Sykes COB Research Day
March 20, 2015

THE UNIVERSITY OF TAMPA
SYKES COLLEGE OF BUSINESS

A Message from the Dean

Welcome to the Sykes College of Business 5th Annual Research Day. This program showcases the intellectual contributions made by the college's faculty over the past year. The summaries presented below summarize the faculty's research contributions in a wide variety of business disciplines. The 77 faculty members of the College of Business had more than 200 intellectual contributions ranging from articles in *Bloomberg Businessweek* to chapters in textbooks. From this research, these faculty members contributed to their fields by publishing 59 articles in peer-reviewed journal publications.

Frank Ghannadian, Ph.D.

9-9:10	**Coffee and bagels**
9:10 - 9:15	**INTRODUCTION by Dean Ghannadian (coffee and bagels available)**
9:15 - 9:30 *Raymond Papp specializes in the strategic use of information technology. His book, <u>Strategic Information Technology: Opportunities for Competitive Advantage</u>, investigates the alignment between business and IT strategy and infrastructure, and the use of information systems for competitive advantage. He also conducts pedagogical research on distributed learning technologies, information systems ethics and the use of IT in the classroom. His research has appeared in numerous scholarly journals, and he has presented at national and international information systems conferences.* *Erika Matulich specializes in qualitative and quantitative marketing research, customer service and satisfaction measurement, innovation and high-technology marketing strategy and public policy*	**Title: Kodak EasyShare Gallery: holding memories hostage.** **Citation:** Alrashed, A. N., Schott, K. R., Demo, A. S., Flynn, K., Linthicum, S., Matulich, E., Papp, R. (2014). *Journal of Business Cases and Applications*, 11. **Objective:** Kodak, a pioneer of the photographic industry throughout the last century, entered the online photo sharing market with great fervor but experienced difficulties early on. In the following years Kodak's strategic decisions led to the rapid demise of their EasyShare Gallery. This case illustrates the pitfalls of failing to understand customer needs and wants. The case discusses the importance of understanding strategic marketing, illustrating the significance of brand equity, and understanding the significance of research, implementation, and evaluation of the target market. **Background:** Kodak's initial goal was to make photography accessible to the general public and revolutionize the photography process. They largely achieved this goal and throughout the 20th century continued to be a market leader in cameras, film, photo-processing and photo paper. In 1999, a little over a hundred years since its inception, Kodak launched its EasyShare Gallery, an online service that allowed users to upload JPEG files and quickly and easily share the images online with anyone. Kodak needed to create a strong tie between the brand and the website to foster positive purchasing behavior among users. Kodak spent the next few years updating the service options using technological advancements and industry competition as benchmarks. **Methods:** Kodak's marketing team hoped offering items such as DVD slideshows, photo stamps, framing, and picture cards would drive enough revenue to justify providing the services at no charge. Features were added, changed, and removed and the gallery continued to fall short of

implications of marketing. She has worked with numerous financial institutions, restaurants, consulting firms, nonprofit organizations and online ventures. She also specializes in student-to-business community outreach, and has coached more than 1,000 student consulting teams doing marketing projects for local, national and international businesses. *Matulich has published articles in the* Journal of International Business Studies, Journal of Consumer Behavior, Journal of Ambulatory Care Management, Journal of Applied Business Research, Journal of College Teaching and Learning, Journal of International Business Research, Journal of Academic and Business Ethics, Research in Higher Education Journal, Journal of Case Research in Business and Economics, Journal of Business Case Studies, Journal of Technology Research, *and many others, along with numerous award-winning conference presentations.*	desired profit margins. Despite the less-than-inspiring profits, the Kodak EasyShare Gallery appealed to consumers on several levels. Signing up was easy; it required only an email address and users felt the service provided high quality prints, simple organization, and a wide array of photo gift offerings. Kodak continued to tout the EasyShare Gallery as the "next generation" in photo sharing and storage. **Results:** The company felt the gallery could be a more extensive website offering its members premium products, tools, and a better user experience than competitor's galleries. Kodak decided the cost of storing users' photos had become more than Kodak was willing to bear based on lackluster profits year after year. They emailed their customers informing them of the requirement to make a purchase of $4.99 for storing under 2 GB and $19.99 for anything over 2GB. If the purchases were not made within 60 days the photos would be deleted. With 60 million customers each paying at least $5 per year, Kodak calculated the revenue would be approximately $300 million dollars, enough to maintain the servers and employees to support this product line. This was the solution. **Conclusion:** On January 19, 2012, Kodak filed for Chapter 11 in the U.S. Bankruptcy Court for the Southern District of New York. Kodak closed the Easy Share Gallery on July 2, 2012 and transferred all images to competitor Shutterfly.com **Implications for Practice:** Kodak did not understand their market and when they started charging customers, most of them were upset and took their business to one of the many competitors. Kodak, an American success story and corporate icon, went bankrupt as a result of failing to understand its customers' needs and the changing marketplace.
9:30 - 9:45 *Karla Borja is currently exploring economic development issues in Latin America. Her most recent empirical research is related to the concepts of migration, remittances and the factors driving international capital flows to Latin America. Her research contributes to the understanding of economic and social channels linking*	**Title: The effect of music streaming services on music piracy among college students** **Citation:** Karla Borja with Suzanne Dieringer and Jesse Daw. (2015) *Computers in Human Behavior*, Vol(45). **Objective:** The purpose of this study is to examine the factors influencing music piracy among young people. Previous studies have determined that collective attitudes, optimistic biases toward risk and beliefs about copyright laws are key factors. We extend the analysis by studying the impact of music streaming services on music piracy among college students.

