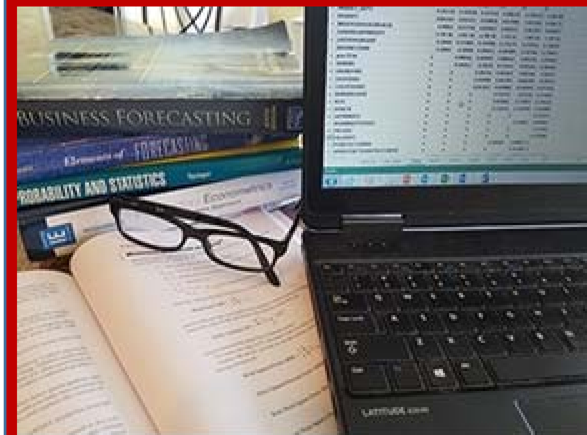

Sykes College of Business

7TH Annual

Research Day

March 16, 2018

A Message from the Dean

Welcome to the Sykes College of Business 7th Annual Research Day. This program showcases select intellectual contributions of the college's faculty during 2017. The 90 full-time faculty members in the College of Business made more than 100 intellectual contributions in noteworthy journals last year. Many of the college's intellectual contributions appear in top journals including Journal of Interactive Marketing, International Journal of Productivity and Performance Management, and Personnel Review. The College of Business prides itself on being a premier teaching institution with intellectual contributions making an impact on theory and practice. The summaries presented herein illustrate the wide-ranging research in a wide variety of business outlets.

Dr. Frank Ghannadian

9:00 - 9:30	**INTRODUCTION by John Stinespring (coffee and bagels available)**
Session I	
9:30 - 9:40	**Paper Title:** "Out of Africa: The Role of Institutional Distance and Host-Home Colonial Tie in South African Firms' Post-acquisition Performance in Developed Economies" **Authors:** Ru-Shiun Liou and Rekha Nicholson **Research Question**—While cross-border acquisition activities directed from the African countries have increased, there is limited research that examines African acquirers' performance after they acquire target firms in developed markets. International business strategy research suggests that a firm's strategic choices are influenced by the important country-level contextual factors, both formal and informal national institutions. In the current study, we reveal the complex effects of a particularly salient contextual factor shared among emerging economies, namely their colonization history. **Background/Relevance**—The increasing FDI from these emerging-market multinational firms (EMFs) draws researchers' attention to the study of the rich national institutional contexts and how the host-home institutional differences influence the EMFs' performance. Among an array of entry modes, EMFs have mainly utilized cross-border acquisitions to expediently expand their business landscape and upgrade their organizational capabilities. In particular, developed markets have become great destinations to meet these latecomers' urgent need to catch up with established multinational corporations. However, to successfully achieve their strategic goals, EMFs need to carefully navigate the institutional distance, which signifies the home-host country differences in the development of institutions, such as rules of law. **Results/Analysis**—Using a large sample of South African firms' acquisitions in developed economies, we find that the colonial tie has a negative impact on their long-term operating performance. In addition, while institutional distance also present negative impacts on these firms' post-acquisition performance, South African acquirers can leverage their understanding of the host developed market derived from the colonial history to reduce the negative effect of the political institutional distance. **Conclusion/Implications**—The colonization history puts the EMF acquirers in a disadvantageous position to integrate with the target in the developed market. However, faced with large institutional distance, EMF acquirers benefit from their colonization history to alleviate the legitimacy threat derived from this political distance. Hence, this work highlights the salient feature in the strategic management of cross-border acquisitions by the South African firms and how these internationalizing firms can derive value in cross-border transactions by focusing on countries with a shared history, such as through South Africa's colonial ties to the developed nations. As the extent of economic development status improves among African countries, more and more African firms are engaged in cross-border transactions. It remains an important inquiry to investigate how colonial ties may similarly alleviate the liability of foreignness for firms from

