Welcome to Las Vegas!

This is the Second Mustang International Academic Conference. We hope that you enjoy the academic camaraderie from the conference and the hospitality of Las Vegas, the city that never sleeps!


All articles that appear in this volume of the Proceedings of the Mustang Business Academy International Conference have been recommended for publication by the Advisory Editors, using a double, blind peer review process. Personal thanks are extended to the Advisory Editors for all their hard work and dedication to the Proceedings. Without their work, this publication would be impossible.

I started as Publisher in 2009, and I wish to express my sincere thanks and appreciation for all the support, encouragement, assistance and advice throughout the years from my family, friends, and peers. Publishing is an intense educational experience which I continue to enjoy.

Congratulations to all our authors. I extend a hearty invitation to submit your manuscripts for all Mustang Journals.

To further the objectives of Mustang Journals, Inc., all comments, critiques, or criticisms would be greatly appreciated.

Again, thanks to all the authors for allowing me the opportunity to serve you as Publisher of Mustang Journals. We hope you enjoy the Conference!

We hope to see you in October, 2013 in Dallas, Texas for our Fall Conference!

M.P. (Marty) Ludlum
Publisher Mustang Journals
www.MustangJournals.com
Our Advisory Editors

Mustang Journals could not exist without the hard work and timely effort of our peer reviewers (Advisory Editors). We recognize the importance of the peer review process in shaping the reputation and credibility of the journal and the individual papers. Advisory Editors will be expected to review no more than three papers a year. If you would like to become a peer reviewer, please contact us at MustangJournals@aol.com

Mustang Journals wishes to thank
Our Advisory Editors.

Dr. Jennifer Barger-Johnson, Legal Studies, U. of Central Oklahoma
Dr. Linda Barton, Marketing, Brenau U. (GA)
Dr. Susan Baxter, Marketing, LIM College (NY)
Dr. Chris Birkel, Accounting & Legal Studies, College of Charleston (SC)
Dr. Christie Byun, Economics, Wabash College (IN)
Roger Chao, Ethics, Curtin University, Australia.
Dr. Michael D. Chatham, Accounting, Radford University
Dr. John Christian, Finance, University of Central Oklahoma
Steven I-Shuo Chen, Business & Management, National Chiao Tung U., Taiwan.
Dr. Wanda J. Corner, Management, Walden U. (GA)
Dr. Shivakumar Deene, Business Studies, Central U. of Karnataka, India
Dr. Mohinder C. Dhiman, Management, Kurukshetra U., India
Dr. Khalid M. Dubas, Marketing, Mount Olive College (NC)
Meredith Bagby Fettes, Art, U. of Arkansas - Little Rock
Dr. Rita A. Fields, Human Resources Management, Central Michigan U.
Dr. Aikyna Delores Finch, Management, Strayer U. (CA)
Dr. Darrell Ford, Legal Studies, University of Central Oklahoma
Dr. James Gadberry, Sociology, Athens State University
Dr. P. Ganesan, Marketing, Mburabuturo School of Finance & Banking, Rwanda
Dr. Poog Garg, English, Post Graduate Government College, Punjab, India
Dr. Andrew S. Griffith, Accounting, Iona College, New York.
Dr. David Hartmann, ISOM, University of Central Oklahoma
Dr. Randal Ice, Finance, University of Central Oklahoma
Dr. Suresh Reddy Jakka, Business Management, Mahatma Gandhi U., India
Z.E. Jeelani, Business Studies, Islamic U. of Science & Technology, India.
Dr. Stellina Jolly, Legal Studies, Punjab University, India.
Epameinondas Katsikas, Accounting, Oxford Brookes U., Ohio
Dr. Stuart MacDonald, Legal Studies, University of Central Oklahoma
Michael Machiorlatti, Economics, Oklahoma City Community College
Dr. Bashar H. Malkawi, Intl. Trade Law, Hashemite U., Jordan
Dr. William Mawer, Dean, School of Education & Social Sciences, Southeast Oklahoma State U.
Dr. Laura Mays, Business, Tiffin U. (Ohio)
Dr. Nicholas Miceli, Human Resources, Park U. (Missouri)
Dr. Sergey Moskalionov, Economics, Ulyanovsk State U. (Russia)
Advisory Editors – Continued

Dr. Zlatko Nedelko, Management, U. of Maribor (Slovenia)
Mohammad Nurunnabi, Accounting, Edge Hill University, UK.
Dr. Raj Parikh, Dean of Business, Southern Oregon U.
Dr. William L. Quisenberry, Management, Ottawa U. (KS).
Dr. A.F.M. Ataur Rahman, Economics, North South U. Bangladesh
Vijayan Ramachandran, Management, Oklahoma City Community College
Dr. Suresh Reddy, Management, Vivekananda C. of Comp. Sciences, India
Dr. David Ritter, Business Law, Texas A & M - Central Texas
Amir Mohammad Sayem, Research Methods, Bangladesh Institute of Social Research
Cherie Ann Sherman, Business Law, Ramapo College of New Jersey
Karen Sneary, Business, Northwest Oklahoma State University.
Dr. Cathy Taylor, Management, Park University, Missouri
Dr. Lee Tyner, Management, University of Central Oklahoma
K.E.Ch. Vidyasagar, Biomedical, Nandurkar College of E&T, India
Dr. L. Vijayashree, Dept. of MBA, PES School of Engineering, Bangalore
Dr. Zulnaidi Yaacob, Management, University Sains Malaysia.
Yue Yuan, Economics, U. of Chicago,
Dr. Shishu Zhang, Economics, U. of the Incarnate Word (TX)

If you are interested in serving as an Advisory Editor, please contact us at MustangJournals@aol.com
# Table of Contents

Proceedings of the Mustang International Academic Conference  
Volume 2, Spring, 2013 in Las Vegas, Nevada

<table>
<thead>
<tr>
<th>Title</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publisher’s Notes</td>
<td>3</td>
</tr>
<tr>
<td>Advisory Editors</td>
<td>5-6</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>8</td>
</tr>
<tr>
<td>2013 Dallas International Conference</td>
<td>10</td>
</tr>
<tr>
<td>2013 Las Vegas Conference Schedule</td>
<td>12</td>
</tr>
<tr>
<td>Distinguished Paper Award Winners</td>
<td>18</td>
</tr>
<tr>
<td>Call for Papers for Mustang Journals</td>
<td>19</td>
</tr>
<tr>
<td>- - Abstracts listed by Author(s) Name(s)</td>
<td></td>
</tr>
<tr>
<td>Nafwaf Ali, U. of London</td>
<td>24</td>
</tr>
<tr>
<td>Minje Jung, UCO &amp; Daniel Osgood, UCO</td>
<td>25</td>
</tr>
<tr>
<td>Bonnie Rohde, John Harding, &amp; Adam Galczynski, Albright College</td>
<td>26</td>
</tr>
<tr>
<td>Brad Reid, Lipscomb U.</td>
<td>27</td>
</tr>
<tr>
<td>Shawn Schooley, Auburn U.</td>
<td>28</td>
</tr>
<tr>
<td>Michael Santonino, Embry Riddle</td>
<td>29</td>
</tr>
<tr>
<td>Thomas Secrest, Coastal Carolina U.</td>
<td>30</td>
</tr>
<tr>
<td>Kimberly Sipes, Kentucky State</td>
<td>31</td>
</tr>
<tr>
<td>Patrick Rishe, Webster U.</td>
<td>32</td>
</tr>
<tr>
<td>Charles Vance, Loyola Marymount</td>
<td>33</td>
</tr>
<tr>
<td>Karen Somerville, Cathy Gustafson, and Catherine Elliott, Hamline U.</td>
<td>34</td>
</tr>
<tr>
<td>Daniel Chin, Methodist U. (NC)</td>
<td>39</td>
</tr>
<tr>
<td>Chao Liu, Tarleton State</td>
<td>40</td>
</tr>
<tr>
<td>Xiaojia Zhang, Boston U.</td>
<td>41</td>
</tr>
<tr>
<td>Modupe Asokhia, Ambrose U.</td>
<td>43</td>
</tr>
<tr>
<td>Dean Frantsvog, Minot State</td>
<td>44</td>
</tr>
<tr>
<td>Devika Vashisht, U. of Memphis</td>
<td>45</td>
</tr>
<tr>
<td>Yanping Yu, City U. of Hong Kong</td>
<td>46</td>
</tr>
<tr>
<td>David Ritter, Texas A&amp;M – Central Texas</td>
<td>52</td>
</tr>
<tr>
<td>Mary Ann Harris, Bethel U.</td>
<td>53</td>
</tr>
<tr>
<td>Melissa Zimmerman, Edinboro U.</td>
<td>58</td>
</tr>
<tr>
<td>Lowell Matthews, Southern NH U.</td>
<td>59</td>
</tr>
<tr>
<td>Colleen Clarke and Andrew Stevens, Minnesota State U., Mankato</td>
<td>60</td>
</tr>
<tr>
<td>Joon Park, U. of Arkansas – Pine Bluff, Jawook Baek, Changwon National U.</td>
<td>61</td>
</tr>
<tr>
<td>Yoav Wachsman, Coastal Carolina U.</td>
<td>62</td>
</tr>
<tr>
<td>Joe Groch, Florida Gulf Coast</td>
<td>63</td>
</tr>
<tr>
<td>Lee Meadows, Walsh College</td>
<td>67</td>
</tr>
<tr>
<td>Bree Morrison, Bethune-Cookman U.</td>
<td>68</td>
</tr>
<tr>
<td>Hiba Jameel, U. of Central Oklahoma</td>
<td>73</td>
</tr>
<tr>
<td>Dwight Denman, Northern State</td>
<td>74</td>
</tr>
<tr>
<td>Raymond Keener, Marshall U.</td>
<td>75</td>
</tr>
<tr>
<td>Yue Yuan, U. of Chicago</td>
<td>76</td>
</tr>
<tr>
<td>Chinelo Nwokolo, Nigeria</td>
<td>77</td>
</tr>
<tr>
<td>Lari Mobiley, Biola U., Doug Lainson, California Baptist</td>
<td>78</td>
</tr>
<tr>
<td>Greg Nielsen, U. of Nevada-Reno</td>
<td>81</td>
</tr>
<tr>
<td>Catherine Levitt, Cal. State LA, Ed Monsour, Cal. State LA</td>
<td>82</td>
</tr>
<tr>
<td>Kimberly Sipes, Kentucky State U.</td>
<td>87</td>
</tr>
<tr>
<td>Love Obiani Arugu, Federal U., Nigeria</td>
<td>93</td>
</tr>
</tbody>
</table>
Call for Papers

2013 Mustang International Academic Conference

Dallas, Texas on October 24-25-26, 2013

The Conference will provide a friendly and supportive environment for new and established academicians an opportunity to share their research and works in progress with members inside and outside their disciplines.

The Conference and the Journals invite submissions in all business and social science disciplines, including accounting, anthropology, business, finance, communication, criminology, cultural studies, economics, education, management, international business, marketing, history, political sciences, psychology, sociology, social work, business ethics, and business law, in all areas domestic and international. Pedagogy, case studies, teaching notes, book reviews, cross-disciplinary studies, and papers with student co-authors are especially welcome.

The Conference is affiliated with our six peer-reviewed journals:

The Mustang Journal of Management and Marketing,
The Mustang Journal of Accounting and Finance,
The Mustang Journal of Business,
The Mustang Journal of Law and Legal Studies, and our two NEW JOURNALS:
The International Journal of Social Science Research, and
The International Journal of Economics and Social Science.

All accepted presentation will be published in the Conference Proceedings!

Top 3 Papers will receive a Distinguished Paper Award!

Students receive a discounted registration!

Deadline for Submission is September 15, 2013


Submit an abstract for quick review to MustangJournals@aol.com

Can’t join us in Las Vegas? Our Spring, 2014 conference will be in LAS VEGAS!
Registration Form for 2013 DALLAS Mustang Academic Conference  
Please TYPE or Print to ensure accurate information!

Name: __________________________________________________________

Name to appear on Name badge: ______________________________________

School: __________________________________________________________

Address: _________________________________________________________

City/State/Zip: _____________________________________________________

Phone: __________________________________________________________

Email: ___________________________________________________________

Complete Title of Presentation: ______________________________________

______________________________________________________________

____Faculty ($375) ______Graduate Student ($129) ______Undergrad Student ($129)

NOTE: Undergraduate students must be accompanied by a faculty member registrant!

(COMPLETE A SEPARATE FORM FOR EACH PRESENTATION).

Co-author(s): ______________________________________________________

Co-author affiliation, if any: _________________________________________

Will co-authors be attending the conference? ____Yes ____No

Presentation is: ____completed paper ____ work in progress

Describe any audio/visual needs: ______________________________________

Preference for Presentation: ____no preference, _____ Thursday, _________ Friday

____Saturday, ________ Morning ______Afternoon

Indicate if you are interested in serving as:  
____Session moderator, ______Peer Reviewer, ______Editorial Staff

Mail this form and payment to: Mustang Journals, Inc., PO Box 2193, Edmond OK 73083  
Or email to MustangJournals@aol.com Make Checks payable to: Mustang Journals, Inc.
Thursday, February 21

8:30am-10:30am  Registration

9:00am-10:30am -- Moderator:  Marty Ludlum, U. of Central Oklahoma

Nawfal Ali, U. of London

Assessment of Scientific and Technical Knowledge Rights in Higher Education and Scientific Research

Minje Jung, UCO & Daniel Osgood, UCO

Formulation of Hedging Strategy under Market Deviation from the Interest Rate Parity

Scott Walsworth, Saskatchewan U.

Roads are Paved with Gold

Bonnie Rohde, John Harding, & Adam Galczynski, Albright College

Correlation of Social Media Followers and Revenue in the Chain Restaurant Franchise Industry

10:30am-10:45am  Break

10:45am-Noon -- Moderator:  Nawfal Ali, U. of London

Brad Reid, Lipscomb U.

Yes, the Poor are Corporate Stakeholders

Shawn Schooley, Auburn U.

Appreciative Inquiry

Love Arugu, Nigeria

Appraisal of the Concept of Political Human Rights and Sustainable Development

Sharon Beal, Chapman U.

Post Khmer Rouge Policy

Noon-1:30pm   Lunch Break (On Your Own)
Thursday, February 21

1:30pm-3:30pm -- Moderator: Bonnie Rohde, Albright College

Michael Santonino, Embry Riddle
Myth or Fact: Quality in American Study Abroad Business in Florence Italy
Thomas Secrest, Coastal Carolina U.
Methods to Manage Risks Unique to Entities Dependent on Agriculture
Kimberly Sipes, Kentucky State
Ethics of Corporate Inversion
Patrick Rishe, Webster U.
Connecting NFL Fan Avidity to Secondary Ticket Price Markups
Jeremy Bennett Ashford U.
Impact of Race, Ethnicity and Age on Unemployment

3:30pm-3:45pm Break

3:45pm-5:00pm -- Moderator: Brad Reid, Lipscomb U.

Charles Vance, Loyola Marymount
The Rational Side of EQ: Illuminating Emotional Intelligence through the Lens of Linear/Non-Linear Thinking Style
Karen Somerville, Cathy Gustafson, and Catherine Elliott, Hamline U.
Increasing Women's Participation on Corporate Boards in the USA
Jim Rossi, UNLV
From Insull to Eldorado Valley: How did the electric industry evolve into a monopoly? And what comes next?
Judith Doktor, North Dakota
The second generation of IDEA recipients
Friday, February 22

8:30am-9:00am  Registration

9:00am-10:30am  -- Moderator:  Sue Lynn Sasser, Central Oklahoma

Daniel Chin, Methodist U. (NC).

A Test of Sentiment in the NFL Point Spread Betting Market
Chao Liu, Tarleton State

US Domestic Production Activities Deduction and Economic Recovery
Xiaojia Zhang, Boston U.

Testing Consumption Choice: Through an Experiment Approach
Modupe Asokhia, Ambrose U.

Assessment of Women Empowerment Status: A Case Study of Ambrose Alli U.

10:30am-10:45am  Break

10:45am-Noon  -- Moderator:  Daniel Chin, Methodist U. (NC)

Dean Frantsvog, Minot State

Benefits of Hindsight
Devika Vashisht, U. of Memphis

Advertising to Children
Yanping Yu, City U. of Hong Kong

Community Response to Problem of Street Children in China
David Ritter, Texas A&M – Central Texas

Removal of Metadata from Document Files
Friday, February 22

Noon-2:00pm  Lunch Break

Awards Luncheon (TBA) ???

2:00pm-3:30pm -- Moderator: Michael Santonino, Emory Riddle

Mary Ann Harris, Bethel U.

Social Media Integration: Adjusting the Agency Model in an Online Age

Melissa Zimmerman, Edinboro U.

Behavioral Influence and Social Networking Sites

Lowell Matthews, Southern NH U.

Fostering Innovation in Organizations

Colleen Clarke and Andrew Stevens, Minnesota State U., Mankato

Bioaccumulated Toxins and the Adverse Impacts they have on Juveniles

Vivian Nwoha, Nigeria

Managing a Culturally Diverse Workforce

3:30pm-3:45pm  Break

3:45pm-5:00pm – Moderator: Lee Meadows, Walsh College

Joon Park, U. of Arkansas – Pine Bluff, Jawook Baek, Changwon National U.

Measuring Regional Efficiency of Banking Industry after the Financial Crisis

Yoav Wachsman, Coastal Carolina U.

Effects of Intra-Group Communication in Public Goods Experiment with Nested Exchanges

Joe Groch, Florida Gulf Coast

Satisfaction: A Path to Success for the Golf Industry

Lee Meadows, Walsh College

Sustainable Employability Skills
Saturday, February 23

8:30am-9:30am  Registration

9:00am-10:30am -- Moderator: David Ritter, Texas A&M- Central Texas

Bree Morrison, Bethune-Cookman U.

Intersecting Business and Marketing for Sustaining Financial Growth

Hiba Jameel, U. of Central Oklahoma

Ghana Country Review and Business Environment

Dwight Denman, Northern State

Don't Talk Smack about my Meat

Raymond Keener, Marshall U.

A Comparison and Analysis of the Alien Tort Statute and the Torture Victim Protection Act

Sue Lynn Sasser, U. of Central Oklahoma

Revising the Wheel: Exploring Options to Improve Teaching Effectiveness in Business and Economics

10:30am-10:45am   Break

10:45am-Noon -- Moderator: Raymond Keener, Marshall U.

Alexandros Panayides, William Patterson

Counterfeit Drug Market: The Case of Malaria in Africa

Yue Yuan, U. of Chicago

Examining Stock Returns through Volume Shocks: 1966-2009

Chinelo Nwokolo, Nigeria

Socio Economic Development in Nigeria: National Language and Integration to the Rescue

Tim Scales, Indiana U.

Budgeting for Financial Success

Noon-1:30pm       Lunch Break (On Your Own)
Saturday, February 23

1:30pm-3:30pm    ---  Moderator:  Yue Yuan, U. of Chicago

Lari Mobley, Biola U., Doug Lainson, California Baptist

Help! I’m a Senior. Maintenance and Motivation Factors in Higher Education

Greg Nielsen, U. of Nevada-Reno

From Moses to Joshua: An Ethnography of Jerry and Jonathan Falwell

Catherine Levitt, Cal. State LA, Ed Monsour, Cal. State LA

Using Research into the ethical decision making among accounting students towards developing courses geared to professional requirements

Michelle Crawford, Alabama State

Cloud Computing Primer on Legal Issues

3:30pm-3:45pm  Break

3:45pm - 4:30pm    ---  Moderator:  Marty Ludlum, U. of Central Oklahoma

Laura Mays, Tiffin U.

