offer multiple starts per year, all courses needed to be offered using an eight-week schedule.*

Offering Innovation *– Innovation that focuses on the organization's core product or service.*

5) ***Product Performance Innovation:*** *Innovation that focuses on the value, features, and quality of the product/service offered to achieve long-term competitive advantage. The Online MBA was a significant quality upgrade to what we had both online and in the classroom. Working with the instructional design team, the subject matter experts were able to develop quality professional course content and assessments.*

6) ***Product System Innovation***: *Innovative ways to identify complementary products and services to provide a more robust and sustainable offering. Through the learnings from the online MBA development and delivery, the FSBUS expanded its offerings to various MBA modalities including hybrid, weekend, and accelerated options to meet demands for a larger population of potential students. In addition, the model used for the online MBA was replicated for complementary programs such as an Online Masters in Business Analytics and an undergraduate degree completion program.*

Experience Innovation *- Innovation that prioritizes customer interaction within an organization.*

7) ***Service Innovation***: *Innovative support and enhancements that surround an organization's offerings by supporting the customer experience with the product and/or the service.   While strong customer service is a cornerstone of the MBA program operations, the main innovation for the online modality was the introduction of a retention specialist. The retention specialist's sole function is to promote student success by tracking student progress throughout the courses and the program, facilitating communication between students and faculty where needed, proactively resolving any issues or challenges students faced, and ensuring timely degree completion.*

8) ***Channel Innovation***: *The means in which organizations deliver their products or services to their customers. In the FSBUS, developing a fully online MBA transformed the delivery of the MBA curriculum and experience.*

9) ***Brand Innovation***: *Using innovation to ensure brand recognition and communicate advantages over the competition. Through innovative marketing, strong regional brand awareness, community involvement, and corporate partnerships, the FSBUS online MBA program became the largest and most notable in the region. An example of a strategy to promote the Online MBA brand is to offer scholarships that are advertised and awarded to corporate partners' employees choosing to pursue their online MBA.*

10) ***Customer Engagement Innovation***: *Understanding the intentions of customers and utilizing them to communicate and build relationships with the organization.   The FSBUS faculty and staff actively engaged with prospective students, current students and alumni throughout the graduate student life cycle. Personal attention is given to every aspect of the student experience, including information sessions, orientation, online speaker events, advising, networking, career development events, graduation, and alumni events.*

Incorporating innovation into every aspect of developing and delivering an online MBA program has set the template for how an in-person degree programs can be transformed into a successful online modality. In the four years since the inception of the online MBA program, all of the graduate FSBUS programs and modalities have grown significantly. Most notably is the growth of the fully online program, which now boasts over 300 students, representing over 60% of the total MBA student population. Keely's Framework for Innovation provided a blueprint that can be used by universities to develop and deliver successful online programs.

THE COSMETICS INDUSTRY IN THE 2020S: A CASE STUDY

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ABSTRACT

Many brick-and-mortar stores are facing the repercussions of the retail apocalypse as consumers opt to shop online rather than visit physical stores. While retailers such as Sears, Forever 21, and Barney's have resorted to filing for bankruptcy, others are thriving. The $25 billion specialty beauty industry has benefited from the changing retail landscape, as consumers have drifted away from department stores in favor of beauty, cosmetics, and fragrance stores to purchase their personal care products. For instance, Ulta Beauty has continued to profit and grow due to the value and shopping experience it is able to offer its customers. The 1200-store chain has found a profitable niche in the intensely competitive beauty market, which was once dominated by department stores. Ulta offers a broad assortment of beauty products, cosmetics, and fragrances across the price spectrum in a low-pressure and relaxed fun environment. Thus, the specialty beauty retailer, that captures 26% of the market, caters to both casual customers looking for bargains and the sophisticated shoppers paying a premium for upscale brands; they then mix in salon services like hairstyling and brow tinting. Together, the mix makes Ulta Beauty a one-stop beauty shop—and one of the most amazing success stories in retail. Sales, profits, and stock price have tripled over the last six years. On the other hand, department stores are contending with powerful sources, like Amazon and trendy specialty stores and discount players such as Ulta and Sephora, chipping away at their business. In 2019, more than 9,300 stores of all kinds closed their doors, a 60% jump from the previous year. The retail apocalypse is real, but some retailers are flourishing nonetheless.

THE U.S. COSMETICS INDUSTRY

Women are the largest market for this industry, with 35- to 54-year-olds representing the most substantial industry customer base. Meanwhile, millennial women are growing at a considerable rate as a share of revenue. Expansive product selections and skilled staff have driven revenue growth for the cosmetics industry to $24.5 billion in 2019. The growing economy has enabled consumers to leverage greater disposable incomes to buy high-end products, resulting in a decent margin for operators.

Table 1: Major Players (2020)

Company	Revenues	Market Share
Ulta Beauty	$6.4 billion	26.1%
Sephora	$4.4 billion	18.1%
Bath & Body Works	$4.3 billion	17.5%
Sally Beauty	$1.7 billion	6.9%
Others	$7.7 billion	31.4%

Source: IBISWorld

Beauty-specialist stores like Ulta and Sephora make up the second-fastest-growing U.S. retail category in the past five years, after off-price retailers (e.g. Marshall's and T.J. Max). Over the past decade, the industry has introduced a steady stream of new, improved, and reformulated products, resulting in revenue growth and increased demand for upscale products. An increase in Generation Z cosmetics, the growth of male-specific products, and the reformulation of antiaging staples have given specialty beauty stores an extensive assortment to offer customers. Increased consumer awareness and concerns of certain environmental and health issues has enthused demand for naturally derived and ecofriendly beauty products. Industry players have also amplified their focus on sun-care products, as consumers' growing concerns about skin health issues have stimulated demand for products that protect the skin from the sun. Meanwhile, stocking imports meant that consumers' options have increased due to an expanding supply of foreign-made cosmetics, beauty supplies, and fragrances (Ryan, 2019).

ULTA BEAUTY INC.

Ulta Beauty Inc. (Ulta) is a chain of beauty stores in the United States, selling various cosmetics and fragrances, along with professionally licensed hair-care brands. Ulta started with five stores in Illinois in 1990, and has grown to almost 1,200 stores across 48 states in 2019. The company differentiates itself as a beauty superstore that provides salon services and mass-market merchandise to consumers, aestheticians, and salons. Product assortment revolves around five categories: cosmetics; skincare, bath and fragrance; haircare products and styling tools. In fiscal 2019, Ulta reported $6.7 billion in sales and $658 million in profits.

Table 2: Number of stores and sales of Ulta Beauty (2012 - 2019)

Year	Stores	Revenue (USD Billion)	Profit (USD Million)
2012	449	1.78	120.3
2013	550	2.22	172.5
2014	675	2.67	202.8
2015	774	3.24	257.1
2016	874	3.92	320
2017	974	4.85	409.8
2018	1,074	5.88	555.2
2019	1,174	6.72	658.6

Source: Ulta Annual Report

According to the company's financial statements, Ulta's strategy is to expand its brick-and-mortar presence, increase upscale brand offerings, nurture its brand awareness and salon services, and grow its e-commerce business. In recent years, Ulta has worked to launch partnerships with high-end and premium brands. In 2016 and 2017, for instance, the beauty giant announced partnerships with many fast-growing brands, including Julep, MAC, and Rituals Cosmetics. The company has also recently formed partnerships with celebrity-endorsed products, including Jessica Alba's "Honest Beauty" and Ariana Grande's fragrance "Sweet Like Candy" by Ariana Grande, which Ulta has the exclusive rights to sell in its stores and online (Acosta, 2017).

Thirty years ago, before Ulta was founded, female shoppers would go to different stores to buy prestige beauty products, get their hair styled, and pick up basics like lipstick. Its retail format, combining a one-stop shopping model with salon services, propelled it overtake Sephora in 2015 to become the largest beauty-specialist retailer in the U.S., with a 26 percent market share. Ulta has disrupted the status quo by offering unique product mixes, and featuring mass, prestige and professional brands under one roof. Besides, Ulta doesn't have commissioned salespeople. Shoppers can walk around the store and pick up nail polish or lipstick and put it on in a laid back environment. The company has grown rapidly due to its strong branding, competitive pricing and loyalty program. According to Ulta's financial statements, the company has about 32 million loyalty members, mostly millennials, who account for about 90% of total company revenues.