developed and developing nations. She has published in the American Economic Review.	**Background:** Illegal downloading of digital files is a growing threat to the music industry. No longer limited to sharing physical copies, millions of virtual strangers can share music via the Internet. New technology, faster wireless connections, and a wider range of mobile devices have increased the opportunities to file sharing and music piracy. The research community has made advances in investigating the attributes of those engaging in this illegal act; however, with the emergence and popularity of digital streaming services, more research is needed to determine the relationship between music streaming and music piracy. **Methods:** This study used the results from a survey completed by 197 college students who were asked about their online shopping habits, the frequency of music downloading, the usage of streaming services, and the reasons for avoiding music downloading fees. Then, we applied a Logit model where the dependent variable is a binary indicator that takes the value of one if the student downloaded music illegally. The independent variables include the frequency of music streaming usage, gender, income, and others. **Results:** The results indicate that music streaming increases the likelihood of engaging in music piracy by about 20 percent. We also find that pirates are influenced by their peers; thus, as a student observes that the crime is well accepted and executed among peers, he is more likely to practice it (35%). In addition, the belief that music piracy implies low risk of penalization leads to an increased probability of illegal music downloading (35%). The statistical relevance of music streaming is persistent among different model assumptions. **Conclusion:** This study found that music streaming increases the likelihood of engaging in music piracy. We also found that young pirates are more concerned about the price of each song. They are influenced by their peers and their beliefs regarding music piracy as a minor legal fault. The findings show that individuals who intensively use music streaming are also digital technology savvies who feel comfortable with music sharing and music piracy. Thus, we do not expect to see a reduction in music piracy rates as a consequence of the rising popularity of music streaming services. **Implications for Practice:** Digital music crime reduces the profits and income of artists, record companies, workers, and nations. It distorts the market of music by changing the incentives to supply and demand new products in the growing market of online music. It is expected that music streaming, as a less expensive alternative to buying music, can act as an economic incentive to reduce music piracy. However, the findings from this study show that music streaming is not reducing this crime. The music industry should not rely on streaming technology as a way to reduce online music piracy.
9:45-10 *Natasha Veltri's research interests include digitally-enabled social media,*	**Title: Effectiveness of Justice-Based Measures in Managing Trust and Privacy Concerns on Social Networking Sites: Intercultural Perspective**