Publishing Tips for Academic Journals

David Ritter, Texas A&M- Central Texas, and Marty Ludlum, U. of Central Oklahoma

Editors Roundtable (with individual appointment as needed afterwards)
Awards Winners

Distinguished Paper Awards
2013 Mustang International Academic Conference
Las Vegas, Nevada, February 20-22, 2013

Joe Groch, Florida Gulf Coast U.
Satisfaction: A Path to Success for the Golf Industry

Shawn Schooley, Auburn U.
Appreciative Inquiry

Yue Yuan, U. of Chicago
Examining Stock Returns through Volume Shocks: 1966-2009

Congratulations to all our
Distinguished Paper Award Winners!
Call for Papers

The Mustang Journal of Accounting & Finance

All submissions to the Mustang Journal of Accounting & Finance undergo a blind, peer-reviewed process. The ISSN is 1949-1794 print and 1949-1786 online. The MJAF is listed in Cabell's Directory and Ulrich's Directory, and is available in full text on Ebsco Host as well as on our website.

The scope of this journal is the discussion of current controversies and trends in all fields of accounting and finance, both teaching and practice, in both the domestic and international sphere.

Papers are welcomed which use original research, add to existing theory, or discuss pedagogical innovations developed for the classroom. Innovative research ideas which span discipline areas or which incorporate other nations or cultures are especially encouraged. In addition, we welcome case studies, teaching tips, book reviews, and multi-disciplinary papers.

The Editor of MJAF is Dr. David Ritter, CPA, JD, and DBA, Texas A&M University - Central Texas.

The Mustang Journal of Accounting & Finance had its premiere issue in 2011.

To submit, email your submission to MustangJournals@aol.com
Call for Papers

The Mustang Journal of Business & Ethics

All submissions to the Mustang Journal of Business & Ethics undergo a blind, peer-reviewed process. The ISSN is 1949-1735 print and 1949-1727 online. The MJBE is listed in Cabell's Directory and Ulrich's Directory, and is available in full text on Ebsco Host as well as on our website.

The scope of this journal is the discussion of current controversies and trends in all fields of business, including accounting, finance, management, ethics, marketing, and economics in both the domestic and international sphere. Papers are welcomed which use original research, add to existing theory, or discuss pedagogical innovations developed for the classroom. Innovative research ideas which span discipline areas or which incorporate other nations or cultures are especially encouraged. In addition, we welcome case studies, teaching tips, book reviews, and multi-disciplinary papers.

The editor of MJBE is Dr. Marty Ludlum, Legal Studies department, the University of Central Oklahoma.

The Mustang Journal of Business and Ethics was started in 2009. Past authors have been from 25 universities and 12 countries.

To submit, email your submission to MustangJournals@aol.com
Call for Papers

The Mustang Journal of Law and Legal Studies

All submissions to the Mustang Journal of Law and Legal Studies undergo a blind, peer-reviewed process. The ISSN is 1949-1751 print and 1949-1743 online. The MJLL is listed in Cabell’s Directory and Ulrich's Directory, and is available in full text on Ebsco Host as well as on our website.

The scope of this journal is the discussion of current controversies and trends in all fields of law and legal studies in business, including the domestic and international spheres. Papers are welcomed which use original research, add to existing theory, or discuss pedagogical innovations developed for the classroom. Innovative research ideas which span discipline areas or which incorporate other nations or cultures are especially encouraged. In addition, we welcome case studies, teaching tips, book reviews, and multi-disciplinary papers.

The Editor of MJLL is Dr. Will Mawer, Dean of School of Education, Southeast Oklahoma State University.

The Mustang Journal of Business and Ethics was started in 2009.

Past authors have been from 25 universities and 12 countries.

To submit, email your submission to MustangJournals@aol.com
Call for Papers
The Mustang Journal of Management & Marketing

All submissions to the Mustang Journal of Management & Marketing undergo a blind, peer-reviewed process. The ISSN is 1949-176x print and 1949-1778 online. The MJMM is listed in Cabell's Directory and Ulrich's Directory, and is available in full text on Ebsco Host as well as on our website.

Papers are welcomed in all areas of management and marketing which use original research, add to existing theory, or discuss pedagogical innovations developed for the classroom. Innovative research ideas which span discipline areas or which incorporate other nations or cultures are especially encouraged. In addition, we welcome case studies, teaching tips, book reviews, and multidisciplinary papers.

The interim editor of MJMM is Dr. Marty Ludlum, Legal Studies department, the University of Central Oklahoma.

The Mustang Journal of Management & Marketing had its premiere issue in 2012.

To submit, email your submission to MustangJournals@aol.com
All submissions to the IJESS and IJSSR undergo a blind, peer-reviewed process. Papers are welcomed in all areas of the social sciences, including anthropology, communication, criminology, cultural studies, economics, education, history, human geography, political science, psychology, sociology, and social work which use original research, add to existing theory, or discuss pedagogical innovations developed for the classroom. Innovative research ideas which span discipline areas or which incorporate other nations or cultures are especially encouraged. In addition, we welcome case studies, teaching tips, book reviews, and multi-disciplinary papers. The International Journal of Economics and Social Science and the International Journal of Social Science Research will have their inaugural issue in early 2014. Submissions are accepted now. To submit, email your submission to MustangJournals@aol.com
Abstract

Each knowledge environment has its own valuation of work in the projects of scientific research and experimental development. The work is multi-level for the research project. It is various in scientific capabilities used in one part of the work, for those who carried out that part. This difference is in increasing complexity at developing environments with a game in the efficiency used and/or made according to the degree of freedom and competition. How to deal with the qualifications available for higher development is the essence of the problem, within the viewpoint on marginality of the neoclassic school in modern economies, public and private.

There has been a sustained problematic system prevailing almost too many developing countries regarding how to evaluate the Now-How rights of their working scientists at the public sector, as well as at the controlled and directed enterprises.

The study aims to set recent principle for incompetent estimating to value of human scientific and technical knowledge, closer to the marginality of the market for the state higher education and R&D sectors.

The study develops a model for the R&D mechanisms for the scientific efforts. Model steps monitor the components of the research work according to scientific and rules classification for all research centres, in light of the secrets of scientific knowledge, Know-How and technician knowledge, Know-Why.
FORMULATION OF HEDGING STRATEGY UNDER MARKET DEVIATION FROM THE INTEREST RATE PARITY

Minje Jung
University of Central Oklahoma
mjung@uco.edu

Daniel R. Osgood
University of Central Oklahoma
dosgood@uco.edu

ABSTRACT

Interest Rate Parity (IRP) shows a theoretical relationship between the short-term interest rates of two countries and foreign exchange rates. According to the theory, the currency with higher (lower) short-term interest rate will exhibit a discount (premium) in its forward exchange rate. Multinational corporations with accounts receivable and accounts payable are exposed to foreign exchange risk (transaction exposure). The most popular technique of hedging transaction exposure is forward hedge that is an agreement to buy or sell a foreign currency at a forward rate to lock in short-term cash flow position. Money market hedge is an operational technique used to reduce transaction exposure. It involves borrowing and lending in the domestic and foreign short-term money markets. In order to hedge receivables (payables) denominated in foreign currencies, the firm borrows (lends) in foreign currency so that its current assets (receivables) and current liabilities (payables) are exactly matched in the same foreign currency. To the extent that the international financial markets deviate from the prediction of the IRP, the operational hedging techniques, particularly forward hedge and money market hedge, will result in less than desirable outcomes.

In our paper, we examine the international financial market deviation from the IRP before and after the euro zone debt crisis. Then we formulate hedging strategy for accounts receivable and payables denominated in foreign currencies as follows: Under positive deviation, implement money market hedge for accounts receivables, and forward hedge for accounts payables. If deviation is negative, money market hedge should be used for accounts payables, and forward hedge should be used for accounts receivables.

Keywords: Foreign exchange rates, Interest Rate Parity, market deviation, net working capital
CORRELATION OF SOCIAL MEDIA FOLLOWERS AND REVENUE IN THE CHAIN RESTAURANT FRANCHISE INDUSTRY

Bonnie Rohde  
*Albright College, Reading, PA*  
brohde@alb.edu

Adam Galczynski  
*Albright College, Reading, PA*  
Adam.Galczynski13@albright.edu

John Harding  
*Albright College, Reading, PA*  
John.Harding13@albright.edu

ABSTRACT

Social media is changing the way businesses advertise market and interact with consumers. This research study focuses on the correlation of Facebook fans and Twitter followers relative to revenue in the chain restaurant franchise industry. Regression analysis, social media site analysis, personal interviews and a consumer survey were used to determine why some social media sites thrive and others have no correlation to revenue and even negatively affect revenue. Investigation of other influencers (i.e.: economic data, store growth, level of interaction of the restaurants’ social media initiatives) help to provide relevant findings about the impact of social media use for the chain restaurant industry. Along with identifying qualities of an impactful social media campaign, this study examines why consumers follow chain restaurants through the use of a consumer survey. The survey responses helped identify consumer trends in social media and the likelihood of one becoming a more frequent customer at chain restaurants. The results of this study indicate that correlations do exist between social media and revenue and best practices can be emulated to improve this correlation.
YES, THE POOR ARE CORPORATE STAKEHOLDERS

Brad Reid
Lipscomb University
brad.reid@lipscomb.edu

ABSTRACT

As religion is increasingly expressed in the corporate world, business leaders professing Christianity must seriously consider the biblical concerns for the poor. This article asserts that the poor are indeed corporate stakeholders. Legal attempts to make the poor and homeless disappear from business and tourism areas of the city by restricting individuals from distributing food or prohibiting the homeless from sitting or sleeping in public are inconsistent with the concept of stakeholder status. Furthermore, constitutional principles narrow permissible governmental action. Inclusive capitalism and shared value theory point the way for the poor to be recognized as stakeholders within a capitalistic economic system.
APPRECIATIVE INQUIRY: ANSWERING THE CALL OF THE NEW PUBLIC SERVICE BY CREATING A DEMOCRATIC DISCURSIVE SPACE THROUGH POSITIVE STORYTELLING WHEREIN DIRECT CITIZEN PARTICIPATION CAN FLOURISH

Shawn E. Schooley, Ph.D.

Auburn University

Abstract

This article suggests Appreciative Inquiry may be used in the context of Janet and Robert Denhardt’s (2003) New Public Service movement. It demonstrates the linkage between New Public Service and Jane Watkins and Bernard Mohr’s (2001) interpretation of Appreciative Inquiry in an effort to better inform the administrative role. New Public Service calls for a public administration centered on democratic ideals, actively engages citizens in collaborative dialogue and a co-creation of shared meaning as well as improving understanding between civil servants and the citizenry they serve. Appreciative Inquiry is a positive organizational development approach based on social construction of reality and positive self-fulfilling prophecy. It involves sharing positive stories within a collective building shared meaning and vision for the future.

Keywords: Appreciative Inquiry, New Public Service, citizen participation
MYTH OR FACT: QUALITY IN AMERICAN STUDY ABROAD
BUSINESS IN FLORENCE ITALY

Michael D. Santonino III
Embry-Riddle Aeronautical University
College of Business - Worldwide
santonim@erau.edu

ABSTRACT

American universities have maintained a strong presence in Florence, Italy education for several thousands of U.S. students. Florence remains the American hub of study abroad even with recessionary constraints in this tumultuous economic European region. The demand for students in study abroad programs continues to grow, with business management as one of the top fields of study for U.S. study abroad students. Profit driven enrollment models continue to clash with the wealth of research literature that cites a lack of academic rigor and of academic regulations among certain colleges and universities. Equally, there are different faculty views on the definition of quality in education. Anecdotal evidence of the lack of rigor in courses at two Florence schools affiliated with several prestigious U.S. universities is presented from naturalistic observation data over the summers of 2008 and 2009. The outcry for process improvement initiatives are outlined, along with practical ways business management course instructors can design in quality measures that go beyond personal growth, language and cultural experiences for students. This manuscript proposes that business faculty integrate a metric-based strategy that incorporates academic outcomes for their business management courses taught in Florence. Several proposed quality initiatives are introduced for integrating industry partners through experiential learning into courses for a quality study abroad program in business education. By fully integrating business experiences with industry partners into curriculum, institutions can begin to transform the inherent negative quality image existing in study abroad programs.

Key Words: Quality, outcomes, study abroad, assessment, international education, academic rigor, experiential learning
ABSTRACT

The profitability of individual farming units depends on the ability of the farm to manage risks uniquely associated with agriculture. Crop insurance can be used as a risk management tool to cover some predictable weather events or the risks of damage from disease or pests. However, typical crop insurance covers predictable events. There is further risk to the income of the farm if prices of their production fall short of expectations or if there are significant price changes between planting and harvest. If used properly, derivative securities such as futures and options can hedge the effect of significant price changes from the time of planning a crop to the time of harvest and sale of the production. This research is intended to outline specific methods that farm units can successfully use existing programs, products, and financial markets as a risk and income management tool.

Contact information:

Thomas W. Secrest
Coastal Carolina University
Wall College of Business
P.O. Box 261954
Conway, SC 29528
Phone: 843-347-3626 (home)
Cell: 843-424-2110
tom@coastal.edu
tom@localdemographics.com
THE ETHICS OF CORPORATE INVERSION

Kimberly Sipes
Kentucky State U.
Kimberly.sipes@kysu.edu

Abstract

One technique that some corporations use to lower their tax liability is known as a corporate inversion. This paper reviews this technique and addresses the question “Is it ethical for a U.S. based Multinational Corporation to complete a corporate inversion in order to avoid the payment of U.S. corporate income taxes?” The Modified Moral Standards Approach, originally developed by Professor Manuel Velasquez in 1992, and subsequently refined is used to examine the question.

Once the model has been applied to the question, the answer is no, it is not ethical for a U.S. based Multinational Corporate to complete a corporate inversion to avoid U.S. corporate income taxes. The current system of corporate taxation creates a long list of losers. Corporate tax reform needs to be a priority and bipartisan politics and lobbying needs to be eliminated from the process.

Keywords: Ethics, Corporate Inversion, Tax Avoidance, Tax Haven, Shareholder Wealth Maximization, Corporate Social Responsibility, Corporate Conscience
CONNECTING NFL FAN AVIDITY TO SECONDARY TICKET PRICE MARKUPS

Dr. Patrick Rishe
Webster University

Abstract

Whose fans are the most passionate among NFL teams?

One way to gauge this passion is to assess how much secondary ticket prices (e.g. purchased through StubHub for instance) are marked up above and beyond face value prices.

Using StubHub data for 2012 NFL regular season games, I was able to secure the average price of all sold StubHub tickets at 3 time periods prior to each week's games (Monday 6 PM, Friday 6 PM, Sunday Noon). Combined with average ticket price face values for all teams, I have estimates of how much each and every NFL game was marked-up relative to average face prices.

It is my intent to build a model that analyzes the factors that influence the size of secondary ticket price markups across NFL games.

One interesting fact I can share is that, consistent with common sense, the size of the average markup shrinks as you go from the Monday snapshot to the Sunday snapshot. Namely, the average markup gets smaller the closer you get to the game.

It is my hope that the model will provide insights as to what factors are the most important in driving secondary price markups...as well as providing a more definitive scientific approach to which fan bases display the greatest "fan avidity" vis-a-vis their willingness to pay secondary prices above face value.
THE RATIONAL SIDE OF EQ: ILLUMINATING EMOTIONAL INTELLIGENCE THROUGH THE LENS OF LINEAR/NONLINEAR THINKING STYLE

Charles M. Vance  
Loyola Marymount Univ.  
cvance@lmu.edu

George L. Hess  
Loyola Marymount Univ.  
ghess@lmu.edu

Judith A. White  
St. Mary's College of Calif.  
jaw16@stmarys-ca.edu

ABSTRACT

There has been an overemphasis upon the affective domain in the conceptualization of emotional intelligence (EI). These discussions of emotional intelligence (popularly referred to as EQ) as a multi-faceted construct typically deal with internal processes of intuition, emotional self-awareness, full utilization of the senses, self-confidence, optimism, and empathy, and often assert the primacy of emotional intelligence over more linear rational thinking and cognitive intelligence in achieving personal and professional effectiveness. Due to the popularity and wide acceptance of this multifaceted construct, formal education curricula at all levels and practitioner workshops and seminars related to EI have proliferated.

The increasing attention to and acceptance of affective aspects of our conscious and unconscious human processes provide a welcome departure from the traditional limiting and still often prevailing linear restriction to cold logic and reason as championed by the Scientific Method and ancient philosophy of stoicism. Nevertheless, with growing attention on more qualitative nonlinear thinking models including EI, we risk committing a similar error of imbalance that generally favors emotional processes over logic and rationality. However, although often overlooked, even current models of emotional intelligence emphasize an active interplay between middle brain and forebrain—emotional (nonlinear) and rational (linear)—activities. Yet there has been little empirical research that points to the importance of balance in our cognitive and affective processes in the effective utilization of EI.

This study investigated the empirical relationships among managerial linear and nonlinear thinking styles and the four branches of Mayer and Salovey’s (1997) widely accepted emotional intelligence model. Data from 93 marketing managers demonstrated that (1) linear thinking is associated with regulating emotions, (2) nonlinear thinking is related to utilizing emotions to facilitate thinking, and (3) balanced linear/nonlinear thinking is associated with overall emotional intelligence. Implications for theory, practice, and future research are discussed.
INCREASING WOMEN’S PARTICIPATION ON CORPORATE BOARDS IN THE USA

Karen Somerville*
Hamline University

Catherine Elliott
University of Ottawa

Cathy Gustafson
Hamline University

ABSTRACT

Results from a sample of 15 women business executives working in small to mid-sized organizations in the United States indicate that while most of them have interest in participating on corporate boards, generally they do not have the time to take actions to secure such positions. As well, these results suggest that while most of these women agree that there is a problem with the lack of women on corporate boards, they do not support the approach taken by several European countries to legislate quotas. Instead, the majority of the women in this sample prefer a softer approach to increase the number of women on corporate boards in the United States, such as setting targets and publicizing the results.

INTRODUCTION

Concerns continue to mount about the slow progress of women’s membership on Fortune 500 boards (Dalton & Dalton, 2010). Although women comprise approximately half of the population, only about 15 percent of board members on big American firms are women (The Economist, 2011). The literature cites a number of advantages for corporations and their shareholders of women holding corporate directorships, including tapping the intellectual and experiential perspective available from a larger candidate pool (Ghaffari, 2009), higher profits, improved risk management, higher shareholder satisfaction (Lansing & Chandra, 2012), and demonstration of stronger oversight and greater attention to audits (Brown, Brown & Anastasopoulos, 2000).

Some proponents of increasing the number of women on corporate boards maintain that the only way to address the “old boys’ network” and sexism in hiring is to introduce a quota system – at least on a short-term basis (Lansing & Chandra, 2012). Some of the arguments against a quota system include concerns about tokenism, reducing the achievement of women who already hold such seats and that those who get their board position via a quota will be unlikely to be as successful as women who obtained their seat based solely on merit (Lansing & Chandra, 2012). Singh, Vinnicombe and Terjesen (2007) compared the strategies for women advancing onto corporate boards in the United States of America, Scandinavia and the United Kingdom. The USA was described as taking a “liberal” approach, for example, Catalyst’s regular census of Fortune 500 countries. While the US government does not appear to promote a concerted effort to achieve change, Norway’s government has adopted a quota system, which was described by Singh et al., (2007) as a “coercive” approach. The United Kingdom’s government embraced a “consensus” approach, which involved engaging the stakeholders and encouraging them to work together in energetic and innovative ways to create momentum (Singh et al., 2007). It is interesting to note that a number of European governments including Spain and the Netherlands have joined Norway, and decided that quotas are the best option (Clark, 2010).