Mary Dillon, former CEO of McDonald's and U.S. Cellular, became Ulta's chief executive in July 2013. She unveiled a multiyear plan in 2014 and has delivered on her promises. Ulta's store fleet reached 1,200 locations in 2019. Dillon's vision included new brands and exclusive items that drive excitement among shoppers. The company added 30 new brands in 2014 alone to reach more than 500. Meanwhile, Ulta doubled down on its high-end segment, rolling out premium and pricey brands like Lancôme, Estee Lauder, and Clinique; making it a critical piece of its growth strategy. And Dillon got e-commerce up to 10% of sales by 2019, from 5% when she took office (Gharib, 2019). Her plans seem to have impressed Wall Street; and Ulta's market value has tripled since she became CEO. Stock price has risen from $100 in July 2013 to $300 in February 2020.

Because Ulta carries brands at all price points, it has the ability to seize market share from drug store chains like CVS and department stores like Macy's. In the Instagram era, where looking good on camera is a part of life for Generation Z and Millennials, Ulta found a way to capitalize on the selfie craze. Ulta's mobile app has a feature called "Glam Lab" that allows customers to take selfies and apply virtual makeup before they make a purchase. At its 1200 stores, shoppers can also visit a professional skin therapist for "face mapping," and get their eyebrows tweezed, trimmed, and tinted. Most of Ulta's stores are located in suburban strip malls. At 10,000 square feet, they're big enough to house a range of products, from Revlon Inc.'s $8 Almay liquid eyeliner to Estee Lauder Cos.'s $32 lipstick. Each Ulta store carries about 20,000 SKUs. The broad and deep assortment allows Ulta to cater to a wide range of shoppers. The company is also opening urban stores half the size of its typical space.

The Bolingbrook, Illinois-based company favors high-traffic strip center locations to spare its customers browsing a vast indoor mall to find the store, Ulta provides convenience for people with limited time to shop. They can traverse the stores for cosmetics, fragrance, and hair and skin

products on 20 minutes or less. Ulta's in-house salons give it a unique advantage. Aside from the convenience of enabling customers to get their hair done and shop for beauty products in the same trip, Ulta adds on more loyal customers. The result has been staggering growth, especially by the sluggish standards of brick-and-mortar retailing. Ulta's sales have tripled since fiscal 2012 (from $2.2 billion to $6.7 billion); and the future looks bold and beautiful.

WINNERS AND LOSERS

The department store was the typical go-to place for cosmetics a decade or so ago. However, the challenge in the cosmetic department in department stores has been twofold. First, traffic continued to decline due to the competition in the mall from Amazon. And second, the cost of doing business for a cosmetic brand continued to rise, as beauty advisor salaries and overheads continue to go up. Because of the department stores' challenges, a new face in cosmetic retail evolved: the specialty open-sell cosmetic store. The most famous of these are Ulta and Sephora. The two beauty retailers were not successful, initially, because the big brands were still committed to the department stores and feared that they would be dropped if they expanded outside the traditional store channel. Over time, however, it became clear that Ulta and Sephora are the go-to retailer for any new prestige brand because its traffic amongst the younger female population far exceeds that of department stores. Ulta has completely discredited the old notion that you were either prestige or mass. One of Ulta's advantages is that 90 percent of its stores are located in outdoor shopping centers, rather than enclosed malls, whose department-store anchors are struggling with slow traffic and competition from Amazon. Ulta's success comes as U.S retailers are reeling from a disastrous decade. Some of the industry's biggest names, including Sears and Barney's have filed for bankruptcy. Others like Macy's and J.C. Penny are experiencing stagnant revenues and declining profits and shutting weak locations (Warfield, 2019). Table 5 shows how Ulta has had a thriving 2019, while major department stores struggled. Ulta's market valuation ($20.7 billion) was almost equivalent to the major 4 department stores combined ($21 billion).

Table 3: Major Department Stores Vs. Ulta Beauty (2019)

	Revenues ($Million)	Revenue % Change	Profits ($Million)	Profit % Change	Assets ($Million)	Valuation ($Million)	Employees
Ulta Beauty	$6,716	14.3%	$658.6	18.6%	$3,191	$20,683	30,000
Macy's	$25,739	3.6%	$1,108	-28.4%	$19,194	$7,388	130,000
Kohl's	$20,229	5.9%	$801	-6.8%	$12,469	$11,220	81,500
J.C. Penny	$12,019	-3.9%	$-255	-	$7,721	$471	95,000
Dillard's	$6,503	1.3%	$170.3	-23.1%	$3,431	$1,897	31,000

Source: Fortune 500 (2019)

There are reasons why Ulta hasn't succumbed to the Amazon Effect. Like off-price stores, beauty retailers frequently get a call-out for being resistant to Amazon's offensive tactics in today's evolving retail world. The unique in-store experience, the test-and-trial nature of beauty products, and vigorous loyalty programs are the major factors behind this success. These retail tactics appeal

greatly to millennials, who tend to exhibit little brand loyalty (Eldor, 2017). By visiting a Sephora or Ulta, they can tinker with various options, without having to visit separate stores or counters. They also enjoy putting the product on with no or minimal human interaction. The "treasure hunt" atmosphere created by these stores allows young beauty shoppers to have fun in the process. Most of them have watched celebrities and bloggers apply various make-up styles or researched reviews of different products online, so they feel confident enough to search and try the cosmetics on their own. Consequently, Sephora is looking at opening an additional 100 stores in 2020, and Ulta is doing the same (Valinsky, 2020). The future looks bright for the specialty beauty stores. We cannot say the same about department stores. The novel Corona pandemic will have implications on the retail sector, particularly for department store chains which have little margin for financial downturns.

DISCUSSION QUESTIONS

1. How has the U.S. retail landscape grown over the last several decades?
2. Why do you think Ulta is growing rapidly and winning customers?
3. Does online retailing have an implied advantage over brick-and-mortar format? What is happening in the marketplace to push back against large physical stores?
4. While the rise of the Internet is certainly a large reason for the fall of brick-and-mortar retailers, what other potential factors that have contributed to the "retail apocalypse"?
5. What can retailers do to battle the retail apocalypse?

INTEGRATING CULTURAL DIVERSITY INTO A CHANGE MANAGEMENT COURSE FOR UNDERGRADUATES

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ABSTRACT

In light of shifting demographic trends in the U.S. and elsewhere, business schools are being encouraged to better prepare their students for life in culturally diverse workplace environments. Indeed, this is a key challenge affecting the business world. Thus, as a part of their educational experience, students require preparation in learning how to manage and lead diverse teams. At the same time, they must learn about the challenges of serving an increasingly culturally diverse customer base. Managers' lack of preparation in this area is evidenced by news reports of ongoing conflicts occurring among culturally diverse employees and customers.

Few business schools in the U.S. offer courses in Change Management and only relatively recently has there been a focus on course offerings centered around cultural differences in business.

In an attempt to bring together these two schools of thought, Management students enrolled in a Change Management course were asked to work in teams in order to apply large-scale organizational change concepts to a current workplace issue surrounding cultural diversity in the United States. Both the teaching and learning methods used in the course relied on authentic learning principles. This was done in an attempt to illustrate some of the processes, systems, and diversity challenges that managers can expect to face due to disruptive demographic trends.

The aim of this study is to determine whether an authentic learning approach to teaching a Change Management class helped to transform students' overall learning mindset when 'negotiating' complex workplace problems centered around race and ethnicity. Various teaching methods were used throughout the semester. This study relied on qualitative responses to brief questionnaires designed to measure students' responses to the overall classroom experience at the beginning of a lengthy team project and at the conclusion of the same project. The participants were 36 Business majors in their junior and senior years, who attended a university in the northeastern United States. Results of the study showed that the majority of students reportedly "learned a lot" and were more likely to be engaged when an authentic learning approach was carried out in a complex team assignment geared toward developing a large-scale change initiative.

There may be far-reaching implications for management educators and students on the significance of personal, team and organizational change in addressing cultural diversity in the U.S. workplace.