	other African countries
9:40 - 9:50	**Paper Title:** "The Entry Mode Strategy and Performance of SMEs: Evidence from Norway" **Authors:** Shaista Nisar, Agyenim Boateng and Junjie Wu **Research Question**: This paper examines the issue of firm performance measurement in a foreign market by adopting broad multi-item measures. These measures encompass product market outcomes, accounting and market-based measures, human resources measures, customer satisfaction and other objectives of the respondent firms. The overall purpose of this paper is to examine the measures of performance and consider firm-specific and selected contextual factors that may influence the performance of three market entry modes in Norway by small and medium sized enterprises (SMEs): international joint ventures (IJVs), cross border mergers and acquisitions (CBM&As) and foreign wholly-owned greenfield start-ups (FWOGS). **Background/Relevance**—The relationship between foreign market entry mode choice and the performance of small-medium sized enterprises (SMEs) has been an overarching theme of research of the past decade. However, the research in this area has been hampered by the difficulty of defining and measuring performance. In this study, we used a multi-item measure of performance, which considers the relative importance of each measure and the perceived level of satisfaction, to analyze 146 SMEs in Norway. This analysis adds to limited existing literature on performance of foreign market entry modes and contributes to the understanding of performance measures of the three entry modes by SMEs in a foreign market. **Results/Analysis**—This study builds on frameworks of existing literature on performance of foreign market entry modes by SMEs. Our regression analysis shows that firm characteristics such as size of the firm and sector of operation significantly influence performance of firms in Norway, while a firm's prior international experience did not have a significant influence on the performance. In terms of entry mode via international joint venture, trust and congruity of goals between partners have a positive and significant influence. **Conclusion/Implications**—The results of this study imply that prior international experience does not help to overcome the transaction costs and therefore has negative influence on performance. Additionally, IJVs with government as a partner tend to exhibit poor performance. Though, trust and congruity of strategic goals are important factors for IJV performance. The employment of a broader perceptual measure of performance, which considers financial and non-financial measures, is significant in that it inspires confidence in our results. A robust check using an alternative performance measure yields similar qualitative results. In this way, this study contributes to resolving the problems associated with measuring performance. We suggest that our approach to measuring performance may advance existing management research
9:50 - 10:00	**Paper Title: "**Innovation, Engagement, and Impact Measures: Two Exploratory Studies on the Processes and Outcomes Development" **Authors:** Bella L. Galperin, Filiz Tabak, Shohreh A. Kaynama, Frank Ghannadian **Research Question**—This paper examines the development and implementation of measures for the 2013 AACSB thematic dimensions of Innovation, Engagement, and Impact (IEI) at two AACSB-accredited business schools. The requirements for innovation, engagement, and impact differ based on the type of school and their distinct mission. Accordingly, this paper poses two research questions: (1) How do faculty perceive and conceptualize the three themes? (Study 1), and (2) How can business schools develop and implement measures for the three themes? (Study 2). **Background/Relevance—**Given the multitude of changes and the increasing number of business degrees being offered at higher education institutions around the world, Association to Advance Collegiate Schools of Business (AACSB) International developed a new set of quality standards and thematic dimensions of Innovation, Engagement, and Impact (IEI) in April 2013. Despite an increased understanding of the 2013 standards, there is a further need to clarify the concept and measurement of the three themes. In this paper, the development and implementation of measures for the new quality themes at two AACSB accredited business schools in the United States are described. **Results/Analysis**—We used an exploratory case study methodology to investigate the conceptualization of IEI themes and development of measures of IEI themes relating to scholarship, teaching, and service. An exploratory analysis can be used to uncover multi-dimensional impacts, discover unanticipated patterns in data, and consequently gain new insights in understanding natural phenomena (Berg, 2009). Agreement exists among faculty in Study 1 that IEI should be viewed as interrelated and overlapping concentric circles rather than separate dimensions. Study 2 findings suggest the importance of dialogue with faculty during the implementation process in order to further clarify the conceptual IEI boundaries.

	Conclusion/Implications—Our exploratory findings highlighted that conceptual clarification regarding IEI theme is necessary. While IEI themes are typically presented as separate dimensions, the findings uncovered that faculty perceived these themes to be interrelated and more accurately in three overlapping concentric circles. Interestingly, this perspective is congruent with the development of the new standards which calls for a holistic view of business schools in a global environment (AACSB International, 2012). Overall, this article can assist schools in ensuring that the development and implementation of IEI themes in their institutions are consistent with the AACSB standards.
10:00 - 10:10	**Paper Title: "**Empirical Evidence on the Validity of Using Accounting Research Subjects' Self-Reported GPA as a Proxy Measure of Actual GPA" **Authors:** Robert Marley & Steve Platau **Research Question**—This study investigates whether accounting research subjects accurately self-report their GPA when taking part in academic research studies. Using accounting seniors as a proxy for accounting research subjects, we administered obtained self-reported GPAs, then compared self-reported values to official GPA records. **Background/Relevance**—Grade point average (GPA) is one of the most commonly collected measures in research, where it serves as a proxy for a myriad of person-specific characteristics like academic performance, aptitude, intelligence, motivation, knowledge and attention to detail. Because it is easier to collect self-reported GPA scores than to obtain actual GPA scores, researchers frequently rely upon subjects' self-reported GPA scores, assuming they accurately reflect subjects' actual GPA. However, little research examines whether individuals actually self-report their GPA accurately. **Results/Analysis**—We find evidence of a strong, though not perfect, correlation between accounting subjects' self-reported GPA and their actual GPA. Consistent with research in other disciplines, we find some evidence that accounting subjects do systematically misreport their GPA in predictable ways, though the degree of misreporting is relatively mild. **Conclusion/Implications—**This study provides two primary contributions: First, we find that accounting subjects accurately self-report their actual GPA. This finding provides researchers with an empirical basis to support using subjects' self-reported GPA instead of collecting their actual GPA. Second, our findings highlight the importance of considering transfer student subjects *ex ante*. More specifically, including a survey question that asks subjects to indicate whether they are a transfer student can help researchers control for subjects' self-reporting accuracy.
10:10 - 10:20	**Paper Titl**e: "MBA Leadership Coaching Program: From Humble Beginnings to 'Best Practice'" **Authors:** Susan Steiner and Deirdre Dixon **Research Question**—How does a university with limited resources create a robust, MBA coaching program that offers benefits similar to those provided at top-ranked, resource-rich universities? **Background**—Professional coaching is touted as a highly effective approach to helping executives and managers enhance their organizational acumen and interpersonal skills. Recently, prestigious MBA programs have been establishing one-on-one leadership coaching programs to attract students by offering "executive treatment before the title". While a number of smaller universities understand its many benefits, they do not believe they can offer a coaching program due to resource constraints. **Results**—This paper utilizes a case approach that tracks how The University of Tampa's coaching program evolved in the past fifteen years into a robust program with national recognition. The discussion of this journey highlights the challenges and decisions that those wishing to undertake an MBA coaching program should consider. **Conclusion/Implications for Practice**—When trying to decide if a university wants to incorporate a coaching program into the curriculum, college administrators can use this article's concluding advice as a guideline of how to design one based on the level of resources at their disposal.
10:20 - 10:30	**Q&A**
	Session II
10:30 - 10:40	**Paper Title:** "Planning to Engage the Millennial Generation at United Way Suncoast" **Authors:** Jody Tompson and Deirdre Dixon **Research Question**—This case explores how non-profits can engage millennials in volunteering, donating and employment. **Background/Relevance**—As non-profits attempt to change to keep up with the newest generation, some