The literature concerning performance of boards with quota-appointed women is mixed and inconclusive. For example, according to a study in Norway, more women on boards positively impacted decision-making through greater professionalization such as better preparation material for meetings and more formalized processes (Bolso, 2011). However, a study by Ahem and Dittmar (2012) found that imposed quotas of Norwegian firms led to younger and less experienced boards, and ultimate deterioration in operating performance.
A potential source of women corporate board candidates is the rapidly growing number of women-owned and operated small businesses (Ghaffari, 2009). We decided to tap into this particular pool of women for this research. The purpose of this research project was to examine the views of women small business leaders in America. Specifically we explored their experiences related to securing a position on a corporate board, as well as their views on changes needed to increase the women on corporate boards in the United States, including the possibility of the US government introducing a quota system. This exploratory study provides rare and important insights into these executives’ experiences and perceptions concerning increasing women’s participation rates on corporate boards in the United States.

METHODOLOGY

In this exploratory research project, we focused on executive women leaders in the private sector whom we expected to be good candidates for positions on corporate boards. Semi-structured interviews were conducted with members of Minnesota chapters of the Women Presidents’ Organization. These women are Presidents, CEOs and Managing Directors of privately held, multi-million dollar companies. The interview questions focused on two main areas: their experience related to securing a position on a corporate board and their views on changes needed to increase the women on corporate boards in the United States, including quotas. As well, general demographic information was gathered for each interviewee.

The interview responses were audiorecorded, transcribed verbatim, and entered in QSR NVivo9, a software analysis tool used for qualitative data. First, the data were analyzed according to a series of broad coding categories associated with women on corporate boards. These data were then thoroughly re-read and more discretely coded as key themes emerged. Data were displayed on a set of summary matrices, discussed and validated with the three researchers. Per Miles and Huberman (1994), qualitative analysis consists of three “iterative flows of activity: data reduction, data display, and conclusion drawing/verification” (p. 10).

FINDINGS

Fifteen executive women participated in this study. The sales of their companies ranged from $1.1 million to $40 million, with a mean of $11,560,000. Using the U.S. Small Business Administration’s (SBA) definition of small business, 14 of the 15 women worked in small business. The fifteenth woman worked in the services industry with $40 million in annual sales, which is outside of the SBA’s maximum sales range for services of $21.5 million. The interviewees have, on average, been in their positions for 9.2 years. The minimum length of time in the position is two years and the maximum length of time in the position is 24 years. In total, they work in six industries: four in health care, four in services, two in each of finance, insurance and real estate, manufacturing, retail/wholesale trade, and one works in the high technology sector.

The average number of children for these fifteen women is 1.7. The number of children ranges from zero to three. The average age of these women is 49.3 years, and the age range is from 36 to 63 years. Regarding their marital status, 13 women are married, one is divorced, and one described herself as “other” – not married, divorced or single.

Although the majority of the women are moderately or very interested in securing a corporate board experience, overall, 13 of these women have spent no time trying to secure such a position. The most frequently cited reasons for their lack of action are: too focused on their own company and no time left to spare; other priorities and/or the wrong time in their career or life-stage. When asked why they are interested in being on a corporate board, multiple reasons were provided. Nine women indicated that they would add value to corporate boards through their expertise and providing new perspectives. Six women said that they regard such a position as a good opportunity to “learn from others and gain some valuable insights for my own company”. Three women said that it would expand their network; three women felt that it would help them with their own businesses (e.g., “learn new models or ways to do business”; “see both sides of corporate life”) and three women regarded it as an opportunity for knowledge sharing.

Only one of the fifteen women is currently on a corporate board - that of her own organization. The other fourteen women have not yet secured a position on a corporate board. When asked why they think that they have not yet been successful in securing a position, the majority of the respondents said that this is mainly due to time constraints. Three women indicated that it is not the right time in their career to search for a position on a corporate board. Two women indicated that they had only started to take actions to try
to secure a corporate board position while two others indicated that they felt that they did not have the confidence, qualifications and or experience to secure a board position.

When asked what, in their opinion, is the main reason why women have not been more successful in securing a position on a corporate board, the reasons were quite varied. The most popular responses related to: lack of awareness and exposure, a patriarchal corporate world, lack of time, and a small qualified pool of candidates. Each of these responses was mentioned by three business owners.

During the interviews, each participant was advised that the literature suggests that at the current rate of change it will take more than 70 years to achieve gender-balanced boardrooms in the largest companies. They were also told during the interviews that some European countries have decided to use quotas, and this has significantly increased the number of women on boards in these countries. When asked if legislated quotas were implemented in the US what they thought would be the impact, and whether they would support the US imposing quotas to increase the numbers on US corporate boards, the responses were mainly negative. Only two of the women unequivocally said that they would support quotas. Four of the respondents indicated that they do not think that government should be involved in business in this way; and three indicated that corporations would actually fight this type of legislation. Four of the respondents indicated that quotas do not attract the best candidates; consequently, they supported a meritocratic system: “I wouldn’t want to be a woman walking into a position who was filling a quota. I would want to be there because I was the best person for the job”.

The interviewer also advised the interviewees that another approach is to set targets for the number of women on corporate boards, and then publicize the results. Interviewees were asked if they think that this would be an effective strategy to significantly increase the number of women on US corporate boards. Overall, the response was positive. Seventy-three percent (11 women) agreed that it would be helpful, with some qualifiers. These included comments such as: “If you created a positive culture and response for companies”, “an agenda where corporations don’t look bad... focus on the positives.” Only two women felt that this would not be a means of significantly increasing the number of US women on corporate boards; and two were uncertain that this would be useful.

The interviewees were then asked if they have any other suggestions for how the US can significantly increase the number of women on corporate boards in the next five years. Four women suggested positive public relations. Four women suggested having influential leaders champion the cause. Three women suggested education and three women suggested increasing awareness. One woman suggested incentives like tax breaks to corporations who add women to their boards. Another woman suggested the consumer voice as a means to get more women on corporate boards: “I believe that if shareholder groups were aware of these issues, they could serve as activists to communicate to boards that women are not achieving equity with male directors. Activists at that level could help implement public awareness and change.”

DISCUSSION AND CONCLUSION

As noted by Baruch (1999), typically researchers face significant challenges in obtaining responses from executives. This exploratory study provides rare and important perspectives from women small business executives about their experiences of trying to obtain positions on corporate boards and their views on strategies to increase the number of women on corporate boards in the United States.

Contrary to other literature (e.g., Ghaffari, 2009), these findings suggest that women executives who own and/or operate small businesses may not be a strong source of women director candidates. These results suggest that while many of these women have reasonably strong interests in holding a position on a corporate board, they do not have the time to pursue these positions. However, we agree with Ghaffari (2009) that these women have the potential to build their own boards of directors and to recruit other qualified women to serve on their boards.

According to Natividad (2010), “For the American business community, “quota” is a dirty word.” These results support Natividad’s (2010) claim, given that most of the interviewees expressed a strong belief in meritocracy, and indicated that they would hesitate to accept a quota-based directorship position. These sentiments are not unlike the negative reaction to Norway’s government-imposed quota system (Clark, 2010).

As well, four of the women we interviewed expressed concern about government-regulation in relation to quotas, which is in line with other broader views that say that there is too much government-regulation of businesses in the United States. For example, according to a recent Gallup poll, 47 percent of Americans are of the view that there is too much government regulation of business and industry (Newport, 2012).
Overall, these results suggest that women are going to continue to have difficulty securing positions on corporate boards in the United States unless meaningful changes are made on a number of fronts. The fact that only one of these experienced women holds a board position is surprising at the very least. The fact that few have tried to secure a corporate board position, and many are unaware of the means of pursuing a directorship is a poor reflection of American business, as well as a waste of valuable talent. Women need to make inroads on the corporate power base in the United States in order to make their voices heard. For example, opportunities for change exist if women better understood the process, expectations, and benefits of board membership, if they could dedicate more time to securing these board positions, and if they were better educated about the positive aspects of targets and quotas (for example, through international comparisons). Different strategies could be pursued – individual and group mentoring, training/education through organizations such as the Women President’s Organization, small business centers, and government offices.

There are a number of opportunities for future research related to this study. For example, further research is required concerning the profitability impact and/or impact on other corporate performance as a result of quotas. Unless it is determined that corporate performance is enhanced via the use of quotas, it is unlikely that there will be a ground-swell of support in the United States for quota legislation. As noted by Branson (2012), the call for more women on boards in the US has calmed. As well, further research is required to increase the sample of women small business leaders to determine if women in this demographic have sufficient time to serve on corporate boards as suggested by Ghaffari (2009). If not, are there ways that their professional lives can be reshaped to fit this important focus? There are also a number of research opportunities involving men as comparators. For example, it would be interesting to conduct research to determine if women are more selective than men in the particular board(s) on which they serve.

REFERENCES


CORRESPONDING AUTHOR
*Dr. Karen Somerville can be reached at ksomerville01@hamline.edu.

The authors wish to acknowledge the research assistance of Dr. Allan Riding of the University of Ottawa.
A TEST OF SENTIMENT IN THE NFL POINT SPREAD BETTING MARKET

Daniel Chin

Abstract

This paper estimates the extent to which National Football League (NFL) bettors place wagers based on sentiment for a team that is unrelated to relevant measures of relative performance, similar to what would be considered “speculative” investment. The results show that more bets tend to be placed on teams for which bettors have high sentiment for and fewer bets are placed on teams for which bettors have low sentiment. However, the market odds appear to be using sentiment unbiasedly, leading to the conclusion that contrarian bettors place wagers opposite the sentimental bettors. While the market as a whole recognizes that there is no informational content in sentiment, losers tend to be bettors who wager with sentiment and winners tend to be bettors who wager against it.
U.S. DOMESTIC PRODUCTION ACTIVITY DEDUCTION
AND ECONOMIC RECOVERY

Chao M. Liu,
Tarleton State U.
liu@tarleton.edu

Li-Juan Sun
Ph. D student
Pan American State University
Slf1997@126.com

ABSTRACT

Internal Revenue Code (IRC) Sec 199, the U.S. Domestic Production Activity Deduction (DPAD) is created under the American Job Creation Act of 2004. The purpose of this research is to assess the impact of Sec 199 on economic recovery. The measurement is the total domestic production activities deduction in each year under studying. Data are taken from Internal Revenue Service (IRS) Data Book from 2005 to 2009.

The results indicate that DPAD has great impact on economic recovery. When DPAD increases in a year as compare with the deduction in prior year, it indicates that the corporation profits went up, and unemployment rate went down. It signals that the economic recovery is in progress. However, when DPAD decreases in a year, it would indicate the economy in the current year is getting worse than the prior year. It concludes that the DPAD could be used as an indicator to gauge the economic recovery.
TESTING CONSUMPTION CHOICES: THROUGH AN EXPERIMENTAL APPROACH

Xiaojia Zhang
Boston University
xjzhang@bu.edu

ABSTRACT

An experiment on consumption behavior is carried among college students to test if people’s consumption choice follows the life-cycle permanent income hypothesis, and if their consumption choice can be affected by their literacy level. Subjects are asked to provide their consumption choices under given circumstances. Background information such as their numerical and financial literacy is also tested in the experiment. The data suggests that subjects’ consumption do not necessarily support the life-cycle permanent income hypothesis. Some of the subjects make large difference in the consumption level they choose when facing the same assets. They do not expect their consumption totally based on the ratio between assets and earning. And people hardly face one dollar in earning equally with one dollar in assets. This consumption error varies across gender, and is affected by their numerical and financial ability.

1 The author would like to thank Laurence J. Kotlikoff, Kevin Lang and Daniele Paserman at Boston University for useful assistance and discussions. All errors are mine.
Search and Matching: Do They Explain the Labor Wedge?

Xiaojia Zhang

Boston University

Abstract

The labor wedge is defined as the ratio of the marginal rate of substitution of consumption for leisure (MRS) and the marginal product of labor (MPL). In recent years, the study on the labor wedge has inspired economists’ great interest. Many economists agree that the fluctuations in the labor wedge can explain a number of economic issues. But so far there is no conclusive answer what explains the movement in labor wedge. In this paper I studied whether the search and matching issue can create an endogenous cyclical wedge between the MRS and MPL. I made some significant modification based on Rogerson and Shimer (2009) model, to find out whether search and matching helps explain the movements of labor wedge.

\[^{1}\text{Department of Economics, Boston University, 270 Bay State Road, Boston, MA 02215. Email:xjzhang@bu.edu}\]
ABSTRACT

Women the world over are stigmatised and relegated to the background. Women form the largest part of the world population play the role of mothers, maids, cooks, fashion designers, traders and farmers in the economy. Women especially in Nigeria have little or no exposure to formal education, since most women have little or no formal education then their developmental progress and that of the nation is inhibited. Until recently, one of the major setback in Nigeria national development is gender discrimination even in educational pursuit. It is generally believed that women’s role is clearly defined – she should be at homefront and not forefront in educational status. The paper examines women empowerment status in Nigeria: A case study of Ambrose Alli University, Ekpoma. Secondary data were collected from the University’s Personnel Department from 2000 to 2010. Growth and position of women at the various management positions were analysed using simple statistical tools. The result shows that women occupy various management positions in the university and the number of women in management position is becoming relatively high. The paper recommends improved in-service training for women in the university service because it has multiplier effect on other women and society generally.
THE BENEFITS OF HINDSIGHT:

AVOIDING THE PITFALLS THAT ARE CERTAIN TO DOOM YOUR NEW BUSINESS

Dean Frantsvog, JD
Associate Professor of Law and Business
Minot State University
dean.frantsvog@minotstateu.edu

Abstract

The stats are staggering and if you are in the business community, you have already heard them. Upwards of 80 percent of all new small businesses will fail within 5 years of startup and most of those will actually fail within the first year. What is it that the successful business has that the others do not? Is it the right timing, good fortune, or just great business savvy? While all of these things certainly help, there are some factors that can certainly help make sure your, or your client’s, business is not one of the unfortunate ones that do not survive their first year.

The business climate today is fierce. Entering this realm is not something that someone should do without first having everything necessary to succeed. Information is power and this is especially true as it relates to starting a new business. More often than not, any new business that is started has been tried before in some capacity and if the previous stats are correct, it probably failed. Looking at why these businesses failed and preventing you or your clients from going down that same path is worth the investment of time and sometimes money. While there is no magic formula for success, there is certainly some pitfalls that will ensure failure if they are not avoided.
ADVERTISING TO CHILDREN

Devika Vashisht

IFHE University, IBS Hyderabad

dev2007.d@gmail.com

ABSTRACT

Advertising is a ubiquitous power in the lives of children. Children are open to plenty of advertisements forms through a number of media such as television, radio, newspapers, magazines, billboards, internet and advergames. Increase in promotions and advertising which are targeted to children is alarming. By employing the knowledge of child psychology in scheming advertisements, promotion and media mix, today’s advertisements have become very effective. In order to catch and grasp children’s attention, advertisers create effectual marketing strategies and advertisements, by analysing children’s conduct, intentions, their way of life and spare time activities at different ages. The paper makes an attempt to be aware of the use of child psychology in advertising and the effect of advertising on children. Also, this study helps us to understand different ways by which children process advertisements and the use of a variety of influencing appeals and strategies by marketers to target children. The study also provides an understanding about regulatory framework for advertising targeting children and need for parents to be media literate. This paper provides insights to researchers to conduct further research in this area.
COMMUNITY RESPONSE TO THE PROBLEM OF STREET CHILDREN IN CHINA: A CASE STUDY OF A SHELTER CENTER

Yanping Yu
City University of Hong Kong

Introduction
The problem of children living on the street has already emerged as a common social phenomenon around the world and has evoked public concern. In China, the number of urban street children is growing, with an estimated number of 150,000 in 2000. In just a decade, the number has increased to nearly a million. The recent sample survey reveals the number of children living on the street has increased to 1 to 1.5 million (Ju et al., 2008). To sum up, the number of children living on the street is huge and it has become a serious social problem in China.

Literature review
To respond to the problem of street children, both government and community in China take actions and try to solve the problem. The Chinese government issued a series of the policy laws and regulations to protect children’s rights, such as Law of the People's Republic of China on the Protection of Minors, and implemented a new policy towards vagrants and beggars (which includes street children) since year 2003, moving from a traditional compulsory repatriation system to a new social assistance system, which provides food, shelter, health care, contact with their families or employers, and free transportation for those who are short of money to go home (Xue, 2009). Welfare services and organization system to protect and rescue street children groups are also established in China, such as Protection and Education Center (PEC), with the goals to ‘protect and educate’ street children and ultimately to return them to their own families and there are 130 PECs by year 2006 (Jiang, 2006). With development of the problem of street children, the PEC system has received many criticisms. It is a working model in an administrative system from top to bottom and the service providers are in the role of the administrative authority for served street children, which makes the street children in the rescue process in a passive position (Bi, 2008). PEC is described as having good hardware with cold management and it was described as a prison due to no freedom (Lam & Cheng, 2008).

The community also makes an effort to help street children. Different from institutionalized rescuing services provided by the government, community-based rescuing service for street children refers to “one relief agency settled in the community, based on the needs of the community, provide an open, decentralized relief for all children in the community” (Jiang, 2011:4). Community-based service is a new phenomenon in China and only few records of it can be found in both research and practice. In the research, there are only three journal articles on community-based street children service (Jiang, 2011). In practice, community-based services for street children in China are mainly provided by Non-Governmental Organizations (NGOs). To our knowledge, there are three community-based agencies serving street children in China. In Kunming, China, street children are easily found on the street and the problems of street children are obvious. There is one NGO called “Yunnan Province Jia Xin Community Children Relief Service Center” (JX) which was funded since 2004 with
service goals of outreaching to all kinds of homeless children on the street in Kunming and providing temporary shelter, counseling services and family reunification works to those who are willing to be engaged.

Aims of this study
We are aiming to study how community reacting to the social problem of street children, and to see if the social work oriented values these community-based NGOs are adhering to are effective in ameliorating the problem. Take JX as case study, we want to achieve the following goals by the current study: (1) Explore how JX is helping street children and what kinds of services are provided by JX. (2) Examine the working values guiding the services in the JX.

Methodology
This study will explore of the services of JX as well as to understand the values and concepts behind its services through a single case study. This methodology which is grounded in empathic approach was widely believed to produce documentary data that somehow reflected the natives’ own points of view (Norman, & Yvonna, 2000). The researcher spent six months to stay in the center and try to understand both the center as well as the people in the center. In the beginning, the researcher spent most of her time talking and interviewing the service workers as well as reading some old documents and files of the center, to find out the history, background, goals and aims of the center and its profile of service recipients. In the second stage, the staff invited the researcher to interact with all street children in the center who are available. Then the researcher spent a long time to build trust with all street children through playing with them, listening to their stories, etc. While enough trust was built, the researcher invited him to attend an in-depth interview which aims to know deep about the lives about street children in the center. Some may refuse and only those who finally agree to attend the interview were recruited in the research. There are ten street children finally. Interview questions were asked: How shelter workers find you? How you get access to the center? What services they provide to you? Why do you want to stay in the center? How do you feel? What have you experienced in the shelter?

Findings
Shelter's effort: build community reputation and self-outreach
Shelter became an alternative for all respondents after their street experience. The sample of this study all ended up in JX. We do believe street children deem to face many difficulties to stay alive on their own for too long time on the street and will seek help from all kinds of social resources and one of them is the shelter. We will learn from it about their help seeking methods, and their needs for social service, and the possible hints on how to provide help for this needy group of youth.