EFFECTIVENESS OF SOCRATIC SENSEMAKING AS A PEDAGOGICAL PLATFORM FOR ONLINE TEACHING

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ABSTRACT

This study examines "Perceived Effectiveness" and "Perceived Engagement" of Socratic Sensemaking as a platform for teaching online graduate MBA courses. Trends show student preferences increasingly favoring online education, yet many studies show students are dissatisfied with the way online courses are delivered. This situation has been exacerbated during the 2020-2021 pandemic. While some instructors have experience with teaching online classes, many faculty unfamiliar with the online teaching environment were forced to convert their courses to the online format.

The pedagogical focus of this method emphasizes connecting-the-dots as students answer weekly Socratic writing assignments related to each aspect of a Strategic Management course. Rather than using memorization tools such as quizzes or closed-book exams to assess student understanding of the course materials, these students were asked "Why" and "How" questions designed to force students to relate the assigned readings to other readings, their job and career, to and business press.

The sample includes 423 MBA students enrolled in an accelerated, seven-week, MBA program. Students were asked at the start of the course to assess their knowledge of strategic management, their level of engagement in the online MBA program thus far, and the effectiveness of online MBA education. They were asked at the end of the course to reassess their initial start-of-the-course assessments, to provide a current end-of-course assessment, and to provide comments and explanations.

Results show dramatic support for this Socratic Sensemaking pedagogical approach. Students nearly unanimously downgraded their initial start-of-the-semester assessment – they felt they rated their scores too high in their previous assessments. Results also show a dramatic improvement in perceived knowledge of strategic management. Students also reported a dramatic improvement in their personal engagement in the course materials and assignments. Lastly, students report a strong increase in their perceived effectiveness of online MBA education.

Although outside the scope of this paper, students report a substantial increase in student satisfaction with the program, and a strong increase in their likelihood to donate back to the program as a graduated alum. With in inevitability of online education, instructors must continue to innovate and develop effective and engaging approaches. This study demonstrates one possible solution.

Future research should be conducted to replicate these findings, but also in other courses and disciplines, both at the graduate and undergraduate level. Additionally, while the qualitative data collected in this study provides insights into why this Socratic Sensemaking approach is effective, latent constructs must be discerned and tested independently.

BLOOM'S TAXONOMY IN MODERN MARKETING EDUCATION: USE OF MOBILE AND WEB APPLICATIONS THROUGH SYNCHRONIZED AND DESYNCHRONIZED LEARNING

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ABSTRACT

Educational institutions have seen a drastic change in the digital age. As a result of technological advancements such as personal computers and smartphones, new teaching and learning methods are available in synchronized and desynchronized learning environments. While it is clear that universities are adapting to and using this new wave of technology, the connection between traditional learning objectives and the use of web and mobile applications has been inconclusive. This paper aims to provide examples of mobile and web applications to be used in the classroom to cover the learning categories of what is historically known to be the most repeatedly tested and well-respected learning objective tool available to educators, Bloom's Taxonomy. It also discusses the implications of using these applications.

THE FEMALE UNIVERSITY ATHLETE: HOW LEADERSHIP DEVELOPMENT TRANSFORMED WOMEN'S SPORT TEAMS BOTH IN THE CLASSROOM AND ON THE PLAYING FIELD: A PRELIMINARY STUDY

Matthew Ohlson, University of North Florida

ABSTRACT

Due to the significant time commitments of practice, competition and academics, few university student athletes are offered comprehensive leadership development to hone skills essential to current and post-college success such as teamworking abilities, communication, critical thinking, problem-solving skills and self-confidence. This preliminary study details the program implementation of a leadership development program for student athletes at a large university in the southeastern United States and examines the effectiveness of this initiative influencing academic and athletic outcomes. Our findings demonstrate that leadership development training, particularly when reinforced with team-specific leadership coaching, can produce significant positive benefits in student-athletes. In addition, the study also found the greatest gains amongst the women athletes illustrating the importance of customized, gender-specific leadership development.

THE PROFESSOR BRAND:
STUDENT RELATEDNESS AND ADVOCACY

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ABSTRACT

The brand concept has expanded over time to include consideration of the characteristics of individuals based on their roles performed in specific contexts (e.g., Chernatony & McDonald, 2003; Freling & Forbes, 2005; Rein et al., 2006; Bendisch et al., 2012). Therefore, the term "professor brand" has been adopted when referring to a professor's self-presentation. A study was completed that examined the personality of a professor (i.e. professor brand) in relation to the attitude of students about their relatedness to a professor. In turn, relatedness was examined in relation to student brand advocacy. For the current study, relatedness is the extent with which a student interacts well with a professor and has been able to "get to know" the professor. It is described in the literature as the extent with which someone feels connected to others (Deci & Ryan, 2000). Brand advocacy is the student's willingness to actively recommend and support the professor brand (Jillapalli & Wilcox, 2010).

The formation of student attitude about relatedness and subsequent behavior (e.g., brand advocacy) is explained by the three component model of consumer attitude (Schiffman & Kanuk, 2007; Zanna & Rempel, 1988; Alwi & Kitchen, 2014; Breckler, 1984). A student's attitude about an object (e.g., professor) develops from interactions between the cognitive and affective components of the model. The cognitive component is comprised of student beliefs about a professor's abilities and personality; the affective component entails their emotional responses related to the beliefs. The third component of the model, conative, is the behavior a student is likely to exhibit because of the attitude. In this study, the behavior is brand advocacy.

The study complements previous work related to the professor brand (Jillapalli & Wilcox, 2010; 2014) by providing a finer grain analysis of the professor brand in terms of personality traits. Findings show that three of the Big 5 personality factors (i.e. extraversion, agreeableness, and conscientiousness) are associated with relatedness and relatedness influences the level of brand advocacy. The three personality factors represent key traits to consider when shaping the professor brand. With an understanding of the key personality traits associated with relatedness, some professors may decide to modify interactions with students by changing their self-presentations.

COMMUNITY-BASED SERVICE LEARNING IN PROJECT MANAGEMENT: THE ROLE OF ACADEMIC PROJECT MENTORS

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ABSTRACT

Business schools are increasingly under pressure from stakeholders to ensure students possess competencies needed to be successful and "work-ready." Students studying technical fields like IS/IT (Information Systems/Information Technology) also face a job market that increasingly requires experience using the skills and competencies acquired in the classroom. Business schools have traditionally used simulated team projects to engage students in understanding how to apply course concepts in different business situations, however they are seldom integrated with organizations outside of the academic environment. For a variety of reasons including the time commitment required and coordination challenges, students are rarely exposed to real world business problems faced by business organizations. Research has shown that project-based service learning can be a valuable pedagogical approach that provides students the opportunity to apply knowledge and skills in an experiential learning environment. This paper presents the development and implementation of a project-based service learning initiative developed for IT and business students enrolled in an undergraduate Project Management course. Based on Kolb's experiential learning theory, the project was designed to focus on the application of knowledge and skills to the social and civic challenges faced by non-profit organizations in the community. The approach described in the paper involves commissioned projects from non-profit community organizations aligned with United Way and introduces the role of professional organizations to provide academic mentoring support to the student teams. A roadmap for implementing service-based projects in the curriculum is provided and lessons learned are discussed.

REVIEW GAMES FOR REMOTE CLASSES

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ABSTRACT

Our brains are wired to forget, but spaced repetitive review of material can help people re-learn what they have forgotten and encourage consolidation of memories leading to long-term retention. Playing review games in class provides a form of testing at spaced internals to encourage the consolidation of memories. Games can also point out to students which concepts they have forgotten or do not understand so they can focus their studies on those areas. During the COVID-19 pandemic, many schools switched to online learning, both asynchronous and synchronous. In-class games to help students test themselves to see what they remember and what they need to review became even more useful as students had to become more independent learners. This paper will describe three different review games designed for use in synchronous remote classes. Zoom was used as the platform for communication during online classes, but other forms of video conferencing may also present similar opportunities for interaction.

INTRODUCTION

Research indicates that our brains retain material better if we have to work at retrieving information (testing effect) rather than just re-reading the same material (Brown, Roediger & McDaniel, 2014; Cepeda, 2006; Larsen, 2014; Larsen & Roediger, 2008). Our brains are wired to forget, but spaced repetitive review of material can help people re-learn what they have forgotten and encourage consolidation of memories leading to long-term retention. Playing review games in class provides a form of testing at spaced internals to encourage the consolidation of memories. Rather than re-reading material, students must work to remember material that was previously covered in order to choose an answer, making review games a better learning (and re-learning) experience than simply reading material again or listening to a lecture or its highlights an additional time. Games that test students' knowledge can also point out to students which concepts they have forgotten or do not understand so they can focus their studies on those areas.