	indications are that millennials' charitable giving differs from that of prior generations. Millennials seem to put more of a priority on international human rights and less on local services for their donations. This case study contributes to non-profits by presenting how a local company, United Way Suncoast, can strategically target Millennials. **Results/Analysis**—This case study allows students to examine how generational trends can shift strategy of non-profits, and how millennials can be successfully targeted for volunteering, donating and employment. **Conclusion/Implications**—After studying this case study, students can learn about industry foresight, develop differentiation between for profit and non-profit, identify issues and challenges in engaging millennials and develop recommendations for a local non-profit to involve millennials.
10:40 - 10:50	**Paper Title:** "Looking Strategically to the Future of Restaurants: Casual Dining or Fast Casual?" **Authors**: Jill Misuraca, Deirdre Dixon, and Dean Koutroumanis **Research Question**—The purpose of this case study was to examine the difference, advantages and disadvantages of pursuing growth of a casual dining concept versus a fast casual concept. **Background**—There are many factors that partners of a restaurant need to analyze in making a decision to continue to grow and with which concept they will ultimately chose to pursue. Students can use this case to explore both financial and conceptual forces when small business owners are confronted with an opportunity to grow and scale a business. **Results**—This case presents students with a real dilemma facing restaurant owners. Students must examine the benefits and disadvantages of casual dining concept versus a fast casual concept. **Conclusion/Implications for Practice**—The discussion of this case highlights the challenges and decisions that restaurant owners must consider when growing a business. Students can learn to analyze this business decision from all angles and decide which is a viable strategy to pursue in the future. Identifying issues and challenges facing the owners, students must compare and evaluate possible alternatives and develop recommendations on how to proceed for the restaurant group.
10:50 - 11:00	**Paper Title:** "The Role of Affect and Cognitions on the Relationship Between Ad Frequency and Purchase Intentions" **Authors:** Jennifer L. Burton, Jan Gollins, Linda McNeely, and Danielle Walls **Research Question**—First, this research examines whether ad campaigns today require a higher level of frequency to influence purchase intentions than suggested by prior literature (i.e. 3 to 10 exposures). Second, this study examines the mediational role of affective and cognitive attitudes toward the advertisement and evaluates how these forces work differently depending on the number of times a consumer has previously seen an advertisement. **Background/Relevance**—A framework typically used to guide the media planning process in advertising campaigns is the graph of effective reach, which states that for a campaign to have maximum effect on consumers' brand attitudes and purchase intentions it needs to be seen between 3 and 10 times. However, this famous framework is based on research in the 1960s before the proliferation of media that we experience today. Therefore, the present study examines whether or not campaigns that have been seen over 10 times can have even stronger impacts on brand attitudes and purchase intentions. This study also uses the stages of the purchase decision process and hierarchy of effects models to examine the cognitive and emotional motivations of our decisions at each stage. The underlying motivations are then linked to different levels of advertising repetition so that advertisers know when to stress emotional or cognitive purchase motivations in their ad campaigns. **Results/Analysis**—Consumers that have seen an ad 10 or more times had higher purchase intentions than consumers that have seen an ad 3 to 10 times. Likewise, consumers that have seen an ad 3 to 10 times had higher purchase intentions than consumers that have seen an ad 1 or 2 times. For consumers that have seen ad fewer than 3 times or more than 10 times, emotions toward the advertisement were the primary factors driving purchase decisions. However, consumers that had seen an ad between 3 and 10 times had purchase decisions mainly driven by their cognitive responses to the advertisement. **Conclusion/Implications**—The results of this study show that consumers have a higher threshold for advertising repetition (i.e. more than 10 exposures) than suggested by prior research. This is due to the proliferation of media in the lives of consumers today and the fact that prior research is based on dated samples and focused on weaker dependent variables. Additionally, this is the first piece of research that suggests that consumers' purchase motivations will differ based on the number of times they have seen an advertisement. The results suggest that frequency, or the number of times a consumer has seen an advertisement, may serve as a proxy for the stage of the consumer decision-making process

11:00 - 11:10	**Paper Title: "**Forced Distribution Systems and Attracting Top Talent" **Authors:** Stephanie Thomason, Amy Brownlee, Amy Harris and Hemant Rustogi **Research Question**—The purpose of the present study is to test how an individual's attractiveness to three types of appraisal systems relates to self-rated psychological entitlement and ethics; and constructs rated by others of: conscientiousness, extraversion and agreeableness. **Background/Relevance**—Advocates of FDRS and prior research has indicated that such systems reduce leniency bias and stimulate a high-performance and high-talent culture in which honesty is expected and poor performance is not tolerated. Others have found that high achievers and high performers are likely to find such systems attractive. The present study suggests one downside of FDRS is its attractiveness to workers with low levels of conscientiousness and higher levels of psychological entitlement, which are two personality traits associated with lower levels of performance and a variety of negative outcomes. **Results/Analysis**—Path analysis indicated acceptable fit for the overall model of attractiveness to three appraisal types. **Conclusion/Implications**—Advocates of forced distribution ranking systems (FDRS) suggest that such systems stimulate a high-talent culture and that achievers and strong performers are attracted to FDRS. In contrast, our findings suggest that FDRS are attractive to individuals with high levels of psychological entitlement and low levels of conscientiousness.
11:10 - 11:20	**Paper Title: "**Developing Ethical Business Leadership at the Undergraduate Level: An Analysis of Instructional Preferences in National Liberal Arts Colleges in the United States" **Author:** James S Welch Jr **Research Question**—The primary purpose of the study was to examine the survey responses of business school administrators (and/or faculty) who work with undergraduate business education in national liberal arts colleges to determine preferences for curriculum development in undergraduate business ethics education. The study sought to determine any relationship between the preferences of the institutional representative with respect to current implementation of undergraduate business ethics education and three selected factors including institutional type, business school accreditation, as well as ethics references in the mission statement. **Background/Relevance**—As evidenced by the recent revitalization of guidelines for general learning objectives for business ethics education by the two primary undergraduate business accrediting agencies, the Association to Advance Collegiate Schools in Business (AACSB) and the Accrediting Council for Business Schools and Programs (ACBSP), undergraduate business ethics education is of significance importance today. However, the specific ways in which business schools implement business ethics education remains quite diverse. This study was designed to survey and compare current undergraduate business ethics education curriculum preferences in national liberal arts colleges in the United States. **Results/Analysis**—The results indicate that, while respondents believe that undergraduate business ethics education can indeed make a difference in future behavior, there are a diversity of methods used to teach business ethics at the undergraduate level with standalone courses being significantly in the minority. Perhaps the most significant result of this study is found in the following contrast: while a clear majority respondents (81.8%) indicated that they believed business ethics education at the undergraduate level can ultimately raise the ethical level of actual business/management practice, only 27.2% required standalone business ethics courses and 29.9% have elective standalone business ethics courses offered at their institutions. Therefore, my survey data suggests that the most dominant method of addressing business ethics education at the undergraduate level is the integration of business ethics throughout the curriculum without the use of standalone business ethics courses. **Conclusion/Implications**—Using the integration approach to teach business ethics can be a double-edged sword. On the one hand, it has an advantage in that each course can address the ethical components related to the subject. For example, accounting courses can address ethics in accounting using a variety of case studies specifically related to the accounting field. Using such specific case studies can be quite an advantage to examining course related issues. However, relying on ethics integration also means that professors may have very different definitions as to what business ethics really is and can have quite diverse methods for teaching the subject. Some professors may see ethics as dealing with only the letter of the law, while other professors may see ethical decision-making in terms of broader issues in governance for the long term. Without specific, standalone courses in business ethics, business undergraduates will potentially receive an uneven, disjointed view of ethical decision-making, dependent entirely upon the faculty, who may, or may not, include the discussion of ethics in their course design.