Here we first start to explore how street children enter the center. There are different ways for this group of children who wander around the street to end up the street life and get access to the shelter. On one hand, the service provider put a lot of effort for outreaching them, in order to help them get out of the street life, while on the other hand, street children will seek or encounter other social resources such as friends, polices or others who will help them to find a better alternative. The shelter is already made known to the public: street children, police, teachers, and media. All these social resources helped this group of children have the opportunity to get access to the shelter. Of the 10 respondents, A, E, H, and J met the youth
outreaching workers and were being introduced to the shelter. Respondents B, C and F were referred by peers. The rest, respondents D, G and I were referred by other sources like the police and other people, such as journalist. Respondent G gave a typical example on his experience of being referred to the shelter by polices as:

G: “In 2009 I came to the center in the first time. I encountered polices in the railway station and they asked me what happened. I lied to them that I did not have parents because I was afraid they would call my parents. Then they called the center and one worker came to pick me up. So I came to the center.”

To sum up, outreaching to children instead of waiting for the children to approach the center is helpful. The child knows that if a child has a parent, and irrespective of what their experiences are, the authority will send them back to parents, so the shelter is another community alternative, helping the authority not to end up with quick pathological judgment, and that is to say, the shelter is like a buffer. Building community reputation to mobilize all possible resources such as police and media is meaningful to refer the street children to the center.

Trust building and the benefits of the shelter

How we focus on how street children accept services. Trust is the first element that affects whether or not this group of children accepts the shelter services or not. Children did not trust outreach worker or other people easily in the beginning because of self-protective mechanism. Certain techniques are helpful for the workers to build trust with the street children. For example, the workers are strategic in connecting to them, e.g. using going to school as an entry point to talk to them, and was successful in selling the service to those in need of help. Respondent E gave a typical example on his experience of trusting the workers by technique as:

E: “One day, an outreach worker came to me and asked me whether I want to attend school or not. He was working at the children center where can help children to attend school. At that time I am afraid he was lying to me. But at that time I only had little money and I don’t want to beg again on the street. So I wanted to try to trust him and hoped it’s true. So I came to the center with him.”

Usually, friends are more easily trusted by the children, because they are familiar and trust already has been built with friends. Some children finally trust them and agreed to accept services because of their friends’ suggestion. Respondent A gave a typical example on his experience of being suggested by his friend to trust the shelter outreach worker and later enter the shelter as:

A: “I arrived in the center through one outreach worker of the center. That day I was wandering around the pedestrian street. There was one young woman approached to me and she said she is worker for helping children, and she can help me and asked me to go with her. I didn’t trust her in the beginning, thinking she was the kidnapper. So I walked away. Later I knew from another child that she was really helping. So in the second time I met her and I trusted her and came to the center....”

Though not very trust the worker or other people, some children finally agreed to go to the shelter because their current life was not satisfactory and they wanted to try a better alternative. So shelter is a temporary alternative and they just want to see if it’s better than their current life. For example, shelter is more attractive than street because it can provide
sleeping place for I. A thought it’s better in the shelter so he could escape from the street that police and his mother may find him. Tired of begging on the street, E prefer to have a try when other better resources available for them for him. F believed that going to the shelter will be better than his stealing life on the street. Respondent E gave a typical example of this kind of experiences as:

E: “Through hard-working in begging every day in small cities, I saved enough money. I heard other people talking about Kunming, which is nice and beautiful. With saved money, I came to Kunming in 2008. At that time I did not want to beg for money anymore. I wandered around outside and enjoyed the free life. Later I knew some new friends on the street. Then I played with friends and spend money with them. But there were too many temptations outside, I always wanted to play. I played gambling with others and the money was soon used. There was not too much left. …… But at that time I only had little money and I don’t want to beg again on the street. So I wanted to try to trust him and hoped it’s true. So I came to the center with him.”

To sum up, there is positive assessment on the community response from this group of street children, helps other street children peers who live on the street more likely to trust the workers and accept the services. So community image out there becomes supporting information to the center, especially when considering the effect of social networking of the street children on the street.

Service provision: procedures and scopes

Here is going to discuss about the process of service provision by the center and how street children keep staying in the center. After entering in the shelter, a short time will be given to all new service receipts to adjust to the shelter environment as well as getting along with other peers and workers. During this adjusting period, all residents were introduced by the workers rules of the shelter and their performances would be under evaluated and services would be provided to them. Later assessments were first done by the workers to identify individual needs of every one and case workers will be assigned for every service receipts. Through case counselor, their willing, such as wanting to attend school or preferring to find a job, etc. will be noted. A, D and G were more likely to stay at the shelter. While I and J had strong feeling to work outside. So the case manager would try to help them to seek appropriate jobs. Finally, I and J successfully found jobs in one store near from the shelter. After assessment, the responding services were provided to fulfill everyone’s needs when service receipts decided to stay in the shelter. For those who lived in short period (usually within six months), shelter will arrange the following kinds of services: three-meals one day, sleeping bed, case counseling, family contacting, daily recreation activities and some informal education, etc. It is true for those short-term residents, A, D, G, I and J. While for longer-term residents (more than half years), they were either arranged to attend schools in the day time and sleep in the shelter at night. B, C, E were in this case, or they attended school in daytime and in the night lived in the family styled foster home, which consisted of one couple, and four or five children of similar background. It is true for F and H. Some really treasure the education chances and study hard, for example, E went to school with the funding assistant of the shelter and he graduate within 2 years for his junior high school degree. He really wanted to continue the study in the technical school, but due to his leg operation, it’s interrupted. F also attended school with good performance.
Evaluation of the center: reflections from the service recipients

At the time of interview, ten boys are all currently living in the service shelter, length in the shelter ranging from two months to four years. A and J settled down in the shelter for two months. I and D stayed in the shelter for three months. G lived in the shelter for four months. H lived for one year. B and C lived for two years. E lived for three years and F lived for four years. Their positive experiences in the shelter were reported, such as help received like food, sleeping places, safe environment, outdoor activities, informal education, attending school, counseling, family mediation, assistance to seek jobs, etc. All these helped them stay in the shelter and they expressed positive feelings on the shelter, for example, C: “Sometimes I feel no freedom here, so I just go out to the street for a walk, to see the outside world. But I came back to the center usually after 1 day or 2 days. Here I can eat, I can sleep well and also some teachers would worry about me if I am still outside … Anyway, the center is better than my home. If my (step-) father can change to be the first time I saw him. But now it’s impossible he can change. He will not stop beating me if I go back to home. So I will not go back to home”.

From the positive comments of the children, it can be said the overall services of center are effective in the areas of supportive services for the children, specifically in medical and schooling. However, the center needs to work more, such as providing other alternatives (e.g. finding jobs) for those long-term cases. The limitations are also reflected from the street children’s negative comments toward to the services. Service receipts slowly get habituated with the new shelter life and they tried to settle down in the shelter. Though some respondents (such as A, B, C, G, H) reported negative experiences in the shelter, such as being bullied by other children, misunderstanding by the staff, unsuccessful family mediation, lack of fun, no freedom in the shelter etc., which were mainly the reasons why some respondents (B, C, H) ran away from the shelter.

Serving with social work values

From examining the service procedure and service scope of the center, we can find the working values under the services. Under values of respect and non-judgment, workers intake clients through outreaching reflects their understanding of the nature of the problem, so they move their office to the street, which also reflecting their respect to the nature of the target group and with non-judgmental attitudes/values. Respecting heterogeneity of the target group, workers help the clients after the intake with different service treatment and setting unique developmental plans for different cases, with the understanding that the causes of being on the street are multi-faceted and complex, which could be individual, family, school, societal factors or a combination. So target group are not supposed to have the same treatment and they should not see the cases as the same, and will not consider reunification with family as the only possible treatment goal. Returning home is one but not the only final option for street children. The shelter respect the children’s willing and needs, arrange other alternatives such as school, job. Giving the case self-determination, workers let them free to stay in the shelter for whatever they need, by the way they either contact the parents or not. Respect their readiness to talk about family problems. Confidentiality or respect, that means the shelter is trusted by the children workers will not report to their parents without their consent, or without doing other things to help them first before they will contact their parents. Understanding and acceptance, that means when the street children living in the center
temporarily, children will have time to handle their problems. The shelter is giving those children in need of help space and time.

Discussion

Findings indicate several important hints for future practice: outreaching to children instead of waiting for the children to approach the center is a more effective way to help street children. Shelter makes effort to build community reputation is important and will help more public people refer to the street children. From street children’s perspective, the shelter is positively evaluated to provide shelter and food, but negatively it lacks further incentives to motivate them to stay or lacks developmental assistance to them. The services are implemented under several social work values such as confidentiality, respect, non-judgmental and giving children self-determination, etc. Overall, the community response to street children is a big moving step in children services in China. Different from the government work, the community not only directly send them to back to their home, but through outreaching work, assessment, basic services provision, case intervention, etc. the services for street children are more effective and successful. More community-based agencies needed in China and more professional developments of these agencies are also needed to put on the agenda.

References


REMOVAL OF METADATA FROM DOCUMENT FILES:
PROFESSIONAL MISCONDUCT OR ETHICAL OBLIGATION?

David Ritter
Texas A&M University Central Texas
ritterd@ct.tamus.edu

John Shampton
Texas A&M University Central Texas
DrJohnS@windstream.net

ABSTRACT

In the past few years, the attention of the legal system has been drawn to the potential for ethical and tactical problems arising during negotiations or discovery as a result of opposing counsel’s accessing “hidden” information, called “metadata,” or electronically stored information (ESI), which is produced during the creation of every electronic text file. Metadata can reveal the timing, author and often the content of the creation, and revisions or edits of the document. This can lead to the potential embarrassment or even malpractice liability of the disclosing counsel. Metadata is a creation of computer programmers that is intended to provide for efficient editing, indexing and retrieval of the documents in question, but it can also reveal information best kept confidential. One application of principles relating to inadvertent disclosure seems to be the current trend in dealing with this issue, but the notion of what constitutes “inadvertence” in this area deserves examination and development. We discuss the question of whether failing to remove, or “strip,” metadata constitutes inadvertent disclosure possibly leading to malpractice liability, or whether counsel may be obligated to strip all documents, and suggest policies and procedures which, if adopted and consistently followed, might eliminate or at least mitigate the problem. Another recent concern is that when metadata is a part of public records it must be maintained and disclosed under public records laws. Purposely removing metadata could fall under the penalties of unauthorized destruction of or tampering with public records. The differing requirements of maintaining public and non-public records creates an ethical and possibly a legal quandary in that while trying to strip metadata to prevent later discovery one may run afoul of public records laws with the result in possible criminal sanctions for stripping the metadata from the records.
SOCIAL MEDIA INTEGRATION.

NEW POSSIBILITIES FOR THE STRATEGIC COMMUNICATION AGENCY MODEL

Dr. Mary Ann Harris
Bethel University

Dr. Betsy Anderson
University of St. Thomas

Abstract:

Social media is an exploding marketing channel, yet analysis and recommendations for best practices have not been well researched. While marketers appear increasingly comfortable using the media form, they are still determining best ways to implement content, organize messages and personnel, and develop talent. In this research project, we interviewed over a half dozen professionals to more fully understand social media integration and practices. Of particular interest was the issue of how to integrate more traditional marketing practices with experience-based technology offerings. Industry professionals who had a variety of years of experience were interviewed from both agency and client organizations, with the goal of gaining insight into new models to manage social media marketing in the future.

Introduction:

As social media continues to grow in incidence and stature, agencies are looking more closely at important organizational issues regarding this dynamic media form such as impact on integrated marketing and talent recruitment and training.

This raises two important issues:

1.) How do more senior managers, who often lack the intuitive sense for social media development, work with their junior counterparts? How do traditional marketing strategy skills and technology expertise get utilized? Is there a new model that should be developed?

2.) How does the agenda for creating content and taking ownership of social media initiatives get managed?

Literature Review:

There has been a growing body of research regarding the tools and tactics of social media, such as the use of virtual press rooms (Pettigrew & Reber, 2010), media relations activities (e.g., Waters, Tindall & Morton, 2010), blogs (Kent, 2008), Twitter (Lovejoy, Waters & Saxton, 2012; Kwon & Sung, 2011; Muralidharan, Rasmussen, Patterson & Shin, 2011), and Facebook (Park, Rodgers & Stemmler, 2011; Waters, Burnett, Lamm & Lucas, 2009). The social media
advertising literature in particular also focuses on consumer perceptions of social media activities (e.g., Hutton & Fosdick, 2011) and measurement (e.g., Colliander & Dahlen, 2011; Taylor, Lewin & Strutton, 2011; Murdough, 2009).

However, there is a gap when it comes to learning more about how strategic communication leaders should manage and structure their organizations to handle such change. There is little research regarding the strategic shift in managing social media in terms of agency structure, integration, roles and functions, and future talent development.

Methodology:

In order to address the core questions for this study, we approached 8 executives at a range of communication agencies in a Midwestern city. These included two traditional ad agencies (fifty year old + firms), a digital agency (in existence for 14 years), a small promotions firm, a traditional PR firm and an integrated agency servicing the medical community. We also interviewed a social media manager from a client organization, and another senior executive from an integrated agency and an executive from a promotions firm. The interviews were set up as one-on-one in-depth discussions. Conversations focused on the issues of social media integration in the agency, social media skills needed for everyday management, and impact of social media on each individual discipline (marketing, PR, advertising) area’s ability to influence client communication in a changing agency landscape. We analyzed the data using open coding (Strauss & Corbin, 1990), which involves analyzing the data carefully and identifying themes (categories), subcategories, and patterns that emerge.

Key theme 1: Everyone’s a guru: Social media function woven within generalist communication areas

Almost all of the individuals interviewed believed that it would be best to have social as part of overall account teams. The rationale is based on the interactive nature of the medium which requires rapid response times. If the social media department is a separate entity, then getting quick decisions and implementation is often more difficult.

One executive said that things move too quickly to have social as a separate department, yet there are still many agency people afraid of it... this will need to change if we are going to truly integrate this function. People will need to take more risk—unlike traditional advertising where the approach is very methodical and measured, social and internet marketing in general is a rapid response medium.

Key theme 2: Ensuring social media meets strategic objectives

Overall, it seems that marketers need to determine strategy and message first before focusing on social outlets. The brand promise and positioning should be identified and core messages outlined before dialogues are initiated with consumers. HBR published an article in 2010 which supports this idea. The article said that too many organizations are jumping into social because it’s trendy and cheap and yet the cost of upkeep and impact on the brand can be negative without a solid strategic direction overall. Agency executives seem to support this assertion.

Additionally, it becomes important to determine which communication functional area is in the best position to lead the social strategy dialogue. Initially, it’s seemed that PR firms might be
best as PR professionals are used to the intense writing nature of the projects and fast turnaround. They have less focus on lengthy production or complicated campaign management/execution. While PR firms have been adept at responding to social media requirements, ad agencies still seem like the right group to manage the strategy element that is critical and sometimes missing in social campaigns, according to study participants.

**Key theme 3: Flexibility and Communication skills: Understanding talent recruitment and training**

An important and fundamental question in understanding these issues lies with identifying key components of individuals who will be successful in this forum. Do the skills of traditional agencies translate to the needed skills in an online or social forum? Overall, it seems that some of the important criteria in agency hires in traditional forums are even more important in this venue. Flexibility and good communication skills are even more important in this arena.

Agency personnel have historically been challenged to be flexible as client needs change, as consumers change, and as creative output evolves. Social media seems to take that to the extreme as consumers drive messaging and constantly interact with brands, requiring intelligent responses to the issues that arise. Flexibility has greater responsibility when speed is also accelerated.

Communication skills also seem to be heightened in sophistication and applicability with this media form. According to one agency executive, *personnel need to be able and willing to quickly respond to issues that arise in social media.* This executive said that *in the old days, the head account person was the one who would have the tough conversations with clients when problems arose but everyone gets involved today.*

**Conclusion:**

The qualitative in-depth interviews conducted for this study explore an under-researched aspect of how social media is impacting the advertising, public relations and marketing communication industries, providing fruitful directions for future research. While the industry is dominated by internet and social media messaging, the best means to balance social and more traditional marketing needs is still be discovered. Future research that utilizes case studies or considers client goals in experiment-based studies could be useful to help determine best practice models to manage the complex marketing communications agencies in an internet media world.

**References:**


Appendix A:

Thank you for your time! We are conducting agency interviews to better understand the impact of social media on marketing communications. We want to understand the positives, negatives, and development areas (including talent) in this vibrant media form. We are interested in professionals who lead social media efforts but also those who influence social media in a less direct way. The purpose of this research is to understand key issues in social media from the professional’s perspective with the goal to further research those areas of greatest interest.

This subject is important as social media has dramatically influenced the marketplace and conversation regarding marketing strategy and creativity. Yet it is unclear how well the industry understands the day to day implications of this medium on agency life. This study explores these issues in more depth as we help industry and academia understand priorities that will make a difference to the social media world.

Social Media questions to include (but not limited to) the following:

1. Understand background of interviewee- length of time at the agency, roles/responsibilities regarding overall marketing/media efforts vs. social media specifically; personnel training, and client relationships/creative development in social media efforts.

2. Understand how social media efforts are managed at the agency. Who is responsible for strategy/client relations? Creative development? Research? Is it a separate group or integrated within general account team? How well does current structure seem to work? Have you seen a fundamental shift in agency operations in light of social media? What else would like to see done in this area? **Probe to understand balance of power with social media output vs. more traditional media to include impact on IMC efforts.**

3. Opinions of the impact of social media on agency process. Is current set up effective? What else might be implemented for greater effectiveness etc.? **Probe to understand training and development relative to this media form.**

4. What is the impact of social media on creative output of agency? Same creative teams on all media efforts? General mood of creative teams on social media? How to manage constant content changes in this area?

5. Other areas of importance in understanding impact of social media on agency life and brand effectiveness. What did we miss? What else would you like to understand? **(Probe to understand other research interests of the agency professional.)**
SOCIAL NETWORKING PRIVACY CONTROL: EXPLORING UNIVERSITY VARIABLES RELATED TO YOUNG ADULTS’ SHARING OF PERSONALLY IDENTIFIABLE INFORMATION.

Melisa Zimmerman
Edinboro University of Pennsylvania
mzimmerman@edinboro.edu

ABSTRACT

Social media avenues on the Internet continue growing daily with millions of users sharing information, yet understanding the behavioral influence and consequences of participating in social networking sites (SNS) is under explored. Once individuals agree to voluntarily participate in SNS the business now has access to ample amounts of personal information and the end business-decisions may not always be ethical. This paper reviews the literature that integrative social contracts theory (ISCT) may identify a link between the relationship of users (their expectations) and online SNS as the business (use of information). ISCT is based on the premise that individuals and businesses enter into a hypothetical contract that determines standards and norms of the participating relationship. The critical assessment of this paper explores the possibility of a disconnect between the online users and business’ expectations of this hypothetical contract. We open up the discussion to determine if the contract is fairly entered upon by both parties and identify areas of inequality and unethical misuse of private information by business for self-interest.
FOSTERING INNOVATION IN ORGANIZATIONS

Dr. Lowell C. Matthews  
*Southern New Hampshire University*

Antoinette DeSito, M.S.  
*Southern New Hampshire University*

**Abstract**

The goal of this paper is to examine various human resources and management practices that companies can use to foster innovation. When organizational resources are bountiful employees have greater freedom to change organizational processes and procedures that directly lead to innovation. There are countless examples that demonstrate that during good economic times companies demonstrate a stronger desire to support innovation and are more willing to take financial risks. However, the organizational support for innovation decreases when the company is experiencing financial tension. With the recent economic recession organizations are forced to look more closely at financial positioning and this increased scrutiny hinders innovation. The added attention to internal operations may at first seem to be the right move but if not careful organizational leaders may begin to lose sight of the bigger picture of how to sustain and create a competitive advantage through innovation. This paper will provide a comparison of Maslow’s Hierarchy of Needs to illustrate how organizational leaders can encourage innovation during both good and bad economic conditions.