digitally-enabled collaboration, Information Technology (IT) sourcing and governance, human-computer interaction and gender issues in science, technology, engineering and math. Veltri has presented at multiple national and international conferences and her research has appeared in California Management Review, Business & Information Systems Engineering, International Journal of Human-Computer Interaction, DATABASE for Advances in Information Systems, International Journal of Knowledge Management *and* Journal of Information Systems and Education.	**Citation:** Krasnova H., *Veltri, N.F.*, El Garah, W. (2014) *Communications of the Association for Information Systems,* 35(1), Article 4. **Objective:** The purpose of this study is to examine the means at the disposal of social network providers to leverage privacy concerns and trusting beliefs of their users – two important determinants of user participation on social networks. Considering that social networks have a global appeal, this study applies justice framework to assess effectiveness of justice measures for three culturally distinct countries: Germany, Morocco and Russia. **Background:** While over a billion people worldwide use social networks, these users are increasingly concerned about their privacy. As users grow weary of privacy breaches and develop distrust, they may restrict or even terminate their social network activities. In the long run, these developments endanger financial viability of social networks and undermine their ability to create individual and social value. **Methods:** Using a justice perspective, which considers user perceptions of fairness regarding social network's treatment of their information privacy, this study used surveys to collect data from social network users in Germany, Morocco and Russia. Partial Least Squares approach was used to empirically evaluate the model. **Results:** The results indicate that justice-based measures are particularly suited to address trusting beliefs of social network users. In all examined countries, procedural justice and the awareness dimension of informational justice improve perceptions of trust in the social network provider. Privacy concerns, however, are not as easy to manage: distributive justice measures reduce privacy concerns for Russian users, while procedural justice measures are more effective for Germans, and awareness dimension of informational justice helps alleviate privacy concerns for Moroccan users. **Conclusion:** Giving users of a social network means to control their information and adequate details on how their data is used are the most important mechanisms in tackling trusting beliefs independent of culture. Privacy concerns remain more culture specific, and therefore, should be addressed individually in each country. **Implications for Practice:** The availability of mechanisms to control who can access posts and information on social networks, and the availability of a fair, accessible, and easy-to-understand privacy policy are effective in addressing trusting beliefs of social network users in all countries we considered. By granting users control over their data and informing them about information-handling procedures, social network providers demonstrate their interest in the welfare of its members and therefore build an image of a trustworthy company when operating globally.

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10 - 10:15
Lonnie Bryant's research interests include investments, mutual funds, corporate finance, financial markets and institutions, and real estate. Bryant has received numerous grants and awards, including Florida Trend Magazine *Top 10 MBA Professors, Harrah's Research Center Real Estate Grant, Carter Real Estate Center Research Grant and the Southeast Decision Science Institute Best Paper Award. In addition to teaching master's programs, Bryant maintains an active academic research agenda focusing on asset valuation.*

Over the past five years, Bryant has made more than 20 professional presentations to such groups as the Financial Management Association, the Southeast Decision Science Institute, the Eastern Finance Association, the Southeastern Finance Association and Florida Education Fund. Bryant has also published in the Journal of Financial Intermediation, Global Finance Journal, Journal of Finance and Accountancy, Journal of Instructional Pedagogies *and* i-manager's Journal of Management.

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Title: The Cure for Everton Tea: A Case Study

Citation: Bryant, Lonnie L. and Gunawardhana, Roshan (University of Tampa student). (2015) *Journal of Business Case Studies* Vol(13).

Objective: Everton S.P.A. is a family operated tea company based out of the northwest region of Italy. The company is currently considering a production change in order to deal with the increase in competition and decrease profit margins in the growing tea market. Many niche firms, and even large firms, find themselves reevaluating their relationships with production partners when the industry goes through changes. The purpose of this case study is to initiate the critical evaluation of the financial decision Everton S.P.A. undertook in order to evaluate the use of Glendore, a production partner. This case introduces students to the capital budgeting decision rules and the multiple methods of evaluating a project. The case is targeted for students taking an introductory course in corporate finance. The case is especially suited as a starting point for capital budgeting project evaluation.

Background: Founded in 1946, Everton S.P.A. is a tea company that was originally located in the northwest region of Italy. The business has been family operated for over three generations; relying on passed-down expertise in the industry and a shared passion for tea. The collective experience of the Everton family has been tested through time by direct exposure to competition from the most prestigious countries and companies in the tea market. This stiff competition has led Everton to constantly be aware of its internal and external opportunities, such as close collaboration with local companies. The Everton company philosophy is that "quality is the best recipe for success." This "quality" commences with the raw ingredients and continues through to finished product. It also encompasses the people, the service, favorable costs, and a partnership approach to its customers. Everton is a brand name that competes successfully with market leaders. Its current strategy is to strengthen and spread its brand name in different supply chains, focusing on mass retailers. The Everton mission is to be a dynamic and innovative company, to provide the best range of products in terms of price and quality, and to be the ideal supplier to the grocery sector by providing a value brand by servicing and developing retailers' private labels. Everton's product profile currently focuses on three distinct packages of tea. While Everton has accomplished brand recognition in many markets, the company consistently works toward improving current market share and staying ahead of the curve in terms of new products. The tea market has a constantly growing and evolving customer base, and Everton desires to be innovative by providing products that match the changing needs and tastes of consumers. The company is also looking into expanding into overseas markets such as America and Australia.