11:20 - 11:30	**Paper Title:** "Maintaining a Cybersecurity Curriculum: Professional Certifications as Valuable Guidance" **Authors:** Kenneth J. Knapp, Christopher Maurer, Miloslava Plachkinova **Research Question**—Can professional certifications from the cybersecurity industry offer an opportunity for colleges and universities to improve and maintain a cybersecurity curriculum? **Background/Relevance**—Much has been published in the literature about developing and creating a cybersecurity curriculum for colleges and universities. Now that a growing number of colleges offer such programs, a need exists on how to maintain and improve the relevancy of existing curricula. Just as cybersecurity professionals must hone their skills continually to keep up with a constantly shifting threat landscape, cybersecurity programs need to evolve to continue producing knowledgeable graduates. In this regard, professional certifications in the cybersecurity industry offer an opportunity for colleges to maintain course material. Governing bodies that manage professional certifications are highly motivated to ensure their certifications maintain their currency in the competitive marketplace. Moreover, employers who hire security professionals look for certifications in assessing a candidate's overall credentials. Thus, partially basing curriculum on industry certifications can help students earn these certifications aiding in their employability. **Results/Analysis**—Our research attempts to fill a void in the literature by exploring the use of professional cybersecurity certifications as helpful input to shaping and maintaining a curriculum. To this end, we offer an analysis that shows how changes made to professional certifications are relevant to cybersecurity course material in colleges and universities. We provide a case study involving an undergraduate cybersecurity program in a mid-sized university in the United States to demonstrate our approach. **Conclusion/Implications**—While the certification industry has been making progress to address the latest developments in cybersecurity, higher education is always in danger of lagging behind in adapting to change. Our case study showcases how a variety of industry certificates can be integrated in the curriculum maintenance process to keep course material relevant.
11:30 - 12:05	**Lunch**
	Session III
12:05 - 12:15	**Paper Title: "**To Share *and* Protect: Using Regulatory Focus Theory to Examine the Privacy Paradox of Consumers' Social Media Engagement and Online Privacy Protection Behaviors" **Authors:** Jill Mosteller and Amit Poddar **Research Question**—What factors influence consumers sharing and protecting personal information online? We examine four factors influence concerning consumers engagement with social media websites. **Background/Relevance**—Consumers' sharing personal information is critical to informing retailers' marketing efforts. Consumers complain about a lack of privacy with information collected online for these efforts yet still share information – known as the privacy paradox. Findings provide insights about consumer engagement with regard to the privacy paradox. Integrating regulatory focus, social exchange and marketing relationship theories, a model is developed and tested with consumers from across the U.S. This study models social media sharing and personal information protection behaviors simultaneously. **Results/Analysis**—Results from 364 consumers aged 18-64 from across the U.S. suggest that promotion- and prevention-related behaviors align with the orientation of the factors. While personal privacy violation experience and perceived secondary control of one's personal information are influential antecedents, privacy concerns and trust in social media websites mediate protecting and sharing information respectively. **Conclusion/Implications**—Firms that provide consumers control over personal information in online environments may foster trust and information sharing. Conversely, privacy violation experience will foster concern and may elicit information protection behaviors
12:15 - 12:25	**Paper Title: "**The Impact of Go-Shop Provisions in Merger Agreements" **Authors:** Sridhar Gogineni and John Puthenpurackal **Research Question**—Go-shop provisions are contractual devices that allow target firm to actively solicit other bids during a go-shop period of typically 30-45 days starting on the day of the public announcement of a merger agreement with a particular bidder. The use of go-shop provisions motivated by agency problems implies lower bidder competition and lower premiums to target shareholders in deals with these provisions. On the other hand, the shareholder interest explanation argues that targets use go-shop provisions to improve incentives for bidding while protecting shareholder interests. We examine whether go-shop