Additionally, the paper will explore what type of leadership style is best suited for innovative organizations. Innovation occurs when employees are involved and encouraged to share their thoughts and ideas without fear of repercussions. Management must empower employees to work on their ideas by providing needed resources and support. Innovation must be considered an integral part of business operating procedures and not something that is undertaken only in a time of crisis. Previous research demonstrates that a leadership style that promotes mutual respect, creativity and autonomy fosters innovation. Organizational leaders must use their position of power to influence, inspire and encourage employees to create organizational changes that stakeholders will value. When properly managed building innovation into organizational culture will expand an organization’s capabilities and improve efficiencies. Successful organizations are those that recognize the role of innovation and are willing to change to create a competitive advantage that is sustainable. Organizations must be able to move forward with innovation even when there may still be questions.

Being able to identify the relevant innovation issues that occur in organizations requires that relationships are built with multiple entities. Understanding the relationship of employees in the organizational context is the first step to applying action research. The researchers will use an action research methodology consisting of surveys, questionnaires and interviews. Employees at all organizational levels will be invited to participate in the study. For this study the researchers will work as outside consultants with selected companies that belong to the Greater Manchester Chamber of Commerce. The deliverable from this action research is to identify and develop a model that can be used by organizational leaders to foster innovation. The working principles of action research including relationships, communication, participation, and inclusion identified by Stringer (2007) will be implemented throughout the study. The research methodology that will be utilized will focus on obtaining participation from key stakeholders in an effort to identify the human resources and management practices that companies can use to foster innovation.

**Reference**

BIOACCUMULATED TOXINS AND THE ADVERSE IMPACTS THEY HAVE ON JUVENILES

Andrew Stevens  
*Minnesota State University Mankato*

Colleen Clarke  
*Minnesota State University Mankato*

Abstract

High levels of pollution in urban areas have been a major concern over the last few decades. Water bodies in these communities have been threatened by the presence of contaminants in their waters. This poses a threat to local communities who harvest fish out of these waters, especially those populations who consume fish most frequently. Public concerns about pollution in local waterways have led to state and municipal governments across the nation to issue fish consumption advisories. These advisories are not enforceable, rather, are intended to educate the public on the recommended areas, species, meal sizes, and meal frequencies that can pose threats to human safety (MPCA). Fish from over 1000 Minnesota lakes have been tested for bioaccumulation of contaminates (MDH). In Minnesota, mercury is the contaminant in fish that causes the most concern, followed up by polychlorinated biphenyls (PCB), dioxins, and perfluorochemicals (PFC) (MDH). Health studies mentioned in this study have shown that these chemicals have been known to cause neurological/behavioral defects reproductive complications. Due to the developmental effects of these contaminants, pregnant women and young children are at greatest risk (Kjolhede, 2009). High mercury levels can disrupt nervous system function in children and the elderly (EPA, 2001), and fetuses can incur brain damage from maternal ingestion of foods containing elevated levels of PCB’s and mercury (EPA, 1999). Any contaminated fish has the ability to transmit dangerous toxins through ingestion, and the risk is believed to increase as the quantity consumed increases. Research indicates that minority groups are at a greater risk due to a higher rate of fish consumption compared to Caucasians. Our research intends to identify a link between behavioral, neurological and developmental issues in children and young people, with the consumption of fish containing bioaccumulated toxins in Minnesota.

Dr. Colleen Clarke  
Director of Law Enforcement  
Minnesota State University, Mankato  
Department of Government  
Law Enforcement Program  
109 Morris Hall  
Mankato, MN 56001
MEASURING REGIONAL EFFICIENCY OF BANKING INDUSTRY AFTER THE FINANCIAL CRISIS

Joon J. Park*
Associate Professor, Department of Business Administration
University of Arkansas at Pine Bluff
E-mail: parkj@uapb.edu

Jawook Baek
Professor, Changwon National University
Changwon City, South Korea
E-mail: jwbaek@changwon.ac.kr

Abstract
This paper measures the effect of the financial crisis on the productivity of thirty banks for 5 years (2007–2011) via CCR, BCC, and Malmquist models. The models study the effects of technological improvements during the years after the financial crisis on regional banks. Total factor productivity growth rate is positive and technological efficiency is improved and has influenced more than technology to total factor productivity change over the entire sample period. The Malmquist index summary of banks’ average total factor productivity changes shows average annual total factor productivity growth rates are 1.7% and 2.1% for state banks and Arkansas state banks, respectively.

Key words: Productivity, Efficiency, Malmquist, Data Envelopment Analysis

*Corresponding author: Joon J. Park, University of Arkansas at Pine Bluff
1200 North University Drive, Pine Bluff, Arkansas 71601, USA
E-mail: parkj@uapb.edu / 870) 575-8083
THE EFFECTS OF INTRA-GROUP COMMUNICATION IN A PUBLIC GOODS
EXPERIMENT WITH NESTED EXCHANGES

Yoav Wachsman
Coastal Carolina University
E-mail: yoav@coastal.edu

Abstract

Agents can often choose between providing a public good through a small, local exchange or a larger, global exchange. This paper reports a public goods experiment with a local exchange, which benefits the contributor’s local group, and a global exchange, which benefits all the participants. The paper investigates the effects of intra-group communication on participants’ allocation decisions. It finds that intra-group communication reduces free riding but can also reduce inter-group cooperation.

Journal of Economic Literature Classification Numbers: C92; D71; H41

Key Words: Voluntary Contributions Mechanism, Public Goods Experiment, Communication, Inter-Group Cooperation
The number of golfers in the U.S. has decreased from 30.6 million in 2005 to 25.7 million in 2011 posing a real threat to the golf industry. The purpose of this study was to ascertain golfer and employee satisfaction in Southwest Florida, establish levels of satisfaction through a Golfers Satisfaction Index (GSI), identify influential variables, and assess relationships between golfer and employee satisfaction to improve organizational and industry outcomes. By initiating GSI Surveys, Path Analysis, Job Enrichment and strategies based on maximizing value, synergistic relationships can be accomplished between satisfied employees, perceived organizational performance, and golfer satisfaction leading to higher golfer retention, increased golfer participation and higher revenues.

There are numerous variables that affect customer satisfaction and a golfer’s satisfaction in particular. Studies show that one of the most influential variables to customer satisfaction is customer service, and customer service is greatly influenced by employee satisfaction.

In addition to the traditional customer satisfaction survey, this study integrated the concept of importance when determining levels of customer or golfer satisfaction. According to the research, importance-performance analysis (IPA) is very useful for practitioners to improve service quality and increase customer satisfaction by identifying major organizational strengths and weaknesses.

The research was conducted among 10 golf facilities in Southwest Florida (SWFL), which included a stratified random sample of private, public, resort and golf communities, n=237, 95% CI (-5.5, 5.0). Data was accumulated and analyzed using IBM’s Statistical Package for the Social Science (SPSS) version 20. Specifically, data was analyzed using descriptive statistics, t-tests, Analysis of Variation (ANOVA), Importance-Performance Analysis (IPA), correlations, inter-correlations, multiple regressions, and path analysis.

In order to facilitate an integrated importance /performance index that could be used as an overall expression of golfer satisfaction, the following Golfer Satisfaction Index (GSI) was developed:
The goal was to provide a research based tool for golf course stakeholders to enhance understanding and organizational outcomes. The quantitative data provided information related to golfer satisfaction, organizational performance, employee satisfaction, levels of importance, and methodologies for measuring satisfaction and performance at their facilities. Qualitative data was collected via employee and golfer comments.

The hypotheses explored and the associated findings were:

H₀₁ - There are different levels of employee satisfaction between demographic groups. - Denied
H₀₂ - There are different satisfiers of employee satisfaction between demographic groups. - Affirmed
H₀₃ - There are different levels of employee satisfaction between types of facilities. - Denied
H₀₄ - Golfers have different levels of performance expectations based on demographic groups. - Affirmed
H₀₅ - Golfers assess operational performance differently based on demographic groups. - Affirmed
H₀₆. There are different levels of golfer satisfaction between demographic groups. - Denied
H₀₇ - Organizational performance is positively related to golfer satisfaction. - Affirmed
H₀₈ - Employee satisfaction is positively related to organizational performance. - Affirmed
H₀₉ - There is a correlation between employee satisfaction and golfer satisfaction. - Affirmed
H₀₁₀ - Employee satisfaction is the greatest determinant of golfer satisfaction. - Denied

The research indicates there are significant differences in the way golfers value and assess various aspects of their golfing experiences (H₀₄, H₀₅, H₀₆). For example, women value Pro Shop Services more than men, low handicappers value Course Conditions more than higher handicappers, and less frequent golfers evaluate Pace of Play more favorably than more frequent golfers, and the list goes on. These assessments lead to perceptions of satisfaction. Since satisfaction is a function of both expectations and performance, it is imperative that an organization and its management team understand the interplay of these variables at their club in order to retain and attract golfers. Misreading golfer sentiment can have disastrous effects on the facility because pleasing one group of golfers may mean displeasing others.

For country clubs dominated by a less diverse membership (i.e. lower handicap, frequent, male golfers), the strategy for maximizing satisfaction becomes easier because the importance/performance drivers are similar. Nevertheless, there still may be opportunities for improvement based on IPA because the quadrants in IPA can be refined to an almost infinite level. In addition, the use of the GSI previously unavailable to golf facilities, can be used to compare differences among golf facilities and competitors in order to assess competitive positions. Strategic plans can then be developed to maximize competitive position within a specific market segment. GSI’s can also be measured over time to look for favorable, unfavorable, or shifting changes and trends in golfer sentiments before they become major problems for the organization. In addition GSI’s can be used to measure operational initiatives in order to assess their effectiveness. For managers faced with the daunting task of trying to satisfy a diverse membership, for example golf course communities and public courses, the options seem more limiting. There are, however, options available.
Multiple regression models show golfer satisfaction is directly influenced by a number of key variables including Courtesy of the staff $\beta=0.440$, Product pricing and selection $\beta=0.407$, Tee times received $\beta=0.223$, and Condition of the golf course $\beta=0.202$ (Figure 1). Interestingly, Value had the lowest beta coefficient $\beta=0.152$, yet was rated highest in importance (96.6% rating 4, 5) among all golfers. This seems logical because presumably golfers whom did not find value at a facility would not be there. Since value is assumed by the golfer, it does not drive satisfaction as much as other attributes. However it may drive dissatisfaction. This is also supported by the fact that only 5% of golfers indicated that value was one of the three most important things that made their golf experience satisfying. However, the importance of value cannot be underestimated. According to numerous studies the importance of value has been manifested by research indicating that value is an antecedent of customer satisfaction and loyalty. Also, research shows that value, instead of satisfaction is a powerful predictor of loyalty. Therefore, managers should provide high-value to attract and retain members. The evaluation of satisfaction and value occur in much the same way. When performance exceeds expectation, both value and satisfaction are positively affected. Since expectations are established by the golfer, the only variable available to management that can positively affect satisfaction and value is performance.

Conclusions & Recommendations

Organizational effectiveness is born of the employees, manifested by performance and expressed as golfer satisfaction (Figure 1). Since improving golfer satisfaction and loyalty is predominately accomplished through increasing perceived value (performance exceeds expectation), strategies should be implemented at country clubs based upon the premise of maximizing value. Value does not mean cheap. In fact, no golfer commented on price as being a driver of satisfaction. However, initiatives based upon value are not enough. The organization should execute these strategies in a cheerful and positive way. So ultimately it comes down to the employees.

Managers need to realize that human resource is their most important asset because it is the vehicle upon which service is delivered. Therefore, in order to hire and retain good employees the club should make sure that employees are customer oriented, pay attention to employee surveys and comments, compensate employees well (32% of employee comments), give timely, frequent and appropriate recognition for jobs well done (19% of employee comments), and initiate job enrichment strategies to maintain job interest and improve work enthusiasm and enjoyment.

Finally, by initiating GSI Surveys, Path Analysis, Job Enrichment, and strategies based on maximizing value at country clubs, synergistic relationships can be accomplished between satisfied employees, perceived organizational performance, and golfer satisfaction (Figure 1) leading to higher golfer retention, increased golfer participation and higher revenues.

Although an organization may not be able to please all of the people all of the time, by unapologetically adopting a philosophy of balance, they may be able to please most of the people most of the time. A philosophy of balance means a thorough understanding of the clubs GSI and the various demographic GSI’s that comprise their composite index. The composite is just that, the sum of the individual subgroups. So by appealing to the variety of differentiated groups within the organization, the club can maximize its effectiveness within each subgroup, thereby uplifting the overall satisfaction index of the facility. According to the PGA of America each year 3 to 3½ million people try the game of golf and each year 3 to 3½ million people leave the game of golf. Therefore, theoretically, if fewer golfers left the game the industry could “grow the game” simply by maximizing satisfaction among its existing golfers.
Path Analysis

Employee Satisfaction-Performance & Golfer Satisfaction
SUSTAINABLE EMPLOYABILITY SKILLS

Lee E. Meadows, Ph.D
Walsh College
lmeadows@walshcollege.edu

Abstract

This topic is being presented, as information to be shared with students, on the changing global market and its impact on sustaining employment. While the focus on business will be at the core of this presentation, there will be time spent on discussing those skill areas that contribute to one’s employability. A regional survey has been administered to Human Resource specialists, managers, directors and Vice-President’s to determine the top 5 skill areas that employers look for among current employees into the work force. Those 5 skill areas will be the key points that support the core emphasis.

The presentation will consist of an overview of the changing, global, marketplace and its relevance in the classroom. Central to that overview will be information that frames how the global marketplace and the fluctuating economy have contributed to a more competitive environment in which the right behaviors for employability are more than just talking points.

The presentation will, also, consist of data gathered from a survey administered to Human Resource staff members to determine the top 5 employability skills and to address issues of:

- Image projection
- Informal conversational success
- Influential leadership

The remaining content will focus on how the skills are utilized in a multigenerational work environment where seniority and success are, often, in conflict.
INTERLOCKING BUSINESS AND MARKETING FOR SUSTAINING FINANCIAL GROWTH

Bree Morrison *
Bethune-Cookman University

ABSTRACT

The purpose of this paper is to draw attention that many businesses and its marketing practices are still missing, disconnected, or have limited interlock within an organization’s structure, people, processes, and performance goals. This is a significant problem because markets are rapidly changing. Future leaders need broader skill sets to assess predictable market trends, respond to economic uncertainty, and for realigning organization’s resources for sustaining financial growth. The author draws from practitioner and academic literature. A 4-phased business-marketing convergence model (missing, disconnected, intersected, and interlocked) is offered to help identify a business’s current baseline state and progressive improvements. Implications for ongoing research is to address the future skill set shortages of leaders, employees, and for course development within the educators.

INTRODUCTION

To what degree are business and marketing practices within an organization progressing toward achieving common goals? The purpose of this paper is to add to a growing body of related research (e.g., Hanssens and Dekimpe, 2012; Carr and Schreuer, 2010) revealing that many businesses and its marketing practices are still missing, disconnected, or have limited interlock within an organization’s structure, people, process, and performance goals. This is a significant problem because markets are organic in nature, rapidly changing, and dynamically forming new alliances. Business leaders must have the knowledge to predict these changes and leverage its available resources or know when to invest in new resources to meet these shifting needs. Whether a small business leader or a Chief Marketing Officer (CMO) of a large organization, leaders of the future need broader sets of skills to assess predictable market trends, respond to economic uncertainty, and to realign the organization’s resources toward sustaining financial growth (Day and Malcolm, 2012; Sahin, Kitao, Cororaton, and Laiu, 2012).

To that end, the author examines current business behaviors from a practitioner viewpoint as well as from a body of related academic research findings to identify why business leaders are reluctant to rethink the role of business-marketing practices within an organization’s goal for sustaining financial growth. Next, a 4-phased business-marketing progressive model (missing, disconnected, intersected, and interlocked) is displayed to assist the business leaders and employees within the organization to evaluate where they are and need to be for reducing future market uncertainty. Finally, implications of these findings for new research to address skills set needs for business leaders and employees as well as for business school educators for modifying curriculum that better prepares graduating students for future skill requirements are discussed.

LITERATURE REVIEW

State of Business-Marketing Practices

Why would a business not leverage marketing knowledge if survival is the goal? Oddly enough, that was a question that has haunted me for many years. Are not business and marketing processes important connections somehow related toward achieving a set of common results? Connectedness is how we operate and survive in the physical and virtual world we live in today. There is a body of connected research (e.g., Barabasi, 2004; Watts, 2004; Christakis, 2009) that supports a position that all things are directly or indirectly pointing back (origin) or moving forward (destination) in time and situations. If that is true, why is it so hard for a business leader to understand how business-marketing must connect to achieve common goals? The answer to that question might reside in Watts (2004) question “why is there something about a complex connected system that makes them so hard to understand in the first place?” (p. 24). Perhaps the answer requires observing to understand the complexity of this connected system in typical business settings where leaders have different skills, varying experiences, diverse
organization structures, and a broad range of employee cultures and skill sets. Yet, a common denominator among all business leaders is a desire to survive and thrive.

**Practitioner Business-Marketing Experience**

While consulting with a number of mature small-medium size privately owned businesses ($5-$10M revenue), a recurring theme appeared. Hired by leaders to evaluate how marketing could contribute to their improved business results always seemed to surface the lack of an existing or outdated business plan for the organization. This created a pause in the marketing evaluation process to stop and either develop or refresh a business plan with the leadership of the business. From that business plan process, leaders asked me to help them understand how marketing components might even fit within their new or refreshed business strategy. Once the business-marketing linkage strategy was understood, there was a need for the creation of a holistic formal metric management (dashboard/scorecards) procedural plan for the business to follow toward achieving these newly defined goals. In the metric management reviews, new leader and employee training requirements emerged regarding how customer-business-marketing-sales-financial results are deeply interrelated. To that end, greater tracking of future sales and profit timing allowed the leaders to determine critical investment timing for hiring new employees, purchasing new equipment, or expanding into new markets. It was evident across my various consulting experiences that an underlying common “unmet set of complex business leader skills and employee skills were missing” and a roadmap to follow were vital for future business success.

**Lesson 1:** be prepared to refresh or build a new business plan;
**Lesson 2:** marketing is still viewed as collaterals and expense;
**Lesson 3:** financial metrics measure mostly short-term results;
**Lesson 4:** reactive situations dominate business allocated resources;
**Lesson 5:** limited skills compound uncertainty in leaders and employees.

**Research in Business-Marketing Practices**

Next, an examination from a practitioner view to relevant academic literature review will further demonstrate that any size organization faces similar business challenges. While a corporation may have more resources and money to invest than a small to medium-size business owner, time is still a common fixed variable that drives business decisions while optimizing risk mitigation.

**Time Perception and Performance**

An ever growing concern is the implicit or explicit constraint of time pressures on American people and businesses. Robinson and Godfrey (1997) 30-years study of how people perceived and used time warned “many people have developed dysfunctional attitudes toward time as an infinitely and expandable resource” (p.204). The increased complexity and speed of market changes is an ever increasing challenge for leaders and employees to absorb.

This accelerated business environment requires leadership skills to evaluate a healthy timing for change based on the organization’s unique structure and culture, position in select markets, and employee perception of personal change benefits (Day and Malcolm, 2012; Slavet, 2012; Olson, Slater, and Hult, 2005). The constraint of time, demands for greater employee productivity, and a need for broader skill sets to meet uncertainty in fast-pace environments further compounds future business success.