During the COVID-19 pandemic, many schools switched to online learning, both asynchronous and synchronous. In-class games to help students test themselves to see what they remember and what they need to review became even more useful as students had to become more independent learners. This paper will describe three different review games designed for use in synchronous online classes, although they can also be used as part of in-person classes. Zoom was used as the platform for communication for these games, but other forms of video conferencing may also present similar opportunities for interaction.

THREE REVIEW GAMES FOR REMOTE CLASSES

This paper will describe three review games that were developed for use in synchronous online courses: Disappearing Trivia, Let It Roll and The Survey Says. Each game provides an engaging way to help students review and re-learn material in teams or as solo players. These

learning games can also be used in face-to-face classrooms with slight modifications. All three of these games are based on the use of questions with multiple choice answers, meaning instructors do not need to judge whether an answer that is "almost correct" will count as a right answer. None of these games require students to "buzz in" to indicate willingness to answer because determining which player/team buzzed in first is often difficult in person and in remote situations. These games are also designed for self-scoring by students, reducing issues related to potential embarrassment from trading papers. Students can play solo or as part of a team, if time is allowed for team discussion before choosing an answer.

Disappearing Trivia

Disappearing Trivia is based on trivia games commonly found in pubs, sports bars and other places where the organizers of the game wish to entertain people while they wait (wait for food, wait for a bus, etc.). As such, it is appropriate for in-person classes and synchronous online classes alike.

Using PowerPoint or presentation software, a slide is presented showing a multiple-choice question. Players choose an answer, and then one incorrect answer is removed. With PowerPoint, it is easy to make it look as though the answer has disappeared. Anyone who chose the incorrect answer may then choose another answer – and players who change their minds may also choose another answer, if desired. This procedure is repeated until the single correct answer is revealed. Players who chose the correct answer on the first slide when all the choices were presented receive the maximum points. For example, if four choices were presented on the first slide, players who chose the correct answer (and stayed with it, rather than switching to another answer) earn four points. Players who did not choose the correct answer when there were four answers, but then selected the right answer when there were only three visible, would earn three points. Likewise, players who choose the right answer when there were only two answers would earn two points. Everyone would receive at least one point, which would be the value of choosing the right answer when only one answer is presented. This prevents students from finishing the game with zero points and makes scoring easier because the number of points earned for choosing a right answer is equal to the number of alternatives presented at the time the correct answer was chosen. Scoring is based on the honor-system with students scoring themselves. They may or may not voluntarily share their scores midway and/or at the end if invited to do so by the instructor. Students who are very competitive tend to be more likely to share their scores, even if their scores are not very high.

One of the unique and positive characteristics of this game is that it provides the opportunity for improvement through second and third chances. Students who choose the right answer the first time (and stay with it) are rewarded with the maximum number of points that can be earned for that question. At the same time, students who did not choose the right answer and have their answer eliminated get a second chance and maybe even a third chance to make a choice. Another advantage of this review game is that it can be posted online for students to play individually or against a study companion after class or in place of class. In addition, a single game can be broken down into different rounds with successive rounds earning higher point values. For example, if the maximum number of points that can be earned on a question is 4, a second round could double all values so that the maximum number of points is 8 (8, 6, 4, 2). Increasing point values throughout the game is effective for maintaining player interest and is considered an element of good game design. Players like to earn more and more points rather than the same

amount each time, and it also gives hope to those falling behind that they still have the ability to catch up and win the game.

Let It Roll

Let It Roll is similar to Disappearing Trivia in that presents a multiple choice question, but students must choose one alternative and then the answer is revealed, without any second chances. On the surface, this game appears to simply be a multiple-choice quiz, but the scoring system creates a significant element of excitement. After students read the question but before the answer is revealed, students can "game" (i.e. wager, bet) points on that question. Correct answers are rewarded with receiving the number of points wagered while points are subtracted for incorrect answers, similar to some TV game shows. An important aspect of this scoring system is that the questions are numbered in reverse as they are connected to the number of points that can be gamed for each question. For example, a game with 10 questions would start with question 10 and then follow a count-down to question 1, which would be the last question. Everyone (team or individual) starts with twice as many points as there are questions, so in a 10-question game, players start with 20 points in their "bank." After they have seen the question but before the answer is revealed, players determine how many points they wish to game on that question. At all times, players must keep a minimum number of points in their bank, which will prevent any player from going bankrupt or having no points to wager during the game and thus lose interest. The number of points in the minimum required balance is equal to the question number. For question 10 (which would be the first question in a 10-question game), players must maintain a 10-point balance in the bank, thus leaving them with 10 points that can be put on the line. There is no minimum wager. Students who wish to game 0 points on every question will retain the same number of points with which they started (in this example, 20 points). This can be an effective strategy for students who are risk-averse, are not comfortable with wagering and/or are unprepared to review the material and do not think they know the answers to each question.

Making wise decisions about how many points to game on each question is important because players who answer incorrectly lose the number of points they wagered (which may be 0). Those who answered correctly gain that number of points. In the next question (question 9, in this example), players must maintain a minimum of 9 points in their bank, but may have a high of 30 points in their bank (20 points plus 10 more if they wagered the maximum 10 points and answered correctly), and therefore can game up to 21 (30 – 9 = 21) points. Players decide the amount to be gamed based on their confidence in the answer they have chosen. They can choose any amount (within the rules) for any question and are not required to play any two questions in the same way. Because the last question (question 1) still requires a minimum balance, no one will end with 0 points. Because decisions regarding wagers must be made in conjunction with each question and competitive situations are likely to change between questions based on points won or lost in the previous question, it is important to provide students at least a minute to read and discuss the question, choose an answer, and decide on a wager (including 0 points). This slows the game down, but the excitement that grows as the game progresses means few students become bored by the process. In contrast, football game—style excitement is often seen when students have chosen the right answer with moans of disappointment heard from teams that chose incorrectly.

This review game was developed based on research conducted by Howard Jones (2011) and associates (Howard-Jones, Demetriou, Bogacz, Yoo, Leonards, 2011) who have discovered that the element of risk can increase learning. When students play games with a risk element, the default neural mode is deactivated, meaning the person is engaged rather than daydreaming. It also appears that dopamine ramps up both when the player makes a decision on a bet and also when the result of the wager is revealed, which can help retention of the material.

The Survey Says

The Survey Says is a review game that works especially well with the polling feature in Zoom. This has also been used in face to face classes by integrating Poll Everywhere or other polling apps that students use on their phones. The questions were created as a poll with four multiple choice answers. Students were given thirty to sixty seconds to choose their answer. A time limit is necessary because many students like to change their answers repeatedly either because they are not sure of the answer or they want to "bluff" by choosing a wrong answer and then jumping to the correct answer at the last second. When the poll closes, all can see the percentage of the class that chose each answer. Players who chose the right answer receive a number of points equal to the total percentage of incorrect answers (100 minus the percentage that chose the correct answer). For example, if 25% of the class chose the right answer, each person who chose correctly would receive 75 points (100 − 25 = 75). In contrast, if the question was relatively easy such that 90% of the players chose the correct answer, the reward would only be 10 points (100 − 90 = 10). This scoring system thus provides more points for "difficult" questions (as determined by the proportion of students who failed to choose the correct answer) and fewer points for easy questions that many people were able to answer. From a game design perspective, this scoring system has the beneficial feature of providing players a chance to come from behind since they might earn a high score on any given question. It also provides a good mix of skill and chance because the points earned for any question can vary greatly.

An advantage of this review game is that it shows the instructor the areas in which students have learned the material well and which concepts need further explanation. With the incorrect answer still in view on the screen, the instructor can use this "teachable moment" to explain *why* the correct answer is correct and each of the others is not. Students have commented that they appreciate this explanation of the reason why each answer was wrong, and this is especially beneficial when a significant proportion of the class chose any given incorrect answer.