Methods: Angelo Rossi was reviewing the details regarding the Everton Tea Brand. Rossi is on the Board of Directors of Everton S.P.A, and has been asked to consider moving the manufacturing of Everton teas to India. In preparation of the next Board of Directors meeting, when the Board will

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	discuss the details of Everton Brand, Rossi wanted to prepare the strategic rationale, the proposed value of staying with Glendore (the current production company) or transition to India and other financial considerations deemed important by the Board of Directors. **Results**: The key issue facing Rossi is to identify the relevant factors determining the benefits and costs of both options. Currently, Everton S.P.A. uses six decision rules to evaluate projects. Everton evaluates projects based on Net Present Value (NPV), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR), Profitability Index (PI), Payback Period (PB) and Discounted Payback (DPB). Everton S.P.A. requires that all projects have a payback and discounted payback less than 3 years and 3.5 years respectfully. Everton and the Board of Directors have identified the necessary financials associated with setting up a new packaging facility, and wish to develop a pro forma statement in order to decide whether to set up this facility or continue doing business with Glendore. **Conclusion**: This case discusses the multiple methods used to evaluate the expansion decision Everton is facing. **Implications for Practice:** The factors considered in this case are the financial factors firm should consider when deciding between investment options.
10:15 - 10:30 *Hemant Rustogi specializes in market research, international marketing, service quality, marketing strategy and international business education. Rustogi has written numerous publications on marketing and international business education. His efforts were instrumental in helping UT earn $2 million in federal grants for international business education.* *Before joining UT in 2003, Judith Washburn was an assistant professor of marketing at Bowling Green State University in Bowling Green, OH, and an instructor of marketing at Southern Illinois University at Edwardsville. She teaches a variety of both graduate and undergraduate marketing*	**Title: Yale Lift Trucks: Brand building in the business to business market** **Citation:** Hemant Rustogi and Judith Washburn, with Stacey Hanson, University of Tampa graduate and formerly Yale Lift Trucks Marketing Manager; and Sarah Ham, University of Tampa. (2014) *Journal of Business Cases and Applications*, Vol(12) **Objective:** This case addresses the question, "What's in a name in the business-to-business marketplace?" It explores the opportunities and challenges confronting a Tampa-based material handling equipment distributor in the business-to-business market. Yale Lift Trucks faced a fragmented brand strategy that put the company at risk for successfully managing the entire brand experience when competing with companies like Toyota, Caterpillar and Komatsu. Without sacrificing 30 years of building brand equity and maintaining satisfied customers, Yale Lift Trucks faced the complex challenge of a rebranding effort to better represent its expanded product line. **Background:** Under the watchful eye of its founder, Sandy MacKinnon, Yale Lift Trucks prospered, expanded and acquired additional product lines over a 30-year period. As a result, the company outgrew its original brand name. Despite the widespread 2008 economic downturn, the company remained profitable by providing superior customer service in an industry in which the core product is a commodity. Through a strong, service-first company culture, MacKinnon developed a loyal following and focused the company's efforts on product line expansion to gain