	provisions in merger agreements are used to benefit target shareholders or for agency/entrenchment reasons. **Background/Relevance**—Target firms typically employ either an auction or a negotiation method during merger negotiations. In auction deals, the pre-public takeover process involves contacting several potential bidders, signing confidentiality/standstill agreements and accepting private bids. In negotiation deals however, the target engages with only one bidder in the pre-public takeover process. When directors put a company up for sale (by initiating an active bidding process, by seeking an alternate buyer in response to an unsolicited acquisition proposal, or by approving a transaction resulting in the sale or change of control) their fiduciary duty changes from preservation of the company as a corporate entity to obtaining the highest possible price for their shareholders. Further, directors have the burden of proving that they were adequately informed and acted in the best interests of shareholders. Demonstration of fiduciary duties is relatively more evident if the target board adopts an auction selling method since there appears to be a robust market check of target firm value prior to signing of the merger agreement. However, nearly half of all merger deals are structured as negotiations. In such cases, target boards may fulfill their fiduciary duty by signing a merger agreement and testing the transaction with post-signing market check. This analysis sheds light on whether go-shop provision is an effective tool for post-signing market check. **Results/Analysis**—We find that go-shop provisions are more likely in deals involving negotiation selling method, financial buyers and all cash financing, and in targets with less valuation uncertainty. We find that go-shops have a positive association with the initial offer premium. Results suggest that deals with go-shop provisions are more likely to have a competing bid and an upward revision of the initial offer premium. Collectively, our results indicate that go-shops are effective contractual devices used to further target shareholder interests. **Conclusion/Implications**: Our analysis suggests that go-shops do not appear to be a superficial attempt to demonstrate fiduciary duty: active solicitation of new bids and the tiered termination fee structure of go-shop deals appear to be effective in eliciting superior bids. These price revisions ultimately result in target shareholders in go-shop deals receiving final premiums that are no lower than those received by target shareholders in no go-shop deals. The above benefits of go-shops appear to occur primarily in deals employing negotiation-selling method.
12:25 - 12:35	**Paper Title**: “Switching from a Semi-computerized to an Online Employment Application System: A Case Study” **Authors:** Deanna House **Research Question**—This case study research explores the difficulties faced when moving from a semi-computerized employment application process to a fully online system. The research question is: What factors would lead to the failure of a change project from an existing semi-computerized to an almost fully computerized online system? **Background/Relevance**—This research aligns with change management literature and software implementation research. It is valuable for students and the research community in that the research provides insights from both theory-driven and practice-driven perspectives. The project implementation team experienced several factors that contributed to project failure: lack of accountability, poor communication, lack of user involvement, user resistance to change, and inadequate requirements specifications. These factors combined contributed to the failure of the project. **Results/Analysis**—This research was a write-up/case study of a real-world software implementation project failure. Project failures are costly mistakes to make in a company. Learning about other companies’ failures provide an excellent framework from which to build the skills necessary to work with users to elicit requirements. This case is an example of how the role of the business analyst is key to any project involving the implementation of software; particularly that which involves a switch from semi-computerized to online. **Conclusion/Implications**—This case provides students with a real-world case of project failure due to lack of accountability, poor communication, inadequate requirements, user resistance to change, and lack of user involvement amongst the project team and users. As students are learning about project requirements, project management, and the SDLC, the concepts typically discussed during lectures are hard to visualize and apply to actual projects. For example, the trade-offs between different developments methodologies in real world projects. Additionally, the complications that are faced when multiple stakeholders and departments are involved. Students can use this case to bridge the gap between learning from a textbook and working in industry as an IT professional.

12:35 - 12:45	**Paper Title**: “Why Men and Women Continue to Use Social Networking Sites: The Role of Gender Differences.” **Authors:** Hanna Krasnova, Natasha Veltri, Nicole Eling, Peter Buxmann **Research Question**—Organizations increasingly use social media and especially social networking sites (SNS) to support their marketing agenda, enhance collaboration, and develop new capabilities. However, the success of SNS initiatives is largely dependent on interest of their audiences and sustainable user engagement. This paper examines why men and women continue to use SNS and differences in their motives. **Background/Relevance**—In contrast to traditional patterns of IT diffusion that emphasize the role of male users as early adopters, social media is increasingly popular among women. Women are more prone to generate word-of-mouth on social media, by commenting, posting, and ‘‘liking” content and recommending products to others. Since user-generated word-of-mouth has a stronger impact on consumer purchase behavior than marketer-generated content, providers and marketers have a special interest in understanding and supporting engagement of the female users. Systematic research on gender differences in the context of SNSs is limited and mainly based on theories of continued information systems use rather than directed by gender-related theorizing. This study contributes to strategic information systems literature, and its newest area of ‘‘individual-based IS strategies,” which examines how individuals use information and, more importantly, how these uses can be strategically managed. **Results/Analysis**—Our survey of 488 users shows that with the exception of self-enhancement, a different set of determinants defines satisfaction and continuance intentions of female and male members of SNSs. While women are mainly driven by relational uses, such as maintaining close ties and getting access to social information on close and distant networks, men base their continuance intentions on their ability to gain information of a general nature. By showing such different determinants for male and female users, our findings question the applicability of insights obtained in numerous previous studies that disregard gender differences. **Conclusion/Implications**—To improve female users’ satisfaction, SNS providers should utilize algorithms that prioritize social interests of women, offer social information from friends and acquaintances in their News Feed, and encourage their participation in private interest groups. Male users, on the other hand, place significant value on their ability to gain general information, such as on current affairs, politics, money, business, and other topics of broad interest. SNS providers interested in promoting male users’ continued use should focus on delivering relevant and timely content. Offering male users thematic versions of their News Feed reflecting their specific informational interests in business, technology, or politics could be helpful. Functional extensions should allow users to easily select friend circles to share their activities: While female users may prefer to share with “only close friends”, male users could be more likely to choose “all people in my network”, based on their self-construal. From the HR policy perspective, hedonic use of organizational and other SNSs should be allowed. This type of participation has been linked to closer interpersonal ties at work, which leads to better innovation and performance.
12:45 - 12:55	**Paper Title:** “Institutional Determinants of Ownership Positions of Foreign Acquirers in Africa” **Authors:** Kimberly M. Ellis, Bruce T. Lamont, R. Michael Holmes, Sangbum Ro, Leon Faifman, Kaitlyn DeGhetto, Heather Parola **Research Question**—In this paper, we examine the effects of four institutional factors that influence foreign acquirers’ decision on the percentage of equity ownership in the African target firms. Those four institutional factors are 1) its colonial history, 2) differences in informal cultural norms, 3) differences in formal regulatory structures, and 4) ethnic and linguistic diversity within a country. **Background/Relevance**—The purpose of this study was to develop and test theory about the institutional determinants of the ownership position of foreign acquirers in African cross-border acquisitions. M&A Studies have found that, in cross border acquisitions (CBAs), institutional differences between the two firms’ home countries play significant roles in decision-makings. A growing body of research, however, suggests CBAs in emerging markets may differ from CBAs in developed countries in important ways. Yet, there is only scant research on this topic, and even the findings are inconsistent. Therefore, we address gaps in our understanding of institutional determinants of ownership position in cross-border acquisitions in emerging countries. The primary contribution of this research is the use of colonial ties and fractionalization of the African context to inform and extend theories in M&A. **Results/Analysis**—Results indicate that this equity position is lower when colonial ties and greater differences in uncertainty avoidance exist between the acquirer's home country and the target African country. Conversely, foreign acquirers’ equity ownership positions are higher when there are greater formal