Sadly, many people’s attitude of feeling continuously rushed often leads to stressful multitasking efforts or an avoidance of responsibility that creates a victim view that it’s not my fault (Sykes, 1992; Kenyon, 2010). A recent study (Miles, 2013) of HR leaders spanning 24 countries and organizations of less than 1,000 employees to greater than 50,000 sizes indicated that one-third of respondents believe a workforce shortage is occurring for tomorrow’s skills demands. Also, one in three respondents felt uncertain about having future job security.

**Knowledge, Attitude, Skill, Behavior (K.A.S.H)**

Performance experts, educators, organization consultants, and academic literature has long supported the role of people’s levels of knowledge, skills, and attitudes affecting individual’s predictive performance outcomes and business success (e.g., Crede and Kuncel, 2008; Aarts and Dijksterhuis, 2000). To illustrate, a study of student habits, skills, and attitudes were found to outweigh other measured variables for predicting student academic performance success (Crede and Kuncel, 2008). Similarly, people’s habits (Aarts and Dijkstrhuis, 2000) operationalized as a form of goal-directed automatic behaviors resulted in significant evidence of activating habitual actions.
While habits are efficient in operating static environments, future organization models will require business leaders and employees to share attitudes as lifetime learners and continually invest in broader skill sets in an open network environment for collective sharing of knowledge toward achieving better decision making (Day and Malcolm, 2012).

**Business and Marketing Performance Results**

Businesses need to take a more holistic view on how to improve performance. Evidence of this need is revealed in (Carr and Schreuer, 2010) study highlighting that while businesses are interested in combining business and marketing measurements, “only (45%) were fully interlocked and only (20%) of businesses excel at marketing performance” (p.30). Lack of organization commitment to change and for implementing marketing performance as a management discipline were given as reasons why business-marketing is slow to interlock. Five best practices were offered beginning with strong senior buy-into marketing, creating linkages between marketing and business objectives, fact-based external market outlooks, mapping of KPIs as indicators of success, and continuous cross-team communications without borders.

Matsuno and Mentzer (2000) remind that past marketing orientation and performance relationships were often seen as playing a supportive role, not influencing organization’s business strategy. Extensive marketing literature often may be viewed as only addressing narrow segments of the business environment needs (e.g., relationship marketing; Palmatier, Dant, Gewal, and Evans, 2006); (intermarketing orientation in cultural transformation; Gebhardt, Carpenter, and Sherry, 2006); and (interaction orientation and firm performance; Ramani and Kumar, 2008).

A more comprehensive view of the role of business and marketing aligned to financial performance was evident in Rust, Ambler, Carpenter, Kumar and Srivastava (2004) with the development of “The Chain of Marketing Productivity” model. The model clearly delineates there is an interrelationship between the firm and marketing actions. However, the model is depicted as helpful in evaluating marketing productivity rather than a vital interlock to assist business leaders in setting predictable business-marketing strategies for reducing uncertainty in future financial constraints and rapidly changing marketing conditions (Summers, 2013).

CMO’s admit that there “skills and functioning mastery that got them there matters less than their leadership skills and general business acumen” (Day and Malcolm, 2012, p.36). Slowly, business and marketing must merge. Yet, all the theories, models, and metrics will not matter unless leaders and other resources within an organization commit to embrace marketing insights that are vital to sustaining financial growth in unforgiving future markets.

Below is a conceptual framework model for a business leader to use in assessing the organization’s plans, processes, and progress toward interlocking and leveraging its valuable business and marketing capabilities.

**Phased Business-Marketing Convergence**

<table>
<thead>
<tr>
<th>Organizational Scorecard Results (KPIs)</th>
<th>Predictable Market Growth and Financial Profit (CASH) = Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business with Marketing</td>
<td>Phase 1: Missing</td>
</tr>
<tr>
<td></td>
<td>Phase 2: Disconnected</td>
</tr>
<tr>
<td></td>
<td>Phase 3: Intersected</td>
</tr>
<tr>
<td></td>
<td>Phase 4: Interlocked</td>
</tr>
<tr>
<td>Marketing Strategy and Goals</td>
<td></td>
</tr>
</tbody>
</table>

The Determinants of Organization Performance: (K.A.S.H)  
Knowledge, Attitude, Skills, Habits
Note:
Phase 1: Missing
No evidence of marketing measurements and short-term reactive business decisions
Phase 2: Disconnected
Limited marketing measurements and not used for important business decisions
Phase 3: Intersected
Some marketing measurements and trying to link it to financial business outcomes
Phase 4: Interlocked
Majority of marketing measurements driven by business-marketing strategic outcomes

IMPLICATIONS FOR FURTHER RESEARCH & CONCLUSIONS

“Prevailing belief among practitioners and academics is that well-placed marketing spending not only stimulates sales, but also builds future assets for the brand” (Hanssens and DeKimpe, 2012, p.41). As highlighted in this paper, disciplines of marketing are vital components to a business strategy however so are an array of other business investments in people, processes, technology, and brand image. Leadership commitment to interlock all assets of the business model in an open and collaborative atmosphere for responding to future change requires broader skill sets among leaders and its employees.

Implications for further research and actions emphasize a need for HR, business leaders and employees to rethink their current organization and personal skill development approach. An attitude of continuous life-long learning must be embraced by everyone within an organization to prepare for the escalating rate of change in future market environments. For educators within Business Schools, curriculum must be revamped to reinforce and interlock from course to course the interdependences of all aspects of business and marketing as it relates to achieving predictable and sustained business viability and growth. Continuous improvement in marketing curriculum requires periodic outcomes assessments. To illustrate, (Davis, Misra, and Auken 2002) tracked alumni as a process of evaluating the relevance of a marketing curriculum to a graduate’s final work environment. Graduating students must possess greater business depth and width of competencies that can adapt to future market demands delivering the right set of skills, at the right time, to achieve the right competitive positioning for sustaining the right financial growth targets.

REFERENCES


**CORRESPONDING AUTHOR**

*Professor Bree Morrison can be reached at morrisonb@cookman.edu*
Ghana’s abundant resources, facile laws and regulations, prosperous economy, relatively stable politics and hospitality of foreign business and investment makes the country one of the desired business centers. The Ghanaian leadership understands the important of economic growth. Therefore, they demonstrated tendency to facilitate economic growth by opening their environment for investing, export and import activities. They established international business bridges such as their recent relations and interactions with Dubai and Vietnam. Moreover, Ghana is aware of directing investment towards the growth of the community by asserting corporate social responsibilities, public investment in their resources and encouraging, developing and fostering private business.
DON’T TALK SMACK ABOUT MY MEAT! AN ANALYSIS OF THE BEEF PRODUCTS, INC. VS. ABC LAWSUIT

Dwight E. Denman
Accounting & Business Law
Northern State University
dedenman@northern.edu

ABSTRACT

On September 13, 2012, Beef Products, Inc. (BPI) a company headquartered in South Dakota, filed a lawsuit in Union County, South Dakota against American Broadcasting Company (ABC), ABC News, Inc., and several individuals, including Diane Sawyer. The lawsuit arose from several stories that were run over a period of 28 days in March and April, 2012 during ABC World News broadcasts. The stories focused on a product and process that BPI had pioneered- lean, finely-textured beef (LFTB). The stories characterized LFTB as something other than beef, dubbing it “pink slime.” These broadcasts and the resulting negative campaign that followed caused consumers to stop buying beef that included LFTB. BPI’s revenues plunged, resulting in their bankruptcy filing in April, 2012. The lawsuit alleges, among other things, that ABC and the other defendants defamed BPI, and disparaged its product LFTB under both common law and South Dakota’s Agricultural Food Products Disparagement Act. This paper will look at the events surrounding this case, the historical background of product disparagement under both common law theories and South Dakota’s statutory framework, and provide an analysis of BPI’s probable success with its lawsuit.
A COMPARISON AND ANALYSIS OF THE ALIEN TORT STATUTE
AND THE TORTURE VICTIM PROTECTION ACT

Raymond Keener, III
Marshall University

Abstract

The Alien Tort Statute ("ATS") is a section of the United States Code which is notable for allowing United States courts to hear human rights cases brought by foreign citizens relating to conduct committed outside the territorial boundaries of the United States. The ATS was first enacted in 1789 primarily to address matters involving piracy and its impact upon United States citizens. Around 1980, public interest groups began utilizing the ATS to enable victims of foreign regimes to seek redress in United States courts. The current analysis examines the basic principles of the ATS, some leading cases which interpret its analysis, and the basic burdens of proof required under the statute.

The Torture Victim Protection Act ("TVPA"), passed in 1992, provides a cause of action for both United States nationals and aliens for extrajudicial killing and for torture. A majority of United States courts have determined that claims for torture and extrajudicial killing can be brought under both the ATS and the TVPA simultaneously.

Corresponding author: Assistant Professor of Taxation & Law, Division of Accountancy & Legal Environment, Marshall University, One John Marshall Drive, Huntington, WV 257552675, (304) 696-7170, FAX: (304) 696-3662, Email: keener19@marshall.edu
EXAMINING STOCK RETURNS THROUGH VOLUME SHOCKS: 1966-2009

Yue Yuan¹

University of Chicago

Current Version: January 2013

Abstract

This paper undertakes an investigation of the returns and volume relations using weekly New York Stock Exchange data from 1966 to 2009. We propose an indicator, the Degree of Volume Anomaly, to measure volume shocks relative to its 26-week trend. To describe the relations, we use nonparametric methods throughout to test the one-week lagged crosscorrelation of stock returns and six different levels of Degree of Volume Anomaly. The Degree of Volume Anomaly is shown to have statistically significant predictive power of returns in the immediate future week. Three empirical regularities are established: (i) large positive volume shocks imply statistically significantly higher stock returns in the following week than other types of volume shocks; (ii) except for very large positive volume shocks, there is no evidence showing statistically significant differences between returns in the following week for other volume shocks; (iii) very large positive volume shocks, together with small positive and negative volume shocks, predict statistically significant positive returns in the following week, whereas other volume shocks do not predict positive returns in a statistically significant sense. These results are robust to a variety of data adjustment assumptions.

Keywords: Degree of Volume Anomaly, Stock Returns, Nonparametric Methods

JEL Classification: C14, G12, G17

¹ Yue Yuan, Department of Economics, University of Chicago, Chicago, IL 60637, yuany@uchicago.edu. The author acknowledges financial support from the University of Chicago.
THE SOCIO-ECONOMIC DEVELOPMENT IN NIGERIA? NATIONAL LANGUAGE AND INTEGRATION TO THE RESCUE.

Dr. Chinelo Nwokolo

*Federal University of Petroleum Resources*

*Delta State, Nigeria.*

Abstract

Since political independence of October 1st 1960, Nigeria as a nation has been questing for national language and integration. This quest becomes more problematic as a result of multilingualism that characterizes the country. This paper aims to examine how national language and integration of all ethnic and tribal groups in Nigeria can promote socio-economic development of the country. There are efforts and various strategies by the government such as National Youth Service Corps Scheme that has been adopted to promote national integration. But how far has it gone? Has it been yielding fruits? This paper answers such questions and submits that variables such as religious and political intolerance, economic sabotage and misappropriation of human and material resources should be exterminated from the body politics of Nigeria to ensure sustainable socio-economic development.
"HELP! I'M A SENIOR. GET ME OUT OF HERE." A STUDY OF MAINTENANCE AND MOTIVATION FACTORS IN HIGHER EDUCATION CORRELATED TO CLASS STANDING

Douglas Lainson  
California Baptist University  
dlainson@calbaptist.edu

Lari E. Mobley  
Biola University  
lari.mobley@biola.edu

ABSTRACT

This paper focuses on specific hygiene/maintenance and motivation factors of college students that impact students' levels of dissatisfaction with the university and motivation to succeed. Specifically, the focus was to determine if significant changes occur based upon a student’s class standing. Using a framework based upon Herzberg's Two-factor Theory (1959), and an expanded model based upon DeShields et al (2005), 535 undergraduate students were surveyed at two private liberal arts universities and one public state university in Southern California. Using $t$ tests for independent groups and simple regression, the maintenance and motivation factors were tested against dependent variables and segmented by class standing. The results indicate a significant increase in dissatisfaction, and a decrease in motivation the closer a student is to graduating. A key exception is that a student’s motivation to finish a degree was not diminished, regardless of dissatisfaction or lack of motivation in other areas. Three key areas of dissatisfaction emerged: (1) expectations, (2) learning practical skills, and (3) value. Students who were dissatisfied in these areas were more likely to consider transferring to another school. Being more aware of students' tendency to become more dissatisfied as they move toward graduation should allow colleges to pay more attention to motivation/dissatisfaction issues among juniors and seniors. Rather than focusing recruitment and marketing efforts primarily on potential students and/or freshmen, colleges also need to implement strategies aimed at preventing dissatisfaction and increasing motivation factors for all students. This study is limited based upon its small sample size from only three Southern California universities, and focus on business majors.

Keywords: Maintenance factors, hygiene factors, motivation factors, Herzberg two-factor theory, higher education, class standing, retention, strategic management, marketing
Chart 1
Keaveney and Young partial Student Satisfaction and Retention Model (SSRM)

Faculty
- Understanding
- Accessible
- Professional
- Helpful
- Provide Feedback

Advising Staff
- Accessible
- Reliable
- Helpful
- Responsive
- Understanding

Student Partial College Experience
- Cognitive development
- Career progress
- Business skills

Satisfaction

Keaveney and Young (1997)
Chart 2
Student Maintenance and Motivation Model for Satisfaction (SMMMS)

Satisfaction Continuum

Dissatisfied (No Motivation)

Neither satisfied nor dissatisfied overall

Satisfied (True Motivation)

dissatisfied — not dissatisfied — unmotivated — motivated

Extrinsic

Faculty*
- Competent
- Knowledgeable
- Effective teaching
- Care/concern
- Provide feedback

Administration
- Registrar/records
- Student finance
- Financial aid
- Residence hall staff
- Academic advising*

Classes*
- Real-world relevance
- Course scheduling
- Practical skills
- Projects/cases
- Intellectually challenging

Service
- Food/cafeteria
- Parking
- Security/safety
- Library
- Maintenance/cleanliness

Value & Expectations
- Value for tuition
- Marketing materials
- Policies/procedures
- Meeting expectations

Intrinsic

Student Class Standing
- Freshman
- Sophomore
- Junior
- Senior

Personal Achievement
- Finish major/graduate
- Study hard
- Achieve good grades
- Obtain knowledge*
- Interpersonal relationships
- Succeed in career*

Reading this Model
1. To be motivated, one must have his or her extrinsic or maintenance factors met first.

2. If these are realized, but intrinsic or motivation factors are ignored, one will not achieve motivation; rather, a zero state of neither satisfied nor dissatisfied overall will result.

3. Once maintenance factors are met, motivation factors can create satisfaction and motivation as they are realized.

4. However, even if maintenance factors are realized, if motivation factors fall, overall motivation will fall.

5. This is the two-factor theory applied to student satisfaction. While maintenance and motivation factors are independent, they are interdependent in order to create and sustain motivation and overall satisfaction.

6. Both conditions are necessary. Either one alone is not sufficient. Together they will enable satisfaction and true motivation.

* = original factors included in the Keaveney and Young SSRM (1997) and studied in DeShields, et al (2005)

SMMMS © 2010 Lainson and Mobley. All rights reserved.
FROM MOSES TO JOSHUA: 
ETHNOGRAPHY OF JERRY AND JONATHAN FALWELL

Greg Nielsen
University of Nevada – Reno
Greg.nielsen@charter.net

Abstract

In May 2007, Jerry Falwell suddenly died. His younger son, Jonathan Falwell, was thrust into the ministry his father built over a half century. “The first thing I did,” Jonathan recalled, “was let it be known that my father and I were two different people, and that I could not be him. If anyone expected that, they were going to be disappointed.” The younger Falwell has been true to his word. Although there are many similarities between the Falwells, there are also many differences. This ethnography will examine Jonathan Fawell’s ministry at Thomas Road Baptist Church (TRBC) in Lynchburg, Virginia through the lens of Susan Harding’s work published in The Book of Jerry Falwell: 
Fundamentalist Language and Politics
USING RESEARCH INTO THE ETHICAL DECISION MAKING AMONG ACCOUNTING STUDENTS TOWARDS DEVELOPING COURSES GEARED TO PROFESSIONAL REQUIREMENTS

Edward L. Monsour

California State University at Los Angeles

Kern Kwong

California State University at Los Angeles

Guangdong University of Foreign Studies

Catherine E. Levitt

California State University at Los Angeles
Introduction

This paper seeks to link the empirical results and findings from research study with the current university and professional requirements for accountants, toward the development of accounting and tax courses that include decision making and critical thought opportunities which provide an understanding of the ethical consequences of business decisions and which develop skill in assessing the moral, ethical and legal framework in which the student will be working.

Between 2006 and 2011 the authors and their colleagues conducted research into ethical decision making and cultural values that included the responses of over 2,000 university student. The students were drawn from a variety of different business disciplines and from five national culture groupings. The students provided information on their individual cultural values, education and experience using one survey instrument. A different survey instrument composed of 11 vignettes based on ethically charged situations similar to those which managers, accountants and other professions might be expected to encounter.

The findings of the study indicate that differences in national cultural values predict differences in decision making, the perception of the moral, ethical and legal consequences of decisions, and may influence the readiness of students to adapt to professional standards or organizational culture expectations. This paper seeks to examine methods that can be employed in the accounting and tax courses which broaden the decision making experience of the student in a culturally diverse classroom. While prescriptive possibilities are suggested, this paper seeks to open a forum for discussion and further exploration of classroom techniques and applications that will enhance the students’ ability to better adapt to professional careers.

Research Project and Findings

The original research project tests 9 hypotheses about differences in decisions regarding difficult, ethically-charged business and tax accounting situations. The sample included university students of different disciplines from five cultural groups: Chinese, Latin Americans, Persians, Americans, and Vietnamese. Respondents indicated their decisions for 11 challenging situations, and separately provided data on their individual cultural values, education, work experience, and managerial experience. The purpose was to examine the degree to which individual-level cultural values, education and experience, and the interaction of values and education/experience affect the decisions people make; in other words, to shed light on the “why” behind differences in intentions.

Business managers often face challenging and ambiguous situations that require ethical reasoning. Accountants preparing tax statements are frequently required to make decisions about difficult, ethically-charged situations. While the laws and procedures for tax preparation are of course country specific, there are common dilemmas faced by tax accountants worldwide, such as dealing with estimates and finding errors that are unlikely to be caught by authorities.

Results indicate that four cultural values, Being Orientation, Uncertainty Avoidance, Determinism, and Facework were significant predictors of business or tax accounting decisions in 10 out of 11 cases, when controlling for age and gender. In most cases, we failed to find that work experience, years of study, accountancy field of study vs. other fields, or years of managerial experience predicted decisions. However, we did find that the interaction of education and experience with cultural values affected
decisions: years of study, years of work experience, and years of managerial experience moderated the relationship between cultural values and most business and tax accounting decisions.

**Cultural Values and Decision Making in Business and Tax Accounting**

Business managers also face challenging and ambiguous situations that require ethical reasoning. Accountants preparing tax statements are frequently required to make decisions about difficult or ambiguous situations. While the laws and procedures for tax preparation are of course country specific, there are common dilemmas faced by tax accountants worldwide, such as dealing with estimates and finding errors that are unlikely to be caught by authorities.

The research study presented and tested these 9 hypotheses about differences in decisions regarding difficult, ethically-charged business and tax accounting situations from 2,000 university students of different disciplines from five cultural groups: Chinese, Latin Americans, Persians, Americans, and Vietnamese. Respondents indicated their decisions in 11 challenging situations, and separately provided data on their individual cultural values, education, work experience, and experience as a manager. We examined the degree to which individual-level cultural values, education and experience, and the interaction of values and education/experience affected decisions.