courses. *Washburn publishes regularly in academic journals and frequently presents her research at academic conferences. Her research interests include branding, associative relationships between businesses and nonprofit organizations, service value, and university marketing. Prior to launching an academic career, Washburn worked in industry holding positions in marketing management for a manufacturing company, marketing research for a large retail holding corporation, retail management for a national department store chain, and consulting in marketing management and marketing research. She is active in the American Marketing Association and the Society for Marketing Advances, and continues to consult with organizations on marketing and business strategy.*	market share. Customer service is often the only differentiator in this industry, and Yale Lift Trucks successfully made customer service its sustainable competitive advantage. But this expansion strategy came at a cost. In 2011, the opportunity to represent an additional major equipment brand was presented to MacKinnon. With two thriving business divisions, Yale and JCB, MacKinnon realized the company was not leveraging the strength of the dealership's reputation by continuing to do business under two brand names – Yale Lift Trucks of Florida and Georgia and JCB of Florida and South Georgia. For 30 years, the company had promoted the manufacturer's brand names as opposed to the dealership's brand. While an additional brand would help the dealership reach its revenue targets, it would also increase the confusion with the use of the Yale and JCB brand names. **Methods:** The process used in this research required many steps. Comprehensive competitive and market analysis was conducted using existing databases to establish benchmarks and to be certain the company fully understood the dynamics of the industry in which it operated. Qualitative research consisted of a series of in depth interviews with company employees including executives, managers and key operations level personnel. The objective of these interviews was to understand the internal workings of the company and employee perceptions regarding the company's future direction. Focus group sessions were conducted with customer groups including key accounts and defected accounts with the purpose of clarifying key customer behavior drivers and customers' perception of the company performance on these drivers. Finally, descriptive research with more than 100 existing customers focused on understanding customer perceptions and behaviors through an undisguised, structured online survey. **Results:** The findings from the various groups studied showed consistent results that focused on: an existing positive company reputation among employees and customers; little concern about negative repercussions from a name change; a need for improved day-to-day communication among employees and with customers; a desire for a more proactive culture throughout the organization to provide customer solutions; and a need to improve customer service in general as well as after the sale service. **Conclusion:** Recommendations made to the company included changing the name from Yale Lift Trucks of Florida and Georgia and JCB of Florida and South Georgia to a single name that highlights the company's customer service and quality excellence and its dedicated personnel rather than the product brands the company carries. The name, MacKinnon Equipment & Services, was recommended as a way to improve the company's ability to grow by adding additional branded product lines. Other recommendations included emphasizing the company's reputation for quality by investing in human resources, improving communication and becoming more proactive in providing customer solutions. **Implications for Practice:** This research has influenced the company in many significant ways. The brand name change to MacKinnon Equipment

	& Services was successfully executed including new brand identity and collateral materials. The company has made structural changes in the company hierarchy and has grown from $38 million in revenue to more than $50 million in 2014. In addition, students at The University of Tampa have benefited from analyzing the case study in class with an EMBA class working face to face with company executives in a live case format focusing on issues identified in this research.
10:30 - 10:45 *Kenneth Knapp's specialties include information systems management, information and cyber security, IT governance and strategy, data and network communications, systems analysis, and development and design.* *Knapp also conducts seminars on the topics of identity theft, online safety and personal information security for community groups and businesses requesting such a presentation. Knapp's research focuses on information and cyber security effectiveness in organizations. He has been published in* Computers & Security, Government Information Quarterly, Information Systems Management, Information Systems Security, Information Management & Computer Security, International Journal of Information Security and Privacy, Journal of Digital Forensics, Security, and Law, *and* Communications of the Association for Information Systems. *He served as the editor of a peer-review chapter book titled Cyber Security and Global Information Assurance: Threat Analysis and Response Solutions. His research has been covered in media outlets*	**Title:** FIGHTING CHILD PORNOGRAPHY: A REVIEW OF LEGAL AND TECHNOLOGICAL DEVELOPMENTS **Citation:** Jasmine V. Eggestein, Kenneth J. Knapp. (2014) *Journal of Digital Forensics, Security and Law* Vol(9), No.4 **Objective:** This paper explores the development of both the legal and technological environments surrounding digital child pornography. **Background:** In our digitally connected world, the law is arguably behind the technological developments of the Internet age. While this causes many issues for law enforcement, it is of particular concern in the area of child pornography in the United States. With the wide availability of technologies such as digital cameras, peer-to-peer file sharing, strong encryption, Internet anonymizers and cloud computing, the creation and distribution of child pornography has become more widespread. Simultaneously, fighting the growth of this crime has become more difficult. **Methods**: This paper is a literature review. In doing so, we cover the complications that court decisions have given law enforcement who are trying to investigate and prosecute child pornographers. We then provide a review of the technologies used in this crime and the forensic challenges that cloud computing creates for law enforcement. **Results:** In the 1980s, child pornography trafficking was nearly eliminated in the United States due to targeted campaigns of law enforcement. Today, the child pornography market has expanded rapidly and substantially since the advent of the Internet. We note that both legal and technological developments since the 1990s seem to be working to the advantage of users and sellers of child pornography. To illustrate our findings, we develop a temporal framework showing major technological and legal events effecting digital child pornography from about 1955-2015. **Conclusion:** The age of digital communications has created the new area of digital child pornography which is recognized by governments around the world as a growing concern. This illegal market is expanding and will continue to do so as technologies spread globally. **Implications for Practice:** Overall, the authors of this paper hope to bring greater awareness of the need for law enforcement to remain educated on current technologies; not only those used by child pornographers, but also those technologies which may assist law