	regulatory differences between the two countries and the host country is more ethnically and linguistically diverse, though the latter effect is reduced when the acquirer is from a home country that is also diverse. **Conclusion/Implications**—We find colonial ties and uncertainty avoidance distance, an indicator of informal institutional distance, are negatively related to ownership position. Conversely, we show that formal institutional distance and the host country's fractionalization positively influence ownership levels, but the latter effect is weakened when acquirers come from more fractionalized home countries.
12:55 - 1:05	**Paper Title:** "The Evolution of Devolution in Human Resources" **Authors:** Thomas G. Pittz, Melissa Intindola, Phil Benson, Judy Weisinger **Research Question**—The purpose of this paper is to highlight the importance of a multi-level approach consisting of individual, HRM team, and organizational contingency factors when considering the efficacy of HR devolvement efforts. We accomplish this through a review of the relevant devolvement literature to show how outcomes are impacted by contingency factors, which highlights a gap in extant scholarship, and we organize the literature in a way that is meaningful to future researchers interested in the topic as well as practitioners involved with its implementation. **Background/Relevance**—As devolvement continues to be a viable means for assigning HR responsibilities from the human resources department to managers, its effects can have an impact on organizational performance, the strategic positioning of HR, and various job attitudes of line managers. Therefore, a clearer picture of devolvement in order to understand its continued significance is an important contribution. **Results/Analysis**—We use a narrative review approach to describe previous devolvement research (e.g, Hammersley, 2001; Harvey and Moeller, 2009). In contrast to a systematic review more commonly seen in quantitative meta-analyses, a narrative review allows for a more descriptive and detailed analysis and critique of quantitative, qualitative, and theoretical research (Bezrukova, Jehn, & Spell, 2012; Posthuma, Morgeson, & Campion, 2002). This methodology produced over 300 books, journal articles, magazine articles, and discussion papers. In this review, we chose to focus only on those peer-reviewed papers reporting empirical findings or developing theoretical arguments surrounding devolvement. **Conclusion/Implications**—While the studies reviewed herein are admirable and help call attention to an important topic in HRM, they nonetheless fail to provide a comprehensive understanding of contingencies affecting devolvement as they do not consider the multi-level nature of the phenomenon. Therefore, our contribution lies in the identification and categorization of contingency factors affecting the occurrence of devolvement operating at the individual, HRM team, and organizational levels.
1:05 - 1:15	**Q&A**
Session IV	
1:15 - 1:25	**Paper Title:** "The Drone Paradox: Fighting Terrorism with Mechanized Terror" **Authors:** Abigail R. Hall and Christopher J. Coyne **Research Question**—This paper explores the consequences of the use of unmanned aerial vehicles (UAVs), otherwise known as "drones," by the U.S. military in the Global War on Terror. In particular, we examine a fundamental paradox in the use of drones to combat terrorism. The use of drones is often justified with the claim that the technology is an efficient method for weakening and ultimately ending global terror threats. However, drones can also create terror among foreign populations and have the potential to propagate terrorism. **Background/Relevance**—The institutionalization of drone warfare has raised a number of controversial issues including: (1) potential violations of international law and state sovereignty, (2) ethical issues regarding robotics in warfare, (3) collateral damage (including civilian casualties), (4) lack of transparency regarding the U.S. drone program, and others. This paper considers another issue with the U.S. drone program—the creation and propagation of terror among foreign populations. This analysis contributes to the growing body of literature on drones in economics, political science, ethics, and peace studies by utilizing the tools of economics to highlight an unintended consequence of U.S. counterterrorism policy. **Results/Analysis**—Our work builds upon the frameworks of existing literature to explore the question of how drones impact foreign population. We find that nearly every argument for the expansion of the U.S. drone program stems from the idea that the technology is more efficient at achieving policy goals. We argue that, even if these claims are true, economic theory and available evidence indicates that drones may be more likely than conventional weapons to result in negative consequences like civilian casualties. Further, we argue that the extended use of drones in the war on terror may well lead to an increase in terrorist