DISCUSSION AND CONCLUSIONS

Review games provide an engaging way to help students test their knowledge of course material and re-learn concepts they have forgotten or did not understand when the material was first covered. The testing and spacing effects can make reviews of material more effective for long term retention of material. Excitement and engagement can also have a positive influence. One reason engagement with games can lead to better recall is that a higher intensity of emotion is related to better retention of information. By making a game exciting, such as using elements of risk rather than simply skill, the game becomes more exciting and emotional. This is evident by the shouts of joy and disappointment that erupt towards the end of the game when large numbers

of points may be on the line and students are able to come back from behind in the rankings. Allowing students to judge their own answers and keep track of their points themselves (in teams or individually), prevents anyone from being embarrassed by showing others their lack of knowledge. If no prize (except the joy of winning) is awarded, students have no reason to "cheat" by saying they have more points than they actually earned. Simply choosing the right answer in a gamified environment can provide its own excitement.

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FALLING PRICES: DOES THIS CAUSE PURCHASES TO BE DELAYED OR SPEED UP? EVIDENCE FROM THE GASOLINE MARKET

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ABSTRACT

The fear that deflation may cause a recession is based on consumer expectations of future price declines. The declining oil prices provide market data to test this hypothesis. In this empirical research, we find some evidence to support this theory. The fear of deflation impacts haunts the policy decisions of central banks around the world. In particular the fear is that during a deflationary period, consumer behavior will cause purchases to be delayed and thus further hurt GDP growth thereby creating a downward spiral. During the last decade, there was a period of constant price decline in the energy sector for three consecutive quarters 2014Q3 through 2015Q1, and thus for the large diverse customer goods category, this theory can be tested. We look at the gasoline retail sector as a proxy for how consumers act when faced with declining prices. We find that there is reason to believe that true to economic theory, reduced prices do cause increased purchases but we also find evidence that consumers may attempt to delay purchases while prices are falling.

COGNITIVE DISSONANCE AND RATIONALIZATION'S ROLE IN THE WHISTLE-BLOWING PROCESS

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ABSTRACT

Corrupt organizations or individuals within organizations who commit unethical or illegal acts is not a rare occurrence. In fact, business history is filled with unethical and/or illegal behaviors within the business environment. It has been stated that whistleblowing is a type of control mechanism that helps organizations to identify and eliminate these acts of wrongdoing. Whistleblowing, which is defined as the disclosure by members of an organization of illegal, immoral, or illegitimate practices to persons or organizations who may be able to effect action, or maybe better stated, the lack of whistleblowing has been the focus of much research in the area of behavioral psychology. In early research, Miceli and Near (1992) described whistleblowing as a multi-stage process. While most research has focused on other stages of the model, the "recognition of wrongdoing" stage has garnered much less attention. It is intuitively obvious that if an individual does not recognize an action or activity as a wrongdoing, there is no decision of whether or not to blow the whistle, so by definition no whistleblowing situation. This article explores how cognitive dissonance and rationalization can distort an individual's recognition of an activity as illegal, immoral, or illegitimate. Therefore, a whistleblowing situation to one may not be a whistleblowing situation to all.

USE OF CATALYTIC LEARNING MODEL FOCUSED ON STUDENT-CENTERED ACTIVE LEARNING ENVIRONMENT IN UPSIDE-DOWN PEDAGOGIES

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ABSTRACT

The typical lecture-style delivery of information in the classroom is the least effective method of stimulating learning. The most effective teaching style, on the other hand, includes purposeful learning experiences such as hands-on exercises or field trips. In active learning, more sensory pathways engage with the teaching materials, allowing students to learn more effectively. This study proposes and assesses the Catalytic Learning Model (CLM) based on the paradigm of Upside-down pedagogies (SCALE-UP) student-centered active learning environment. We also go through successful CLM teaching tactics, STEM-specific CLM learning materials, the role of learning assistants, acceptable CLM curriculum, and student dedication. We believe that including CLM lessons into existing STEM curricula would boost students' education both academically and through hands-on experiences in a collaboration practice.

IMPACT OF COVID-19 ON PREDICTION OF INDIAN STOCK MARKET USING ANN AND LSTM TECHNIQUES

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ABSTRACT

In this study, we develop a predictive model using two Machine Learning (ML) techniques: Artificial Neural Network (ANN) and Deep Learning (DL) architecture called Long Short-Term Memory (LSTM). We selected two Indian stock market indices: the BSE30 and the NSE50 and divided the data into three datasets: training, testing, and validation. The data collected before the pandemic is used as a training dataset. The data collected during the first wave of the pandemic (COVID-19) is considered a testing dataset, while data collected during the second wave of the pandemic is considered a validation dataset. The study's main aim is to create a strong predictive model that can capture market trends during the unexpected event of COVID-19. Additionally, we evaluated and compared both techniques to test the model's accuracy and robustness using two error measures (MAPE and RSME). The results reveal the LSTM model's result was more precise than the ANN model.

INTRODUCTION

The pandemic of COVID-19 has had a significant impact on the global financial market. We discovered that the total number of COVID-19 positive and death cases had a negative impact on stock market indices. Since the first wave of COVID-19 arrived unexpectedly, it affected India's stock market in 2020. However, the second wave of the COVID-19 hit in early 2021with the significant impact across the country and affected the financial market (Pham et al., 2021).

In this study, we look at market trends and forecasts impacted by COVID-19 on the Indian stock market by developing forecasting models that use intelligent techniques to predict stock prices for the next day. There is uncertainty in stock data as a result of COVID-19 (Szczygielski et al., 2021). However, researchers have demonstrated that Machine Learning (ML) techniques are gaining the advantage of accuracy and speed when working with nonlinear data. This is why ML techniques are becoming more popular for developing predictive models in all areas of business, including stock markets. We identified two Indian stock indices in this study: the BSE30 and the NSE50. The sampling period ran from January 1, 2017 to April 30, 2021. Following data collection and normalization, we divided the data into training, testing, and validation datasets, with data before the COVID-19 outbreak serving as training data.

Data from the first wave of COVID-19 (March 2020 to December 2020) is considered testing data, while data from the second wave (January 2021 to April 2021) is considered validation

data. We intend to prove that it is possible to create a reliable forecasting framework based on validation data even during an unexpected event period. We used two intelligent techniques to create a model: Artificial Neural Network (ANN) and Deep Learning (DL) architecture. There are several studies that have used these two techniques including: Sohangir et al., 2018, known as Long Short-Term Memory (LSTM) (Handa et al., 2019; Yadav et al., 2020). After comparing the forecasting results of both models, we determined that the model with LSTM outperforms for the next-day prediction of both stock data in the COVID-19 outbreak. The model's performance is measured using MAPE and RMSE.

REVIEW OF THE LITERATURE

Relevant literature review plays a vital role in understanding the recent research trends and technologies used in similar fields. Therefore, our literature review included papers based on forecasting financial time series data using various intelligent techniques and hybrid techniques and recent papers related to COVID-19 and its effects on the stock market. Over the last two decades, ANN was found to be very useful for the prediction of financial time series data like predictions of stock data (Grigoryan, 2015; Guresen et al., 2011; Kazem et al., 2013; Laboissiere et al., 2015; Naeini et al., 2010; Siew & Nordin, 2012). Manjula et al. (2011) used ANN models to forecast the BSE Sensex's daily returns. Lahmiri (2014) analyzed a forecasting model for predicting financial time series data using discrete wavelet transform and backpropagation neural networks.

Thakkar and Chaudhari (2020) proposed a novel exchange-based stock trend prediction method for the forecast of stock data using LSTM. Yadav et al. (2020) applied an LSTM model in the Indian stock market for time series prediction. Salgotra et al. (2020) used genetic programming to analyze time-series data and forecast the COVID-19 pandemic in India. Using the LSTM network, Chimmula and Zhang (2020) evaluated COVID-19 transmission across Canada. The impact of COVID-19 related to uncertainty on regional index returns was explored by Szczygielski et al. (2021). In contrast, Pham et al. (2021) examined cross-sectional stock price reactions due to the COVID-19 as a function of the pandemic outbreak's state-level impact.

DATA, SYSTEMS AND TECHNIQUES

Dataset: We gathered five years of BSE30 and NSE50 historical data from www.bseindia.com and www1.nseindia.com, respectively. Table 1 contains a detailed description of the data.