such as Computerworld, Network World, CIO and CSO magazines and in (ISC)2 press releases. He is a member of the Association for Information Systems (AIS), the Armed Forces Communications and Electronics Association (AFCEA), and the Tampa Bay Technology Leadership Association (TBTLA)	enforcement in apprehending predators.
10:45 - 11 *Ronald Kuntze specializes in consumer behavior and entrepreneurship. Kuntze's professional experience includes an extensive retail and services background as well as a consultant for small and medium sized firms through the Small Business Administration. A member of the American Marketing Association, Kuntze has published extensively in top journals and serves on the Editorial Board of* Psychology & Marketing. *Recently, he was quoted in* Businessweek *and* Forbes. *He is considered a notable expert on consumer frugality and retail return fraud, as well as consumer trends. Kuntze works with several nonprofits in the Tampa area and was instrumental in helping Success 4 Kids & Families become Tampa Bay's 2012 Nonprofit of the Year. He also services on the Pepin Academies Board of Trustees.*	**Title: Bratz Dolls: Responding to Cultural Change** **Citation:** Burns Fugate, Jessica, Kuntze, Ronald, Matulich, Erika, Carter, Janette, Kluberdanz, Kristin. (2014). ***Journal of Business Cases and Applications***, Vol(12). **Objective:** Barbie was introduced by Mattel in 1959 and quickly dominated the market and continued to do so for decades. In 2001, MGA introduced the Bratz line of hip and trendy dolls which immediately became popular, gaining market share as Barbie sales declined. This case study discusses how MGA identified and responded to a target market that was no longer connecting with Barbie and was in need of something more representative of who they were. **Background:** As a beautiful blonde, Barbie represented the traditional qualities of women, and the line later expanded to include diversity among the other dolls offered by Mattel. In 1999, Barbie's 40th anniversary year, sales hit approximately $1.5 billion and nearly $24 billion in total sales over the life of the doll. In contrast, within the first six months on the market, MGA sold more than $20 million in Bratz dolls. In response to MGA's success, Mattel introduced the MyScene dolls to the market in 2002 but were unable to compete with Bratz. In 2004, MGA experienced a 45 percent growth in Bratz doll sales, while Barbie sales had fallen, resulting in a $500 million loss. **Methods:** Bratz dolls were created to more closely match the look of girls today, instead of the ideological perception of women in the 1950s when Barbie was created. Bratz dolls have a realistic height, look more ethnic, and have distinct fashion styles. Every Bratz doll has its own personality, much like tween girls today. MGA has marketed Bratz with several TV and online video series, including a reality show "Bratz Academy" with Nickelodeon, a reality show highlighting the musical brand extensions of MGA entitled "Bratz Makin' the Band," along with extensive social media activities. **Results:** Both MGA and Mattel have been engaged in a legal and doll supremacy battle since 2003. However, by 2006, Bratz became the number one selling doll and Barbie was bumped to number two. Mattel has continued to lose Barbie market share to a plethora of dolls across multiple