	activity. **Conclusion/Implications**—Drone technology is often viewed as a "surgical tool" that can precisely and effectively eliminate genuine terror threats. This work challenges this view. We find that the first-best scenario discussed by many academics and policymakers is unlikely to occur in reality. The main implication is that, even to the extent that drones are effective at killing intended targets, they do so only by exporting state-produced terror to distant populations. Drone strikes may eliminate specific targets, but they do not remove terror, which is instead propagated by the U.S. drone program. This has implications for U.S. credibility with foreign populations as well as the efficacy of U.S. counterterrorism policy.
1:25 - 1:35	**Paper Title:** "Local Immigration Enforcement and Arrests of the Hispanic Population" **Authors:** Michael Coon **Research Question**—In the U.S., immigration law falls under the jurisdiction of the federal government. The vast majority of the federal government's immigration enforcement personnel are stationed at borders and ports of entry, in an effort to prevent illegal entry in to the country, leaving few resources to enforce immigration law in the interior of the country. In an effort to increase the ability to enforce immigration law in the interior of the country, Immigration and Customs Enforcement (ICE) operates several programs in conjunction with local law enforcement agencies. This study investigates whether voluntary local immigration enforcement programs disproportionately impact certain racial/ethnic groups. **Background/Relevance**—My research examines a little-known program that was instituted as part of the 1996 Illegal Immigration Reform and Immigrant Responsibility Act of 1996 known as the 287(g) program, named after its section heading within the legislation. The 287(g) program allows state and local law enforcement to enter into voluntary agreements with the federal government which give them delegated authority to enforce immigration law. Under the program, local officers are trained to inquire about immigration status, and if found to be removable, to detain the individual while ICE makes a determination of whether to initiate deportation proceedings. Activists opposed to this program have raised several concerns regarding its implementation and results. First, given that the majority of undocumented immigrants hail from Latin American countries, it is highly plausible that this program could lead to racial profiling. That is, officers might arrest Hispanic individuals for minor offences simply to be able to ascertain their immigration status. Aside from potentially violating individual's civil rights, this may also lead to an atmosphere of suspicion and mistrust in the community. If tensions arise between the community and police, witnesses and victims may hesitate to cooperate with police for fear of being deported. Ironically, this would inhibit law enforcements ability to do its job and make communities less safe. **Results/Analysis**—My study examines the effect of the 287(g) program in Frederick County, Maryland. Utilizing individual arrest data between two local law enforcement agencies, one that has a 287(g) agreement and one that does not. I use a difference-in-difference estimator to analyze the patterns of arrests before and after the program was implemented. **Conclusion/Implications**—My findings indicate that the agency with the 287(g) agreement increased their arrests of Hispanics relative to the white and black population following implementation of the program, suggesting resources were diverted toward policing the Hispanic community. Further, I find evidence that the program led to a "chill effect," in which the Hispanic community avoided contact with law enforcement. Taken together, these results suggest that the program has had a substantial negative effect on the community in terms of public safety and community/police relations.
1:35 - 1:45	**Paper Title:** "Institutional Impacts on Ownership Decisions by Emerging and Advance Market MNCs" **Authors:** Rushiun Liou, Kevin Lee and Scott Miller **Research Question—**How do regulatory, cultural and corporate institutional factors affect a firm's decision to acquire a firm operating in a developed market? **Background/Relevance**—North (1991) and Scott (1995) developed three institutional pillars (regulative, normative and cognitive) that we find in this paper to affect MNC's decisions to enter new markets. The regulative pillar represents rules and regulations. It presents institutional pressure for Emerging Market Multinational Corporations (EMNCs) to conform to more rigorous regulations in a developed market. The cognitive pillar represents cultural aspects in society. EMNCs are primarily in Latin America and Asia. Advanced Market Multinational Corporations (AMNCs) are primarily in North America and Western Europe. Cultural differences may not be easily overcome. The normative pillar represents corporate procedures. EMNCs may encounter normative differences that pressure them to conform to the prevailing corporate practices of AMNCs. The purpose of this paper is to examine the ownership pattern of cross-border mergers and acquisitions in the United States, and determine if EMNCs respond to these institutional