Table 1 Dataset used	
Particular	**Detail**
Index Daily Data	BSE30 Stock Data and NSE50 (Nifty) Stock Data
Period	January 1, 2017, to April 30, 2021
Downloaded From	www.bseindia.com (BSE30) and www1.nseindia.com (NSE50)
Total # of observations	1069 for BSE30 and 1063 for NSE50
Partition (BSE30)	Training: 791 (January 2, 2017, to March 13, 2020) Testing: 200 (March 17, 2020 to December 31, 2020) Validation:78 (January 01, 2021 to April 28, 2021)
Partition (NSE50)	Training: 786 (January 2, 2017 to March 12, 2020) Testing: 200 (March 13, 2020 to December 31, 2020) Validation: 77 (January 04, 2021 to April 28, 2021)

After data collection, normalization was performed to remove nonlinearity from the data and scale the data between the range of [0 1]. The data is divided into training, testing, and validation datasets, as shown in the table above. Since the focuses of this paper is on capturing the trends during COVID-19 on Indian stock data, we used data from the second wave of COVID-19 in India from January 4, 2021, to April 28, 2021 to validate the robustness of our proposed model using two techniques, ANN and LSTM to create the predictive model.

Systems and Techniques: A brief description of the systems and techniques used for our research is essential to enrich our endeavors of designing an appropriate system.

Description of Artificial Neural Network (ANN): An ANN can be described as an information-processing model inspired by the human nervous system, like the brain (Zurada, 2003). Since stock data is nonlinear, it is preferable to use ANN to create a forecasting model that produces reliable results (Mo et al., 2016). ANN typically has three layers of architecture where input is given to the input layer, taken from the previous layer, and propagated forward to the network to reach the output layer. Output is sent to the next layer that is compared with the actual output and produces the comparative difference between them called error value, which is propagated back to the network to update the weight between connection layers to train the network (Hota et al., 2018). This process is repeated until it approaches the desired output. This is sufficient to solve a complex nonlinear problem like time series forecasting.

Description of Long Short-Term Memory (LSTM): LSTM is one of the architectures of DL. DL is a type of neural network with plenty of layers where deep represents network depth (Khare, 2017). DL architectures can identify the hidden patterns of data if data is nonlinear or inconsistent in nature to develop an accurate and predictive model. LSTM is a special kind of recurrent neural network, having special neurons to memorize long-term dependencies (Fischer & Krauss, 2018). It has five components: *Cell state:* in which LSTM has the ability to remove or add any information; *Hidden state:* is the output of the LSTM cell; *Input gate:* represents the flow of information from current state to cell state; *Forget gate:* decides which information to remember and which to forget and *Output gate:* is output from LSTM.

RESULT ANALYSIS

　　　The experiment in this proposed work is carried out using self-written MATLAB code for ANN and LSTM. As shown in Table 1, we gathered two Indian stock indices: the BSE30 and the NSE50, from various sources. Following data collection from various sources, it is normalized to scale between [0 1].

　　　We partitioned the data into training, testing, and validation after normalization. All the partitioned data are given to ANN and LSTM separately for the next-day ahead prediction of Indian stock data. A comparative analysis has been done between ANN and LSTM in data partition and measures the model's performance using Root Mean Square Error (RMSE) and Mean Absolute Percentage Error (MAPE) as shown in Tables 1 and 2 for BSE30 and NSE50, respectively. Figure 1 depicts the proposed work's process flow diagram.

　　　While analyzing Tables 1 and 2, it is clear that both models accurately reflect the impact of COVID-19, particularly in terms of testing and validation, as we have stock data from the first wave of COVID-19 in testing, and stock data from the second wave of COVID-19 in validation. This work focuses on developing a robust forecasting system using validation data, which may include events that occur unexpectedly.

Figure 1
Process flow diagram of the proposed research work
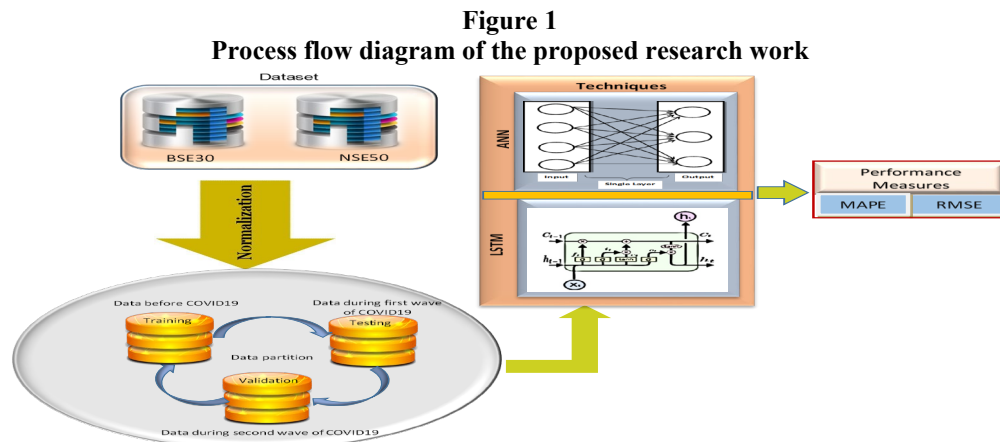
　　　Tables 1 and 2 show that the percentage of error in the validation data set is higher than the rest of the partitions, which is evident because data fluctuates unexpectedly after an unexpected event known as COVID-19.

Table 1: Comparative analysis of ANN and LSTM for BSE30 stock data				
Data Partition	**ANN**		**LSTM**	
	RMSE	**MAPE**	**RMSE**	**MAPE**
Training	0.0102	1.184	0.0062	0.623
Testing	0.0140	1.492	0.0140	1.443
Validation	0.0485	4.809	0.0135	1.120

Table 2: Comparative analysis of ANN and LSTM for NSE50 stock data				
Data Partition	**ANN**		**LSTM**	
	RMSE	**MAPE**	**RMSE**	**MAPE**
Training	0.0128	1.596	0.0062	0.613
Testing	0.0162	1.728	0.0150	1.500
Validation	0.0368	3.569	0.0146	1.861

Figures 2 and 3 depict the comparative graph between actual and predicted value for next day ahead forecasting using the best model, i.e., LSTM in both BSE30 and NSE50 datasets, respectively, in terms of MAPE in testing and validation datasets. According to Table 2 and the figures above, the LSTM model outperforms with RMSE=0.006 and MAPE=0.613 in training, RMSE=0.015, and MAPE=1.5 in testing, and RAMSE=0.015 and MAPE=1.86 in the validation dataset, and it is capable of incorporating the sudden event of COVID-19.

Figure 2
Actual and predicted value of BSE 30 using LSTM in (a) testing and (b) validation dataset

(a)   (b)
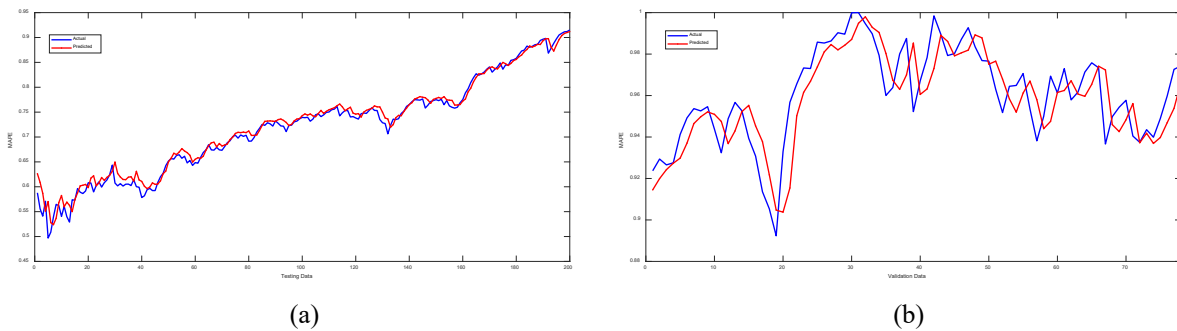
Figure 3
Actual and predicted value of NSE50 using LSTM in (a) testing and (b) validation dataset

(a)   (b)
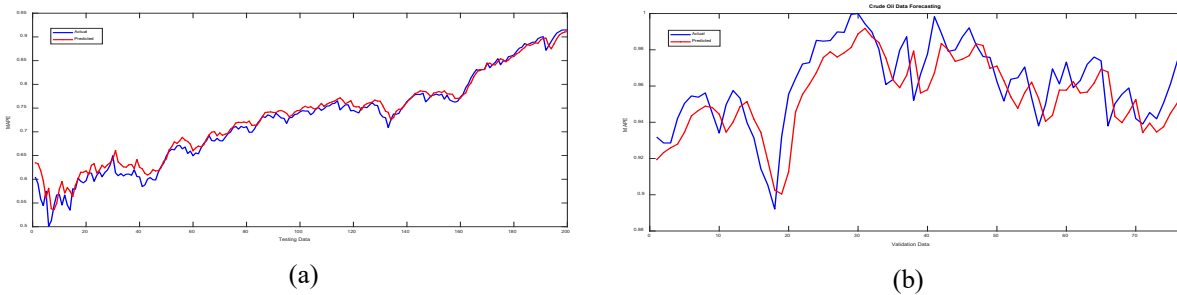
CONCLUSION

Financial market prediction is extremely difficult for researchers due to its volatile behavior, particularly the occurrence of any unexpected event. We focused on the impact of the COVID-19 pandemic on Indian stock indices (BSE30 and NSE50) in this study. We used two machine-learning techniques, ANN and LSTM, that can incorporate unexpected events like

COVID-19 and analyze how ML-based models are robust when event-related data is presented to the model. We compared ANN to the deep learning model LSTM and investigated the efficacy of deep learning for stock market prediction, as LSTM outperformed ANN. MAPE and RMSE are used to assess model performance.