	competitors. **Conclusion:** MGA responded to the powerful target market of tweens; a market that was no longer connecting with Barbie and was in need of something more representative of the modern societal and cultural landscape. MGA created the Bratz dolls to meet the changing needs of tweens, launching a successful marketing campaign that ultimately competed head to head with Mattel and dethroned 50 years of Barbie supremacy. **Implications for Practice:** Recognition of new or emerging target markets, along with specifically meeting that market's needs and wants, can allow a new product offering to upset the dominance of long-time market leaders.
11-11:15 *Bella Galperin specializes in leadership, international management, workplace misbehavior and human resource management/organizational behavior.* *Galperin has published numerous articles in areas such as cross-cultural management, workplace deviance and violence, and entrepreneurship. She has presented her work at professional meetings in the United States, Canada, Mexico, Turkey, the Caribbean, Israel and Poland. She is currently an associate editor of* Cross Cultural Management: An International Journal. *She is also past President of the International Society for the Study of Work and Organizational Values. She has worked as a consultant in the telecommunications, pharmaceutical and clothing industries.*	**Title: Leadership and motivation in the African Diaspora: The United States and Canada** **Citation:** Bella L. Galperin, Terri R. Lituchy, Moses Acquaah, Tolulope Bewaji & David Ford (2014). *Canadian Journal of Administrative Sciences/Revue canadienne des sciences de l'administration*. 31: 257–269. **Objective**: This study examines the similarities and differences in the perceptions of effective leadership and motivation among the African Diaspora in the United States and Canada. Specifically, we explore the following questions: (a) What are the similarities and differences in the perceptions of people from the African Diaspora on leadership in the U.S. and Canada? and (b) What are the similarities and differences in the perceptions of people from the African Diaspora on motivation in the U.S. and Canada? **Background**: Despite the continuous presence of the African Diaspora in the U.S. and Canada, we know little about the perceptions of people from the African Diaspora. Although the U.S. and Canada are similar in their market-based economies and share the longest unfortified border in the world, differences still lie in their cultural history and ethnic group composition. In particular, the African Diaspora in the U.S. and Canada can play a critical role in helping African countries regarding issues relating to business management such as leadership and motivation. **Methods**: Ten focus groups with a total of 56 participants were conducted in the U.S. and Canada. **Results**: The African Diaspora in both countries described an effective leader as one who is wise and knowledgeable. The African Diaspora in the U.S. also focused on charisma and humility, while those in Canada stressed motivation and inspiration. Moreover, the US participants stated that support and nonmonetary rewards were the major motivators for leaders, whereas Canadian participants indicated task completion and monetary rewards as major motivators. **Conclusion**: Our unique attention to the African Diaspora in the U.S. and

	Canada makes a valuable contribution to the international management and cross-cultural literatures, which have been criticized for the "hegemony of Anglo-American theory". Our study provides a greater understanding of the complex and multidimensional approach to leadership and motivation among the African Diaspora in the U.S. and Canada. **Implications for Practice**: Our findings can help companies better manage diversity within their organizations. Managers will be more equipped to effectively lead and motivate their diverse employees. Managers must understand the role of national culture on what determines effective leadership and what motivates employees. While similarities were found between the perceptions of leadership and motivation among the African Diaspora; differences also emerged between the two countries, pointing to the importance of cross-cultural differences between the U.S. and Canada.
11:15 - 11:30 *Tih Koon (Alex) Tan's areas of interest include corporate finance, governance, executive compensation and international finance.* *Tan's research has been presented at various conferences. He currently serves as co-advisor for the UT Investment Club and secretary for Beta Gamma Sigma. He is a member of EFA, FMA, MFA, SFA and SWFA. He is also a member of Omicron Delta Epsilon, the international economics honor society.*	**Title: INTERNAL LABOR MARKET HOMOGENEITY AND CEO SUCCESSION: EVIDENCE FROM S&P 1500** **Citation**: Li, Xin and Tan, Tih Koon. (2015) *Journal of International Business and Economics, Forthcoming*. **Objective:** The purpose of this study is to evaluate relationship between the internal labor market and its effects on Chief Executive Officer (CEO) succession using companies from the Standard and Poors (S&P) 1500 between 1996 and 2006. **Background:** CEO turnover creates a huge "tidal wave" to the business world and draws a great deal of attention in organizational research. One stream of research focuses on executive succession. While many studies focused on the human capital (the internal candidate is favored over the outsider because internal candidates usually possess firm-specific knowledge and relationships) explanation, few have used Tournament theory (competition induces the executives to work hard in order to achieve the "prize") on that. **Methods:** Using the Herfindahl-Hirschman Index (HHI) as a base, we develop a new measure of internal labor market concentration, Heterogeneity Index (HI), and use it to test its relationship with CEO succession with two hypotheses. **Results:** The likelihood of selecting an internal candidate as the CEO is higher in a more homogeneous internal labor market. In addition, the increase in compensation following the appointment to CEO is higher in a more homogeneous internal labor market. **Conclusion:** Results from this study are consistent with Tournament theory and our HI may be a good representation for internal labor market competition. **Implications for Practice:** In the CEO selection process, it is also