	pillars differently than AMNCs. **Results/Analysis**—We use the Organization for Economic Co-operation and Development (OECD) and United Nations Conference on Trade and Development (UNCTAD) to classify nations and emerging or developed. We use the Heritage Foundation's Index of Economic Freedom to measure regulative distance, Hofstede's five cultural dimensions to measure cognitive distance and the World Economic Forum's Global Competitiveness Report to measure normative distance. We run a two way fixed effects model to examine whether AMNCs and EMNCs respond to institutional distance differently in their ownership strategy. Our findings suggest that EMNCs utilize cross-border merger and acquisitions to acquire strategic assets that compensate for their resource deficiencies. Therefore, developed markets have become important destinations for EMNCs. **Conclusion/Implications**—We find that both AMNCs and EMNCs take smaller ownership positions when there is greater cognitive and normative distance. The negative association is stronger for AMNCs than for EMNCs. Further, the larger the regulative distance in the positive direction, meaning a higher level of development in the host market than in the home market, the more AMNCs and EMNCs are led to opt for a higher ownership position, with EMNCs being less influenced by regulative distance.
1:45 - 1:55	**Paper Title:** "A Model to Teach Non-Rival and Excludable Goods in Undergraduate Microeconomics" **Authors:** Aaron D. Wood **Research Question**—This paper develops a model to teach non-rival and excludable goods, also referred to as artificially-scarce goods or club goods, in introductory microeconomics courses. While artificially-scarce goods are mentioned in principles-level textbooks, no model is provided, and they are not taught rigorously at the undergraduate level. To fill this gap in undergraduate microeconomics education, this paper provides a model to teach non-rival and excludable goods, as well as their associated public policy regimes, at an elementary level. **Background/Relevance**—A good is non-rival when multiple consumers can enjoy it simultaneously, and a good is excludable if a firm can force consumers to pay to enjoy it. This combination of traits is reflected in a variety of goods consumed by undergraduates, like streaming entertainment and cellular service. Previously, students had to wait until graduate school to model these goods and understand their associated regulatory frameworks. This paper recognizes the importance of these goods to students as consumers and potential employees, and it provides a rigorous but approachable model to facilitate understanding of artificially-scarce goods for students in an introductory-level course. **Results/Analysis**—My model in this paper provides a graphical explanation for agent behavior in a market for an artificially-scarce good in the short run. It then examines three public policy regimes and investigates their implications for market efficiency and agent welfare. In particular, it exhibits an allocatively efficient outcome, a private outcome, and a second-best solution outcome, and it discusses potential benefits and costs that result from each policy. Lastly, I provide a numerical exercise for application in the classroom. **Conclusions/Implications**—A graphical model and a numerical exercise are developed to provide a rigorous framework for teaching the intuition used to describe artificially-scarce goods in introductory microeconomics texts. Using this model, students learn the theoretical mechanics of goods they consume or may later produce, as well as regulatory frameworks to contend with them in society. In terms of microeconomics education, by adding this model to an introductory class that already includes private, public, and common-pool goods, the instructor provides their students with an understanding of all four types of goods.
1:55 - 2:05	**Paper Title:** "Teaching Effectiveness Attributes in Business Schools" **Authors:** Earl Simendinger**,** Abdul-Nasser El-Kassar, Maria Alejandra Gonzalez-Perez, John Crawford, Stephanie Thomason, Philippe Reynet, Björn Kjellander, Judson Edwards **Research Question**—Determining the attributes of effective business teachers is critical to schools as they strive to attract and retain students, assure learning, obtain and maintain reputation and accreditations, and place their alumni in the competitive job market. The purpose of this paper is to examine students and faculty perceptions of teaching effectiveness in five culturally disparate countries: Colombia, France, Lebanon, Sweden, and the USA. **Background / Relevance**—A survey was designed based on previous research complemented by an extensive literature review as well as personal communications with faculty in different international business schools. The survey considered 39 teaching attributes related to three specific dimensions: class delivery, class preparation and design, and instructional traits and personal characteristics. The survey targeted students and faculty from seven business schools located in five countries This study includes data collected from faculty and students from several schools located in culturally disparate countries and, thus,

	increases the applicability of the results in a cross-cultural manner and provides implications for practice internationally. **Results Analysis**—This study offers new conceptual and analytical analyses from a cross-country comparative perspective. Rankings of the importance of perceived teaching attributes for both major groups involved in the teaching of business, faculty and students, are reported. The attributes are also ranked by teaching taxonomy and examined across countries. This study provides practical results that can be useful to instructors wishing to increase their teaching effectiveness and to universities considering revising their student evaluation forms. **Conclusion/ Implications** —Although the existing literature on attributes of an effective business teacher is rich and there are abundant empirical studies and theoretical developments in this area, this study offers new conceptual and analytical analyses from a cross-country comparative survey that includes many of the key variables identified in the literature review. Expanding an earlier study (Simendinger et al., 2009) with an updated literature review, this study examines attributes related to teaching effectiveness and orders them in terms of importance based on responses received from study participants, including faculty and students. This effort expands the Simendinger et al. (2009) study in two major ways. In addition, the current study includes data collected from faculty and students from several schools outside of the USA and, thus, increases the applicability of the results in a cross-cultural manner and provides implications for practice internationally. The implications for practice provide practical and useful results that can be considered by instructors wishing to increase their teaching effectiveness. Universities that have teaching effectiveness departments will find this research helpful in planning programs for their business faculty.
2:05 - 2:15	**Paper Title:** “Corruption Indicators, Foreign Capital, and Economic Growth in Developing Countries” **Author:** Karla Borja **Research Question:** Developing countries have experienced an unprecedented flow of foreign capital, that is, official development aid (ODA), foreign direct investment (FDI), and remittances, namely, the private transfers from immigrant workers back to their home countries. These funds might sound like good news for countries historically constrained by limited financial resources; however, these same economies have productive structures embedded in weak institutional frameworks, hindering the effective use of foreign capital on productivity and economic growth. The research question in this study is: Do**es** corruption obstruct the otherwise positive impact of ODA, FDI, and remittances on economic growth? **Background/Relevance**: Developing countries are generally characterized by limited domestic saving and investment, but recent trends in globalization, worker migration, and international assistance have produced unprecedented foreign capital inflows to developing nations. This capital has proved to be an effective source of economic growth; however, such effectiveness can be obstructed by corruption. The abuse of public power to acquire private benefits suggests the existence of frail institutions, which in turn affects all aspects of economic life, especially in areas where financial resources are limited. Although the literature on the relationship between foreign capital inflow and economic growth has been well developed, less information is available regarding the link between corruption and the effectiveness of capital inflow on productivity and growth. **Results/Analysis:** Using several econometric approaches, we tested the hypothesis that the three main sources of foreign capital in developing countries are more effective at promoting economic growth after controlling for corruption. The results support two conclusions: (1) on average, FDI and remittances promote economic growth, and this positive effect is stronger when less corruption is present; (2) there is poor evidence of a positive effect of ODA on long-term growth, thus corroborating the premise that ODA largely supplements final consumption rather than physical and human capital investment. **Conclusion/Implications:** The results in this study stress the importance of fighting corruption in developing countries; however, tackling corruption is far from an easy task. It requires deep financial resources and a political will to make changes within the system. Countries could initiate the process by strengthening checks and balances in the public administration to prevent rent-seeking behavior. In addition, the government could make efforts to secure property rights and enforce the law. These daunting tasks cannot be left to local governments alone. International organizations must also play a key role in assisting developing countries by addressing macroeconomic management and institutional frameworks equally during evaluations and agreements.
2:15 - 2:25	**Q&A and wrap-up**