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DISPARATE IMPACT OF TELECOMMUTING ON MEN VERSUS WOMEN DUE TO THE COVID-19 SHUTDOWN

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ABSTRACT

This paper provides results of a national study surveying 132 men and women regarding their personal experiences with telecommuting as a result of the recent Covid-19 Pandemic. Women were much more likely to cite issues with multitasking due to children and family. Although both study groups were concerned with time management, this seemed to be a greater concern of the women. Men were much more focused on the job and topics such as staffing issues and work responsibilities. In contrast, women were more concerned with juggling family responsibilities and having a better balance between work-life and home life. Furthermore, the men appeared to be much more satisfied than the women were with the new work-life and home life arrangements, with many of the men indicating that it was great, or good at best. Based on results of the study, public policy issues are addressed, calling for more support of women when telecommuting. Flexible work arrangements such as allowing work responsibilities to be accomplished at various times throughout the day are recommended based on survey results. These work arrangements would benefit women with children as well as those dealing with sick or elderly family members. Caregiving is an expensive burden but finding ways to help women manage the responsibilities better will enable them to remain in the workforce longer and to be better prepared for their retirement in the future.

5 DECADES OF TAX SUBSIDIES: AN HISTORICAL ANALYSIS OF TAX EXPENDITURES

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ABSTRACT

Federal tax subsidies are required to be included in the government's annual budget and are referred to collectively as the Tax Expenditures Budget. Tax expenditures represent political choices of the use of social resources. Tax expenditures (subsidies) are enacted by tax legislation. The role and impact of enacted tax subsidies in the United States have been the subject of numerous studies for decades. There will usually be heated debates and projections prior to enactment of legislation, then implementation challenges followed by analyses of the effects of the tax changes. When analyzing how level the taxation playing field has been over the years, it is important to expand the discussion of taxation to include the role of tax subsidies and benefits (tax expenditures) granted to certain taxpayers. Heated comments often emerge over issues of 'tax loopholes', subsidies, inequities in the tax system, the wealth and income gaps and inefficiencies in government programs. Tax expenditures are often the analytical tool or measure that can address a number of these questions. The challenge of analyzing major tax revisions is that it may take years for the full effect of major tax legislation to be felt. Thus, reviewing tax policy from an historical perspective can provide useful insights into how the tax environment has evolved.

There have been numerous studies on the effects of direct taxes on the distribution of income and economic impacts. However, tax subsidies (tax expenditures) implicitly affect the effective tax rates paid by taxpayers. In addition, there have been studies of the economic and distributional effects of tax expenditures and historical studies for limited periods of time. The purpose of this paper is to extend the analysis of the history of tax expenditures in the US between 1971 (the initial period prior to the enactment of the requirement for the government to provide Tax Expenditure budgets) and 2020 (the point of the Covid virus shock on the economy and legislative recovery responses via tax policy). Extension of the time frame to earlier periods than previous studies capture some of the initial policy choices reflected after passage of the budget legislation and major tax legislation in the 1980's.

The results of this study extend the timeframe of the historical analysis of tax policy to include tax expenditures and provide a more comprehensive overview of tax legislation through the decades. Comparisons of business vs social categories of subsidies and corporate vs individual provide insights into the debates of political choice. The analyses demonstrate that the estimation of tax burdens for some groups may be offset or impacted when calculations are expanded to include tax expenditures and that the tax 'playing field' is more complex than may seem. Results also imply that most categories of tax subsidies have typically increased over time, reflecting the political difficulty of reducing tax subsidies.

EFFECTS OF COVID-19 ON PUBLIC SENTIMENTS TOWARD ONLINE SHOPPING IN THE NORTHWEST INDIANA COMMUNITY: EVIDENCE FROM TWITTER

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ABSTRACT

The COVID-19 pandemic has had tremendous impacts on all aspects of people's lives at global, national, state, and regional levels. Regional organizations and local communities need to adapt to the situation and cope with the challenges brought about by the most severe public health crisis of this generation. As a crucial step toward developing effective strategies, organizations need a clear understanding of the opinions, feelings, and concerns of their stakeholders regarding all things related to the pandemic. Prior research has shown that social media platforms such as Twitter not only serve as important channels of communication between organizations and their stakeholders; they also provide a rich source of information in understanding the sentiments of the general public or of specific groups of individuals during major events such as natural disasters or social movements. Therefore, in the present study we collected and analyzed tweets related to online shopping posted by users in the Northwest Indiana region from January 2020 (pre-pandemic) to January 2021 (during pandemic) using Twitter's premium Application Programming Interface (API) and R. Through Linguistics Inquiry and Word Count (LIWC) and t-tests we discovered various changes in public sentiments toward online shopping after the onset of the pandemic. Further analysis using topic modeling and latent Dirichlet allocation revealed a set of themes (e.g., "money", "social", and "death") in the public discourse on online shopping. The significance of each theme also changed over time as the pandemic progressed. Implications of the findings to the stakeholders in the region will be discussed.

INDUSTRY ACADEMIC PARTNERSHIPS WITH TECHNOLOGY COMPANIES IN WESTERN NORTH CAROLINA: A CASE STUDY

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ABSTRACT

The vast majority of fundamental research is conducted at academic institutions. Unfortunately, academic faculty often lack the resources or experience needed to bring these ideas to fruition so that they can have an impact on society. In contrast, companies have the resources and experience required to bring new products to market, but they are often hesitant to invest in new technology where the return on investment has high risk or the payback period is too long. The limited way in which these discrete worlds are interconnected has always served to restrict the impact that discoveries in fundamental research have had on the development of new commercial products.

This research aims to uncover the key elements necessary to establish, nurture, and maintain mutually beneficial collaborations between commercial and academic partners. Specifically, we strive to discover 1) how an effective collaboration is established, 2) why the collaboration exists, 3) the nature of communication channels within the collaboration 4) what each party gains from the collaboration, 5) events that can put the collaboration at risk, and 6) activities that can be performed to strengthen the collaboration.

A case study was conducted in 2021 to evaluate one such partnership. To gain a broad range of perspectives, individuals with different roles within the company and the university were identified. The list included the C.E.O. of the company, the engineer working directly with the university team, a faculty member working directly with the company and overseeing the effort of the team, and the university director responsible for negotiating and signing contracts pertaining to the collaboration. IRB approval was obtained, and interviews were conducted after obtaining written consent. Data were captured through semi-structured interviews with guided questions, but the interviews also had enough flexibility to allow the conversation to flow. Questions were open-ended providing an opportunity for the interviewee to contribute original ideas and details. Interviews were recorded and transcribed using an industry leading transcription provider which uses the latest voice recognition technology to provide transcription and subtitling services in over 119 languages and accents. Prior to transcription, all personal identifiers were removed to ensure anonymity of the interviewee. Transcribed data were coded, memoed and categories were identified. Interview data were also analyzed for sentiment by question, overall, individually and by organization. Data were run through a sentiment analysis system which computes a sentiment score reflective of the overall sentiment, tone, or emotional feeling of the input text. Sentiment scores range from -100 to +100, where -100 indicates a very negative or

serious tone and +100 indicates a very positive or enthusiastic tone. The themes were then compared to the sentiment analysis where themes emerged from these data.