Through the 2007 study, it was found that cultural values predicted the decisions (intentions) that our respondents made on both business and tax accounting vignettes. While one might assume that knowledge of tax explains why accountants make certain decisions, our study did not find this to be so. Variations in cultural values provided a much more satisfactory explanation of the decisions made by the respondents than did field of study, years of study, work experience, and managerial experience. Our finding that study and work experience moderated the effect of cultural values on decisions makes intuitive sense; taken together they improve the explanation of why we intend to act in a certain way. Specifically, we found that while the value Facework predicted only 1 decision, the interaction of Facework and years of study predicted 4. Similarly, Collectivism alone did not predict any of the 11 decisions, but the interaction of Collectivism with study or experience predicted 3 decisions. Interaction effects were also found with Being, Determinism, and Uncertainty Avoidance.

The study asked important questions that go beyond national differences in decisions about ethically-challenging situations. The study set out to shed light on the “why” behind differences in intentions on 11 challenging, ethically-charged business and tax accounting situations. Through the study, six cultural values were identified that can have impact on ethics and decision-making. These findings make a contribution toward understanding differences in intentions by introducing cultural values in the discussion. The present paper, seeks to apply these findings to the teaching of ethics and corporate social responsibility

**Research Methods**

**Sample and Data Collection**

We assessed business decisions (intentions) and cultural values from four convenience samples of university students representing five country groups: China, Romania, Latin America, Iran, and the United States. All data were collected between May 2006 and September 2011.

Completion of the questionnaires was voluntary, however the procedure did not allow for assessing the exact rate of response or potential non-response bias.
Summary of the Findings of the Research Study

Through the research study, we found that cultural values predicted the decisions (intentions) that our respondents made on both business and tax accounting vignettes. While one might assume that knowledge of tax explains why accountants make certain decisions, our study did not find this to be so. Variations in cultural values provided a much more satisfactory explanation of the decisions made by the respondents than did field of study, years of study, work experience, and managerial experience. Our finding that study and work experience moderated the effect of cultural values on decisions makes intuitive sense; taken together they improve the explanation of why we intend to act in a certain way. Specifically, we found that while the value Facework predicted only 1 decision, the interaction of Facework and years of study predicted 4. Similarly, Collectivism alone did not predict any of the 11 decisions, but the interaction of Collectivism with study or experience predicted 3 decisions. Interaction effects were also found with Being, Determinism, and Uncertainty Avoidance.

As per the suggestions of Libby and Angelo (2000), Future research must include examining the reasoning behind the business and tax accounting decisions, and to the extent possible, classifying reasons as per theories of ethics (e.g., Cavanaugh et al., 1991). The study does strongly suggest that cultural values predict the ethical reasoning behind business decisions. The Findings of this research were originally reported in 2007 in Cultural Values and Decisions in Business and Tax Accounting (McGuire, Hosseni, Monsour and Kwong, 2007).

Classroom and Academic Applications

1. Student Learning Objectives and Outcomes
   a. Clear expression of the goal to develop professional competence in values based decision making should be included in the syllabus of accounting courses and linked to exercises that allow students to examine their own decision making process. Some of these exercises should allow for outcomes assessment. (Tilt, 1994; Day, 1991; and Appleby, 2007) Students should have the opportunity to compare and contrast differences in the basis for decisions made by individuals with different cultural perspectives or different interest groups. These opportunities should include an exploration of the consequences to a variety of stakeholders that result from different decisions or resolutions to different problems seen in the same scenario. (Adams, 2001; Appleby 2007) Outcomes assessment should be based less on a single correct answer than on the student’s ability to recognize the problem and see the alternative solutions in the context of the consequences that result from the decision.
2. **Critical Thought and Decision Making Modeling**

   a. The use of Critical Thought and Decision Models to examine both challenges and consequences can allow students a level of comfort in developing a situational response or a case analysis. A simple matrix (see appendix) that asks for the challenges of a situation to be described as moral, ethical and legal and the consequences in terms of impact to business, government and society can be used. More complex decision modeling including computerized modeling tools may also be used to with good effect. (Bernardi and Bean, 2006, Haas, 2009)

3. **Ethics and Corporate Societal Strategy in the Curriculum**

   Most Business, Management and Accounting curricula require a stand-alone course in Business Ethics and another in Business Law. (AACSB, 1994) However, between student scheduling, the timing of course delivery within programs and an increasing emphasis on no frills programs, students tend to compartmentalize and get each course completed in the most efficient manner. This means they may or may not have taken the ethics and law courses before taking major course work. It also means that the tendency of students to compartmentalize and complete each course with the greatest efficiency, bringing increasingly less retained learning forward from general subjects to major subjects. Reminders of previous learning and opportunities to review material from previous course should be available. Enforcement of prerequisite requirements and attention to program scheduling may help. Connecting a the ethics and law course content to individual majors, e.g. accounting and tax, through examples, problems and discussions, may help students identify better what learning needs to be retained and provide a common basis for further learning in the major course. (Haas, 2009. Karreman, 2002; Bernardi and bean, 2006)

4. **Enrichment**

   Academic programs are greatly enriched by the participation of industry and community professionals by providing students the opportunity to experience the values of the profession in an immediate, personal, and compelling fashion, allowing students to adapt personal values to professional values. Three of these enrichment possibilities have been seen as having particularly important effect on accounting programs:

   a. Mentoring
   b. Internships and job shadowing opportunities
   c. Executives on campus.

   All three offer the opportunity to engage students with both the kinds of situations requiring decisions but also the way individual responsible for decisions think about these decisions, providing the oral tradition, sense of community and personal interaction required to develop professional values. (Fesher and Caldwell, 2011: CPA Vision Project 2012; Weinstein and Schuele, 2003)
THE ETHICS OF CORPORATE INVERSION

Kimberly A. Sipes
Assistant Professor, Kentucky State University

Abstract

One technique that some corporations use to lower their tax liability is known as a corporate inversion. This paper reviews this technique and addresses the question “Is it ethical for a U.S. based Multinational Corporation to complete a corporate inversion in order to avoid the payment of U.S. corporate income taxes?” The Modified Moral Standards Approach, originally developed by Professor Manuel Velasquez in 1992 and subsequently refined is used to examine the question.

Once the model has been applied to the question, the answer is no, it is not ethical for a U.S. based Multinational Corporate to complete a corporate inversion to avoid U.S. corporate income taxes. The current system of corporate taxation creates a long list of losers. Corporate tax reform needs to be a priority and bipartisan politics and lobbying needs to be eliminated from the process.

Introduction

Every day, the news is full of stories; thousands of unhappy citizens around the world. Occupy Wall Street! Occupy Any Street! Throughout many parts of the world, the protests are politically motivated attempts to overthrow corrupt and oppressive governments. In the United States there are no specific demands by the protesters - some call it a “fuzzy agenda”, but the major discontent seems to be related to Corporate America (Bussey, 2011). Protesters are discontent over unemployment that is currently hovering around 9% and corporations that are not creating jobs. Protesters believe that corporations are falling short of their social responsibilities, that they receive unfair tax breaks and tax advantages (Bussey, 2011).

One technique that some corporations use to lower their tax liability is known as a corporate inversion. This paper reviews this technique and addresses the question “Is it ethical for a U.S. based Multinational Corporation to complete a corporate inversion in order to avoid the payment of U.S. corporate income taxes?”

Background

A July 2008 report prepared by the U.S. Government Accountability Office (GAO) reported that between the years 1998 through 2005, over 60% of all U.S. controlled corporations reported zero tax liability on their U.S. Federal Income Tax Return - Form 1120. That percentage increased to almost 70% by 2004 (U.S. Government Accountability Office - Tax Administration, 2008). Since 1950, the United States income tax burden has shifted, with the percentage of total federal revenues from corporate income taxes decreasing from 26.5% in 1950 to 6.6% in 2009, and a greater percentage coming from individuals in the form of individual income tax and employment taxes such as social security (Joint Committee on Taxation, 2010).

At this same time, however, the corporate income tax rates of the United States are the second highest in the world, just behind Japan. Deloitte, one of the world’s largest public accounting firms, reports the U.S. maximum effective tax rate at 39.5% in 2011 (www.deloitte.com). This places the United States rate above the rates of all the OECD (Organization for Economic Co-operation and Development) countries except Japan, and significantly above Ireland, who ranks lowest with a corporate income tax rate of only 12.5%. This income tax rate disparity positions U.S. multinational corporations (multinational corporations legally incorporated within the United States) at a significant disadvantage in global competitiveness, and affects their ability to compete in a worldwide economy (Sartori, 2010).

To counter the effects of this tax rate disparity, many U.S. multinational corporations look for ways to avoid the U.S. corporate income tax. While tax evasion is an intentional violation of the tax laws and is a federal crime, tax avoidance is simply an attempt to work within the legal requirements of the tax system to lower one’s tax liability. Tax avoidance is not illegal, and some would assert that it is the requirement of the corporation to lower expenses and maximize the wealth of the shareholder (Friedman, 1970). In Helvering v. Gregory, 69 F.2d 809, 810-11 (2d Cir. 1934), Judge Learned Hand wrote “Any one may so arrange his affairs that his taxes shall be as low as possible; he is not bound to choose that pattern which will best pay the Treasury. There is not even a patriotic duty to increase one’s taxes.”

To facilitate the lowering of taxes, some U.S. multinational corporations complete a corporate inversion, whereby a corporate group changes the parent corporation’s place of incorporation from a U.S. state, such as Delaware to a foreign country, thus becoming a “foreign” corporation subject to different tax rules. The move will be from a country with high tax rates to a country with low tax rates, a country considered a ‘tax haven’. Kirsch describes the transaction as “generally not involving any change in the physical location of the corporate group’s
management headquarters, manufacturing operations, or other activities. It merely reflects a change in the country in which the parent corporation’s articles of incorporation are filed.” (Kirsch, 2005, p. 26) Once the inversion is complete, the foreign income earned through subsidiaries is no longer subject to United States income tax. Even though the IRS created substantial penalties and hurdles to the inversion transactions through IRC Section 7874, corporations have found ways around the regulations and now move portions of their operations offshore to shelter foreign cash earned. While the pace of corporate inversions appears to have slowed since IRS Sec. 7874 was passed, some tax professionals believe they may become more frequent in the future (Leitner & Glicklich, 2009) (Webber, 2011). Currently, varying degrees of contentious political debate exists regarding these techniques and their impact on the U.S. economy.

**Theoretical Foundation**

The Corporate Income Tax System -- There are two established models of international taxation, (1) territorial taxation and (2) worldwide taxation. The most common is territorial taxation, where only a company’s profits generated within national borders are subject to tax. This is contrasted with a worldwide tax system, where a company’s earnings are subject to their home country tax rates regardless of where the earnings originated. The United States has a modified worldwide tax system. As such, incomes of U.S. corporations are taxed at U.S. rates, regardless of where the income was earned. In addition, foreign corporations are required to pay tax on any income earned within the United States. To prevent double taxation, a credit is given for any foreign income taxes paid (Joint Committee on Taxation, 2011). If a multinational company chooses to retain the earnings overseas or reinvest them overseas, no U.S. income tax is ever paid.

The Shareholder Wealth Maximization Model -- As corporations seek to maximize wealth for their shareholders they seek ways to avoid the payment of taxes. This is a longstanding strategy upheld by Milton Friedman, an American economist and Nobel Memorial Prize winner in Economic Sciences. In his book *Capitalism and Freedom*, and later repeated in his New York Times Magazine Article, Friedman calls the doctrine of social responsibility a “fundamentally subversive doctrine” (1970). He said that in a free society, “there is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud” (1970). Friedman argues that the corporation is an artificial person and can only have artificial responsibilities. The shareholder wealth maximization model is included in most management textbooks today and is routinely taught in business schools. Dobson states “this objective is, in turn, justified (in a theory often termed “the invisible hand”) by the premise that such activity undertaken competitively, within the law, by individual firms will lead to maximal social welfare” (1999). Using Friedman’s argument, a U.S. corporation should obviously make the decision to complete a corporate inversion if the end result is the increase of profits.

Corporate Social Responsibility Theories – Can a Corporation Have a Conscience? -- Writing in the Harvard Business Review, *Can a corporation have a conscience?*, Goodpaster and Mathews believe that corporations are entities with the same moral responsibilities as an individual. They believe that the corporation should consider the effect of decisions and policies on others (1982). Christensen and Murphy describe the process of paying taxes as “perhaps the most fundamental way in which private and corporate citizens engage with broader society. Tax revenues are the lifeblood of the social contract, vital to the development and maintenance of physical infrastructure and to the sustenance of the infrastructure of justice that underpins liberty and the market economy” (2004). They find it “curious that tax minimization through elaborate and frequently aggressive tax-avoidance strategies is regarded as one of the prime duties that directors are required to perform on behalf of their shareholders” (2004).

As some corporations begin to adopt a corporate social responsibility policy, tax avoidance seems to be in direct conflict. Preuss states that the idea of corporate social responsibility is that the corporation has responsibilities to people and organizations beyond just its shareholders. While in compliance with the letter of the law, they are violating the spirit of the law (2010). Christensen and Murphy assert that the benefits to the tax haven countries, particularly those in developing countries are negligible and sometimes negative. In addition the multinational corporations who are able to restructure to take advantage of tax havens have a significant tax advantage over local based competitors, which undermines the integrity and equity of existing tax structures (2004).

Utilizing these theories as a conceptual foundation for the issue of corporate inversion, the remainder of the paper will create an ethical model, which will then be used to answer the question “Is it ethical for a U.S. based Multinational Corporation to complete a corporate inversion in order to avoid the payment of U.S. corporate income taxes?” Once the question is answered, a final analysis of the issue will be completed.
Methodology

There are many ways to examine the ethics of an issue. One can look to the professional rules and codes of conduct established for professionals involved in the particular situation. Tax attorneys in the United States are obligated to follow the American Bar Association’s Model Rules of Professional Conduct, while tax accountants certified as licensed Certified Public Accountants are obligated to follow the AICPA Code of Conduct, and CPA’s conducting tax services must follow the AICPA’s Statements on Standards for Tax Services (SSTS). The American Accounting Association, a worldwide organization consisting of members interested in accounting education and research, developed a seven-step model for ethical decision making from a report written by Langenderfer and Rockness in 1990.

All of these approaches are better suited to examining professional or individual situations rather than examining corporate issues. The question addressed here, “Is it ethical for a U.S. based Multinational Corporation to complete a corporate inversion in order to avoid the payment of U.S. corporate income taxes?” examines the actions of the corporation, rather than the actions of an individual. A more useful model, which combines both philosophical and practical techniques while addressing issues where there are larger impacts to stakeholders outside the corporation is the Modified Moral Standards Approach, originally developed by Professor Manuel Velasquez in 1992, and subsequently refined (Velasquez M. G., 2012, p. 128) (Brooks & Dunn, 2012).

This method focuses on several dimensions of the impact of the proposed action, using a different set of moral standards for each (Brooks & Dunn, 2012, p. 22). These include (1) the utilitarian model, which evaluates actions based on the extent to which they result in the greatest good for the greatest number, (2) the rights model, which embraces actions that protect individual moral rights, (3) the justice model, which emphasizes a fair distribution of benefits and burdens, (4) the virtues model, which examines whether it demonstrates the virtues expected by stakeholders, and finally (5) the common good – which option best serves the community as a whole, not just some members? Professor Velasquez and his colleagues at the Markkula Center for Applied Ethics at Santa Clara University have operationalized the model using several steps including recognizing the ethical issue, gathering the facts, evaluating alternative actions, making a decision, and evaluating the outcome (Velasquez, et al., 2011).

While it is possible that application of the various principles will result in different answers, the result for this paper is based on a preponderance of the evidence. Dr. J. Brooke Hamilton III, a leading ethics scholar believes that for most questions the application of the principles will lead to the same answers. However, if they are in conflict, “a person can appeal to reflection and judgment to indicate which principle(s) capture the most important features of the situation” (Hamilton, 2012).

Answering the Question

The question of interest in this paper is “Is it ethical for a U.S. based Multinational Corporation to complete a corporate inversion in order to avoid the payment of U.S. corporate income taxes?” Using the steps outlined by the Markkula Center for Applied Ethics (2012), the following results are obtained.

The decision to complete a corporate inversion could be damaging. By moving the locus of the corporation to another country, the originating country will receive less tax revenue. Choosing to invert results in less money available for the originating country to provide services, but at the same time results in more money available to the owners/shareholders. Choosing not to complete the inversion may result in less money available to the owners/shareholders. The legality of a corporate inversion is also questioned. Legislators see this process as exploiting a loophole in the U.S. corporate tax system and have been working to close it. However, corporations are still able to complete the inversion if certain conditions are met.

A key component of this decision process is whether this issue should be reviewed using the shareholder model or the stakeholder model. Brooks and Dunn (2012, p. 15) assert that it is now “recognized that although corporations are legally responsible to shareholders, they are strategically responsible to stakeholders.” They continue that while these stakeholders may not have a legal claim on the corporation, they can influence the corporation in both the short and long term. “Consequently, if a corporation wants to achieve its strategic objectives optimally, the interests of its stakeholders should be taken into account when management makes decisions” (Brooks & Dunn, 2012). The figure below presents a visual representation of the individuals and groups affected by the decision to complete a corporate inversion.
Wheeler and Sillanpaa, authors of The Stakeholder Corporation (1997) argue, “In the future, development of loyal relationships with customers, employees, shareholders, and other stakeholders will become one of the most important determinants of commercial viability and business success. Increasing shareholders value will be best served if your company cultivates the support of all who may influence its importance’ (1997, p. ix). Aon Corporation, a business with strong ties to the city of Chicago announced in January, 2012 they would be completing a corporate inversion and moving their headquarters to London (Yerak, York, & Bergen, 2012). “Aon acknowledged in a Securities and Exchange Commission filing that it could face bad publicity because of the move and that ‘such negative coverage could make some of our clients, particularly those in the U.S., reluctant to do business with us’” (Yerak, York, & Bergen, 2012). However, they went ahead with the inversion in order to reduce their effective tax rate.

The Utilitarian Approach - Utilitarianism, a principle traced to the writings of Jeremy Bentham in the 18th and 19th centuries and refined by John Stuart Mill in the 19th century seeks to find a solution that balances the benefits and the harms of any given solution. Bentham’s motto was “the greatest good for the greatest number” (Wells & Quash, 2010). Mill writes “The happiness which forms the utilitarian standard of what is right in conduct, is not...(one's) own happiness, but that of all concerned. As between his own happiness and that of others, utilitarianism requires him to be as strictly impartial as a disinterested and benevolent spectator” (Mill, 1871, p. 24). Mill goes on to equate utilitarianism to the golden rule “To do as one would be done by, and to love one’s neighbor as oneself…” (Mill, p. 25). If we consider the stakeholder model, a corporate inversion does more harm than good. The direct impact of a corporate inversion on the original home country, in this case the U.S., is to reduce tax revenue. This results in less revenue for services such as healthcare, education, and infrastructure, and shifts the tax burden to the individual. Within the tax haven country, incentives to attract these multinational corporations provide the multinationals with an advantage over domestic companies. Christensen and Murphy (2004, p. 41) describe scenarios in developing countries where “this differential tax treatment favours the large business over the small one, the international business over the national one, and the long-established business over the start-up”.