In several response areas all individuals interviewed responded similarly. All felt that the collaboration was highly positive. All also responded that the development of the partnership was not actively pursued by either party. This may indicate that the partnership emerged from a chance occurrence based on general outreach activities. Regarding benefits for the company, the results were split based on level. Executives felt that the collaboration was beneficial to the company while the engineers were less enthusiastic. Differences were also observed in the channels of communication. Executives rated it as very high, but engineers rated it much lower. Upon review of the transcriptions, this may have been due to the reduced level of interpersonal interactions associated with the COVID-19 pandemic. Another interesting finding was that companies assessed the level of communication higher than the academics. This may mean that corporate personnel were satisfied with the level of communication while the academics felt that it could be improved.

Although this study showed interesting results, it was a case study of a single industry academic partnership, so it may not be representative of these types of partnerships in general. More data will need to be collected before general conclusions can be made.

THE USE OF INTERNS TO SUPPORT EXPANDED SMALL BUSINESS DEVELOPMENT CENTER (SBDC) CLIENT SERVICES DURING THE PANDEMIC

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ABSTRACT

When the COVID-19 global pandemic hit, the US Small Business Development Center (SBDC) network needed to respond. Small businesses depend on them to provide a wide range of assistance in the best of times, but the need jumps exponentially during times of crisis. The SBDC in Bergen County (NJ) reacted by using college interns to help SBDC consultants to better serve clients during the pandemic. The Bergen SBDC is partnered with Ramapo College. The college lost many summer internships for students as companies were unable to provide them. The SBDC stepped in to provide internships where student teams worked alongside SBDC consultants to help clients. This strategy helped the school provide internships for their students and allowed the SBDC to help more clients. In this presentation we will explain how the program developed and the outcomes.

MARKET ORIENTATION IMPACTS ON BUSINESS SCHOOL PERFORMANCE: PERCEPTIONS OF PUBLIC SCHOOL DEANS VERSUS PRIVATE SCHOOL DEANS

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Kevin L. Hammond, The University of Tennessee at Martin

ABSTRACT

This manuscript is the latest in a series investigating market orientation (MO) within AACSB business schools and examining the impacts of MO on organizational performance. The paper reports results of a national survey examining the levels of reported market orientation toward students and its impact on business school performance. More specifically, the research seeks to determine if private business schools and public business schools exhibit differing levels of market orientation and if so, do these differing levels impact organizational performance. The business schools studied were all members of AACSB located in the United States. Business school deans were asked to respond to a mailed survey. 130 business school deans responded of which 36 were from private schools and 94 were from public schools. The paper describes the data collection and analysis, the statistical findings, and implications for business school performance as well as a call for future research.

INTRODUCTION

Market orientation is described as an organizational culture in which everyone in the organization is committed to the customer and adapts in a timely manner to meeting the changing needs of the customer. Market orientation blends an organizational culture dedicated to providing superior value with successfully achieving a customer focus, acquiring competitor intelligence, and maintaining interfunctional coordination. It is viewed as the implementation of the marketing concept.

Data analyzed in this paper was a portion of that collected via a postal survey that included inputs from four different position holders associated with AACSB business schools. The four were Vice-Presidents for Academic Affairs, Business School Deans, Accounting Department Chairpersons and Marketing Department Chairpersons. The entire data set included more than 59,000 data points. This paper investigates levels of market orientation within AACSB business schools located in the United States as reported by business school deans and the impact, if any, on the organizational performance of the business schools. Inputs (>16,000 data points) from 94 public school business deans and 36 private school business deans are included in the analysis.

RESEARCH QUESTIONS

The objectives of this study were to answer the following research questions:

1. Are reported levels of market orientation toward students as reported by deans of AACSB business schools different from the mean levels of market orientation toward customers as reported by specialty business managers in the private sector?
2. What are the mean scores of the market orientation scale and the organizational performance scale reported by the deans of business schools? Are mean scores different for private and public school deans?
3. Do levels of reported market orientation toward students impact the levels of reported organizational performance differently for private schools than public schools of business belonging to AACSB?

METHODOLOGY

Data for the study were collected by way of a postal survey. Survey instruments along with a cover letter were mailed to deans of schools of business located in the United States holding membership in AACSB. The deans were asked to complete the surveys and return them in reply envelopes that were provided. Of the total survey instruments mailed to business school deans, 130 were completed and returned. Of the 130 responses, 36 were from private schools and 94 were from public schools. The overall response rate was approximately 21%.

RESULTS

The returned surveys underwent statistical analysis to determine if the survey instruments were valid and reliable and to answer the research questions. Statistical analysis demonstrated differences in market orientation levels between the deans and the specialty business managers. Also, the results showed a difference in market orientation scores between the public school and private school business deans. Overall, higher levels of reported market orientation were shown to increase reported levels of organizational performance.

Suggestions for additional research and study limitations are also included in the paper. References are omitted.

THE IMPACT ON MANUFACTURER ROLE PERFORMANCE OF MANUFACTURER MARKET ORIENTATION AND DISTRIBUTOR INFLUENCE

Kevin L. Hammond, The University of Tennessee at Martin
Robert L. Webster, Ouachita Baptist University

ABSTRACT

Following from research by the authors that examines interorganizational climate between manufacturers and their distributors, we extend the studies with an empirical examination focusing on manufacturer performance regarding its distributors (including role performance) and selected antecedents. We develop six regression models utilizing existing market orientation component scales (customer orientation, competitor orientation, inter-functional coordination) from Narver and Slater (1990), influence strategy scales (noncoercive and coercive) from Frazier and Rody (1991), and distributor dependence scales (corporate role performance, boundary role performance, sales and profit from manufacturer products) from Frazier and Rody (1991).

Previous research has indicated mixed results for the impact of the three market orientation components and the two types of influence strategies on mutual trust, mutual respect, and other aspects of interorganizational climate within distribution channels. However, market orientation is generally considered an effective strategy/culture for influencing customer relationships and performance for the better, and influence strategies (if used wisely and appropriately) could do the same. For these reasons, and though we acknowledge the likely differences of effects on the various dependent variables for our proposed antecedents, we hypothesize significant positive impact for each of the causal relationships. Specifically, we first develop hypotheses focusing on each of the three manufacturer performance measures with the market orientation components as independent variables. We then add the influence strategy variables as independent variables to create three additional hypotheses. The six hypotheses are presented below.

(H1) Higher levels of manufacturer market orientation regarding distributors in the form of (a) customer orientation, (b) competitor orientation, and (c) interfunctional coordination . . . result in higher levels of corporate role performance by manufacturers.

(H2) Higher levels of manufacturer market orientation regarding distributors in the form of (a) customer orientation, (b) competitor orientation, and (c) interfunctional coordination . . . result in higher levels of boundary role performance by manufacturers.

(H3) Higher levels of manufacturer market orientation regarding distributors in the form of (a) customer orientation, (b) competitor orientation, and (c) interfunctional coordination . . . result in higher levels of sales and profit from manufacturer products.

(H4) Higher levels of manufacturer market orientation regarding distributors in the form of (a) customer orientation, (b) competitor orientation, and (c) interfunctional coordination; and higher levels of (d) coercive influence strategy used by distributors and (e) noncoercive influence strategy used by distributors . . . result in higher levels of corporate role performance by manufacturers.

(H5) Higher levels of manufacturer market orientation regarding distributors in the form of (a) customer orientation, (b) competitor orientation, and (c) interfunctional coordination; and higher levels of (d) coercive influence strategy used by distributors and (e) noncoercive influence strategy used by distributors . . . result in higher levels of boundary role performance by manufacturers.

(H6) Higher levels of manufacturer market orientation regarding distributors in the form of (a) customer orientation, (b) competitor orientation, and (c) interfunctional coordination; and higher levels of (d) coercive influence strategy used by distributors and (e) noncoercive influence strategy used by distributors . . . result in higher levels of sales and profit from manufacturer products.

Regression models are developed and analyzed for each hypothesis, and results are provided. As expected, results indicate a generally positive impact on outcomes, but with independent variables affecting the dependent variables differently. Descriptive statistics and survey items are provided for each scale.
Implications of the research are discussed. Conclusions, suggestions for further research and study limitations are also provided.