The Rights Approach - The rights approach is based on the work of Immanuel Kant, an 18th century philosopher. “Humanity must always be treated as an end, not merely as a means. To treat a person as a mere means is to use a person to advance one’s own interest. But to treat a person as an end is to respect that person’s dignity by allowing each the freedom to choose for himself or herself’ (Markkula Center for Ethics, 2012). Kant’s categorical imperative states, “Act only according to that maxim whereby you can, at the same time, will that it should become a universal law.” Applying this theory, a corporate inversion could only be ethical if all companies change their locus of incorporation in order to pay lower taxes (Godar, O’Connor, & Taylor, 2005, p. 3).

The Justice Approach - The basis of the justice approach is founded in Aristotle’s principle that “individuals should be treated the same, unless they differ in ways that are relevant to the situation in which they are involved” (Markkula Center for Ethics, 2012). The theory of distributive justice refers to “the extent to which society’s institutions ensure that benefits and burdens are distributed among society’s members in ways that are fair and just. When the institutions of a society distribute benefits or burdens in unjust ways, there is a strong presumption that those institutions should be changed” (Markkula Center for Ethics, 2012).

The individuals involved in the Occupy movement strongly believe that the benefits and burdens are being distributed in ways that are not fair and just. As previously stated, individuals are bearing an increasing percentage of the U.S. income tax burden; over 60% of all U.S. controlled corporations reported zero tax liability on their U.S. Federal Income Tax Return - Form 1120. That percentage increased to almost 70% by 2004 (U.S. Government Accountability Office - Tax Administration, 2008).
The Common Good Approach—According to Velasquez, et al., “being able to live together in a community requires that we pay attention not just to our individual goods but also to the common conditions that are important to the welfare of us all.” The idea of a common good originated with Plato and Aristotle, but continues today as ethicist, John Rawls, defined the common good as “certain general conditions that are...equally to everyone's advantage” (Markkula, 2012). Examples of items included in the common good are education systems, health care systems, legal systems, public safety systems, and a national economic system. Since everyone has access to the common good and benefits from it, everyone must support it.

This seems to be one of the most vocal arguments against corporate inversions. Since corporate inversions are completed to lower the amount of corporate taxes paid to the United States Treasury, there is less money available to support this infrastructure of common good. These corporations are then seen as “free-riders” on the current system.

The Virtue Approach—Each individual corporation must ask whether a corporate inversion represents the vision of the kind of organization it wants to be. To determine this answer, one should review the corporation’s vision and mission statements and examine whether the corporation has a code of ethics or code of conduct. Is this action (of corporate conversion) consistent with their adopted code? For example, if a corporation says they follow a plan of corporate social responsibility, yet they pursue corporate inversion, their actions are not following their words. However, if a corporation says their goals are to maximize shareholder wealth and do not speak about other stakeholders, a corporate inversion would be consistent. In September 2011, The Guardian Social Enterprise Network reported “Google, whose motto is “Don’t be evil”…has managed to avoid paying $3.1 billion in the last three years by moving most of its foreign profits through Ireland, Netherlands and Bermuda” (Egan, 2011). Egan (2011) later states “Companies spend a lot of time and money on improving their corporate image and stressing their commitment to the community, but it’s difficult to take them seriously if those same companies are simultaneously depriving those communities of tax income that could be spent on their development”.

Conclusion—Is it ethical for a U.S. multinational corporation to pursue a corporate inversion for the purposes of avoiding the U.S. corporate income tax? Upon completion of the Modified Moral Standards Approach to making an ethical decision, it is determined that the answer to the question is no, it is not ethical to pursue a corporate inversion for the purposes of avoiding the U.S. corporate income tax. The remaining section of the paper will offer a final analysis and explain the implications of this decision on the field of corporate taxation.

Final Analysis

As the 2012 Presidential election concludes, a common theme revolves around big business and the wealthy (the 1%) and the remainder of the country (the 99%). Large global corporations are viewed by a growing majority as “the machine”, not concerned with doing the most good and the least harm, not concerned with the common good; they are seen as greedy corporations. Aggressive tax avoidance through the corporate inversion process is unethical, but still legal. How does this affect the field of corporate taxation?

If a U.S. multinational corporation truly cannot compete within the current scenario of the U.S. corporate tax system, then something must be done to change that system. The problem is, however, sifting through the massive amounts of data to determine whether the seemingly high U.S. corporate tax rate provides barriers to competition. For many citizens the U.S. tax system is too difficult to understand. The process is very political and lobbyists spend millions of dollars trying to convince Congress that without subsidies for certain corporations and industries corporations are unable to compete globally. A November 2011 report from the Citizens for Tax Justice and the Institute on Taxation and Economic Policy presented the results of a study of 280 of American’s largest and most profitable corporations in 2008, 2009 and 2010. While the public is told that the United States has the second highest corporate tax rate (35%) of the OECD nations, only one quarter of the 280 companies in the study paid close to 35%. Another quarter of these companies paid three-year tax rates of less than 10% with 30 of the 280 companies paying nothing. All of these 280 corporations reported profits during the three years (McIntyre, Gardner, Wilkins, & Phillips, 2011).

The current United States corporate taxation system creates a long list of losers. Looking back at the map of corporate stakeholder accountability on page 3, all the stakeholders lose. Even the shareholders lose in the long run. While a corporate inversion may allow for reduced corporate taxes and increased profits in the short term, the integrity of the tax system is undermined, and the public loses respect for the system and the corporations involved (McIntyre, Gardner, Wilkins, & Phillips, 2011).

Corporate tax reform needs to be a priority and bipartisan politics and lobbying needs to be eliminated from the process.
Works Cited


Preuss, L. (2010). Tax avoidance and corporate social responsibility: you can't do both, or can you? Corporate Governance, 10(4), 365-374.


AN APPRAISAL ON THE CONCEPT OF POLITICAL/HUMAN RIGHTS AND SUSTAINABLE DEVELOPMENT.

Dr. Love Obiani. Arugu
Federal University, Otuoke, Bayelsa State – Nigeria
E-mail: mummylovearug@gmail.com

Abstract
The emergence of the challenges that globalization brings to international relations has led to the rapprochement of development and human rights policy in a human rights approach to sustainable development. Without sustainable development, human rights especially economic and social rights cannot be realized. Sustainable development, democracy and human rights have become hegemonic political ideals in the past decade. Thus, it was stated that, regimes that do not at least claim to pursue rapid and sustained economic growth or development popular political participation or democracy and respect for the right of their citizens or human rights, place their national and international legitimacy at risk (copper, J.F., 1994: p.49). Thus, the objective of this paper is to discuss sustainable development and human right. In conclusion, it is clear fact that without sustainable development, human rights cannot be realized. Therefore, we recommend that more attention should be placed on good governance and democratization in order to promote sustainable development and human rights strengthened.

Introduction
The human person is the central subject of sustainable development. This fact has led the world community at the 1993 world conference on human rights to adopt the Vienna declaration of the university indivisibility, interdependence and interconnectedness of all human rights. This led to a new conception of human rights recognized by the United Nations. Thus, it was stated that “rights today include civil and political rights and the broader range of economic, social and cultural rights, together with the right to development”

There is need to pursue self reliant and self sustaining socio-economic development and the respond to the deepening impoverishment of Africans peoples and consequently inability of the majority to satisfy their basic needs and live in dignity as human beings. It is for this reason that the African Charter on Human and peoples Rights was signed by the Organization of African Unity Head of States and Governments. The right to socio-economic and cultural development is one of the core rights protected under Articles 22 of the African Charter on Human and Peoples Rights. Development; however should be sustainable. Thus, this paper will examine the concept of Human Right and Sustainable Development. This paper will show that protection of human right, Democracy and Good Governance are basic prerequisites for sustainable development.

The Concept of Human Right
Human rights are rights which every civilized society must accept as belonging to every person as a human being. Human rights now includes economic, social and cultural rights. This is as a result of the increase in wealth over the years and increase in the number of persons afflicted by poverty, ignorance and disease. Therefore, it was reasoned that a great proportion of national wealth should not be enjoyed only by a handful of persons to the exclusion of the less privilege in the society (Ben and Peters 1958:p.104). Human rights are of two categories. The first category of human rights consist of civil and political rights, otherwise known as liberty oriented or first generation rights (David Selby, 1987). These are their right to life, right to personal security, freedom of thought, conscience and religion, freedom from opinion and expression, peaceful assembly and association, freedom of slavery and servitude, freedom from torture or cruel, inhuman or degrading treatment or punishment. The second category of human rights consists of the economic, social and cultural rights. They are also referred to as security – oriented rights or second- generation rights. They include the right to work, to just and favourable condition of work, to form and join trade unions, to social security, to protection of and assistance to family, to adequate standard of living, to education and to take part in cultural life. It has also been asserted that, there are also third generation rights also called solidarity rights. They include right to development, right to peace, right to health and balance environment, right to communication, right to benefit from common heritage of mankind and right to humanitarian assistance (Karel Vasak, 1979:p.2).

Human right is as old as human creation. Infect, a precise definition of the subject has remained elusive. However, human rights could be defined as the totality of our being, our qualities or those rights which are inherent in our nature, by the mere virtue of our beingness. Gewirth, has stated that:

“...human rights are primarily claim- rights in that they entail
Correlative duties of other persons or groups to act or to
Refrain from acting in ways require for the right holders
Having that to which they have rights”

The concept of human rights is a concept of world order. Observance is geared towards ensuring social justice and equity without which peace and progress will be impossible. In which case, there cannot be sustainable development. The individual who is the beneficiary of human rights has an obligation to contribute positively towards its realization. But the government has the ultimate duty to promote, protect and respect all human rights and also engender its overall observance. A broad range of human rights provisions have been enacted in the successive constitution of Nigeria. These human rights provisions include the right to life, dignity of person, personal liberty, freedom of movement, freedom from slavery and degrading treatment, rights of fair hearing, right to work and free choice of employment and equal pay for equal work, right to free assembly and association with others. Others are, right to own property or freedom from compulsory acquisition of property except for public purpose, freedom from arbitrary arrest and detention, freedom of thought, conscience and religion.

Human rights exist within the context of the history, traditions and culture of a people. Human rights are geared toward the preservation of the society through co-operation and understanding of the people to live in peaceful co-existence and harmony. Human rights are determined and are dependent on the socio-economic conditions in any given society. Economic development is an interwined, as well as intrinsic aspect of human rights. Human rights are inalienable rights are derived from the inherent dignity of the human person. Thus, the Vienna Declaration which was adopted by consensus by the 171 states that participated in the 1993 World Conference used almost the same language as follows” “all human rights derive from the dignity and worth inherent in the human person. Every person is entitled to enjoy his or her rights. Human rights specify an inalienable set of individual goods, services and opportunities that the state and society are required to respect or provide. These inherent rights of individuals have priority over the interest and desires of society and the state. Human right restrict the legitimate range of state action from a human rights perspective, the legitimacy of a state is a function of the extent to which it respects, protects and realizes the natural or human rights of its citizens, a common standard of achievement for all peoples and all nations. The Vienna Declaration in its first operative and fundamental freedoms are the birthright of all human beings; their protection and promotion is the first responsibility of Government.

All human rights are interdependent and indivisible. Thus, it was agreed at Vienna that, “while development facilitates the enjoyment of all human rights, the lack of development may not be involved to justify the abridgement of internationally recognized human rights (Vienna Declaration, part 1). Moreover, the United Nations Commission on Human Rights has adopted a series of resolutions that have reaffirmed “The universality, indivisibility, interdependence and interrelationship of all human rights and concluded that promoting and protecting one category of rights should therefore never exempt or excuse states from the promotion and protection of other rights” (Comm’n on Human Rights, 1998). Therefore, it is imperative for the rights of individuals to be promoted and protected for there to be sustainable development. We shall now briefly examine the concept of sustainable development.

The Concept of Sustainable Development
Sustainable development has been defined as:

Economic development that can continue indefinitely
Because it is based on the exploitation of renewable
Resources and causes insufficient environmental damage
For this to pose an eventual limit.

Thus, sustainable development has also been defined by the World Commission on Environment and Development (The Bruntland Commission) as:

... development that meets the needs of the present
without comprising the ability of future
generation to meet their own needs.

Thus, sustainable development is development that has lasted over time. It can be treated from the perception of environmental sustainability, economic sustainability and sociopolitical sustainability (Wikipedia, 2009)

Environmental sustainability is the process of making sure current processes of interaction with the environment are pursued with the idea of keeping the environment as preserved as naturally possible based on idea-seeking behavior because sustainability demands that nature’s resources are utilized in a manner that guarantees natural replenishment.

With respect to economic sustainability, Agenda 21 of the 2005 World Summit as contained in WHO (2005) report, clearly identified information, integration, and participation as key building blocks to help countries achieve
development. It is noted that sustainable development takes everyone as a user and provider of information with broad public prerequisite.

Sociopolitical sustainability has to with leadership is a major hindrance to sustainable development in developing nations since Third World Leaders need to exhibit greater commitment to accountability in public office to enable proper use of public funds.

Culture has been identified as the fourth pillar of sustainable development in developing nations. The Universal Declaration on Cultural Diversity (UNESCO, 2001) elaborates the concepts as follows; “…cultural diversity is as necessary for human kind as biodiversity is for nature”, it becomes “one of the roots of development understood not simply in terms of economic growth, but also as a means to achieve a mere satisfactory intellectual, emotional, moral and spiritual existence” (Wikipedia, 2009).

It has been asserted that sustainable development is a pattern of resource use that aims to meet human needs while preserving the environment so that these needs can be met not only in the present, but also for future generations (United Nations, 1987). Thus, sustainable development entails meeting the needs of the present generation without compromising the need of the future generations. Therefore, sustainable development means continuous improvement in a general quality of life of the people through increase in real income per capital, education, health and national environmental resources.

Underdevelopment in the form of poverty, ignorance, disease and general social inability has led to the formulation of effective strategies of development especially in the industrial and technology areas. But development plans must include adequate and appropriate policies and measures which will ensure that general environmental protection becomes an essential ingredient of such development plans. Thus, the concept of sustainable development “entails a development process that does not harm the environment nor exhaust natural resources” (Nchi, S.I., 1996:p.23).

The Stockholm Declaration on the Human Environment which was adopted by the United Nations Conference on the Human Environment in Stockholm, on the 15th of June, 1972 states that:

The natural resources of the earth including the air, water, land flora and fauna and especially represent active samples of natural ecosystems must be safeguarded for the benefit of present and future generation through careful planning and management, as appropriate.

The declaration further requested that:

The non-renewable resources of the earth must be employed in such a way as to guard against the danger of their future exhaustion and to ensure that benefits of such employment are shared by all mankind.

Sustainable development has become the basis of defining goals of economics and social development. To this end natural resources must not be over–exploited in such a manner as to degrade the environment and deplete such resources to the detriment of future generations. Future generations has the inherent rights to the equitable utilization of natural resources. Sustainable development involves environmental conservation and overall social and economic development.

Poverty is the greatest obstacle to environmental conservation. Some of the causes of poverty are poor leadership, corruption and embezzlement, lack of national poverty alleviation, lack of basic infrastructures, rapid population growth, excessive internal and external debt burden and lack of sound agricultural and protracted neglect of the sector. It was stated by late Mrs. Indira Ghandi that:

How can we speak of those who live in the villages and in the Slums about keeping the oceans, the rivers and the air clean
When their own lives are contaminated? Are not poverty and Need the greatest polluters? (Leonard& Morell, 1981: p.17)

There is a link between environmental degradation and poverty is one of the major factors that has perpetuated the underdevelopment of resources, low levels of technological development and consequently low production in all sectors as well as the exacerbation of environmental degradation. There is need to restructure the global and national economic system to reduce poverty, hunger, disease and ignorance. Poverty is linked to the mismanagement of
natural resources and the consequent environmental pressure out of which degradation is rife. A country in which poverty and inequity are evident will always be prone to ecological and other crisis. Therefore, poverty is a primary cause of environmental degradation and its elimination must be the focus of any meaningful effort at sustainable development. Moreover, the reduction of poverty is a pre-condition for sustainable development which enable resources flow from rich to poor, thereby improving the qualitative and quantitative life of citizen in order to eradicate poverty.

However, development should be sustainable in such a way that the natural environment is not destroyed or polluted to the detriment of the needs of future generation. The impact of development on environment is so great that development cannot be contemplated without reference to it environmental consequences. Thus, the challenge of sustainable development does not lie in the choice between economic growth and environmental pollution.

The Right to Development as an Inalienable Human Right.

The right to development has its source in the international legal instruments like Articles 28 of the Universal Declaration of Human Rights which set forth civil, political, economic, social and cultural rights. This right is emerging as a principle of international human rights law(Gye-Wado, O. 1991: p.22)

Thus, the right to development was said to be:

A comprehensive process, which aims at the constant
Improvement of the well being of the entire population
And all individuals on the basis of their active free and
Meaningful participation in development and in the fair
Distribution of benefits resulting therefrom (U.N General
Assembly Resolution 41/108, 1986)

In support of the above, the United Nations Declaration on The Rights to Development proclaims that the right to development:

... is an inalienable human right by virtue of which every human person and all people are entitled to participate in, contribute to, and enjoy economic, social, cultural and political development, in which all human rights and fundamental freedom can be fully realized.

While describing the relationship between development and human rights, the 1997 UNDP Report states that:

“Despite significant progress since the establishment of the UN in addressing problems of human deprivation, well over one billion people live in circumstances of extreme poverty, homelessness, hunger and malnutrition, unemployment, illiteracy and chronic illness. More than 1.5 billion people lack access to clean water and sanitation, some 500 million children do not have access to even primary education and more than one billion adults cannot read and write. This massive scale of marginalization inspite of continued economic growth And development, raises serious questions, not only of development, but also of basic human rights.”

Thus, development is a process of realization of all individual human rights, as envisaged in Article 28 of the Universal Declaration of Human Rights. This fact is supported by Article 1 of the 1986 Declaration on the Right to Development as follows:

“That, the individual is by virtue of the right to development Entitled to participate and contribute to enjoy economic, Social, cultural and political development in which all human Rights and freedom can be fully realized”

The Organization of African Unity (OAU) Head of States and Government signed the African Charter on Human and Peoples Right because of the need to pursue self reliant and self sustaining socio-economic development and in response to the deepening impoverishment of African people and consequent inability of the majority to satisfy their basic needs and live in dignity as human beings. And the right to socio-economic cultural development is one of the
core rights of the right protected. This right, represents an aspect of the right of self determination. However, development should be sustainable in such a way that the natural environment is not destroyed or polluted to the detriment of the needs of future generation.

CONCLUSION
This paper has dwelt on the concept of human right and sustainable development. We have shown that sustainable development is a very complex and controversial subject. However, it is an issue of great relevance and has become a major source of insight and inspiration for the required developmental perspective. Thus, there is a growing consensus of the present generation without compromising the ability of future generations to meet their own needs.

RECOMMENDATIONS
Based on the above, the following recommendations are made:

1. Developed countries should stop using unsustainable patterns of production and consumption that do not show concern for the global environment and the rehabilitation of developing countries.
2. Environmental protection should be made an integral part of the development agenda and the social process of development should be located in equity and fairness.
3. There is need for environmental resilience and economic growth.
4. There is urgent need for economic development to alleviate the pressures of poverty on the environment.
5. Poverty should be reduced in a manner that conserves ecosystems productivity.
6. There should be promotion and protection of human rights generally.

REFERENCE
Delta State Environmental Protection Agency (DELSEPA) Edict, 1997.
Federal Environmental Protection Agency Decree, Decree No. 58, 1988.
(London, Sweet & Maxwell).
Hans, Tanlock, Environment Laws and Policy’s Cases and Materials West publishing.
Mana Saheed Al-Otaiba “OPEC and the Petroleum Industry” 1976 (Croom Helm Ltd)
Michael Schumeskill “Oil Rigs –Law & Insurance
M.M. Olisa “Nigerian Petroleum Law and Practice (Fountain Book Limited) 1987