	important to focus on the intensity of the internal labor market, a.k.a. top management team (TMT).
11:30 - 11:45 *Robert McMurrian specializes in personal selling, sales management, organizational behavior, business ethics and customer value. In addition to his teaching duties, he serves as co-director of the College of Business' Center for Ethics. McMurrian has consulted with Tampa Bay organizations in developing and implementing ethical and legal compliance systems. He also has done presentations on the role of ethics in business today for several organizations. His research interests include relationship selling, sales management, business-to-business marketing and customer's perceptions of value. In addition to presentations and publications in conferences, journals he has published in include* the Journal of Applied Psychology, the Journal of Marketing, Advances in Business Marketing and Purchasing, Psychology and Marketing, *and in the* Journal of Brand Management.	**Title: SEGA Corporation: The Dream and the Plan to Rise Above.** **Citation:** Eres, Ben; McMurrian, Robert; Matulich, Erika; Budd, Nathan. (2014). *Journal of Business Cases and Applications*, Vol (11). **Objective:** This competitive marketing strategy case discusses the history of Sega Corporation, once a leader in the global videogame industry, and the company's strategic planning after the failed launch of the Sega Saturn, which caused a dramatic drop in its market share. Readers should understand that in markets with such heavy competition, it is easy for firms to rise and fall quickly. **Background:** The 1990s saw extreme growth issues, or growing pains, for many established companies in the video game console industry. No other company exemplifies this as much as the Sega Corporation. During the rise of the fourth generation of videogame consoles, an intense rivalry rose between two juggernauts that had made names for themselves in the videogame industry: Sega Corporation (Sega) and Nintendo Co., Ltd. (Nintendo). By the late 1990s, major electronic companies took notice to this booming industry and decided to throw their weight behind electronic entertainment and engage the competition, most notably Sony Computer Entertainment and Microsoft. **Methods:** As fifth generation consoles came to market with better technologies, the Sega entrant to surpass its successful Genesis console was the Sega Saturn, which was a dismal failure due to new competitors with advanced features, and Sega deciding to target a more adult market with its console. Sixth generation consoles were expected to be "interactive media" along with interactive TV, CD-ROMs, the Internet and virtual reality. This new market offers countless opportunities to market targets and marketing opportunities of all types, including sports teams and players, books, movies, TV shows, new advertising media, and consumer goods. So what should Sega do? **Results:** Sega introduced the DreamCast console which resulted in so many losses that the company had to financially restructure in 2001. Sega has shifted to third-party software solutions for other console manufacturers, and continues production of arcade games. **Conclusion:** Decades of previous success and market supremacy are not a guarantee for future performance, particularly in the growth stage of an industry heavily saturated with competitors. **Implications for Practice:** The case shows that even with a stable and successful history, it is crucial that firms stay ahead of the competitive curve in understanding its customers and exceeding their expectations.
11:45-Noon *Earl Simendinger's specialties include leadership,*	**Title: How to transform research cases into teaching cases.** **Citation:** Vega, G., Simendinger, E., & Thomason, S.J. (2015). *CASE*

management, management and organizational development, strategic and tactical planning, and enhancing organizational effectiveness.

Simendinger is the author of nine books and 65 articles. Simendinger is a Master Professor at AACSB International – The Association to Advance Collegiate Schools of Business AACSB's. AACSB International advances quality management education worldwide through accreditation, thought leadership and value-added services. He is the instructor for their Teaching Effectiveness Seminar that provides innovative methods and a framework for effective teaching in today's increasingly competitive academic environment.

Stephanie Thomason specializes in international human resource management, cross-cultural organization behavior and strategic human resource management. Thomason serves as the president elect of the board of the National Society of Experiential Education. She has published or presented more than 40 articles in peer-reviewed journals, textbooks, and national and regional conferences. Prior to entering academia, she owned and operated several family-run businesses with multiple storefronts in South Florida. She additionally worked in the real estate, media and educational publishing

Journal Vol(11), Issue 1

Objective: A great deal of valuable research is conducted using qualitative methods that involve case studies. These academic research case studies provide interesting learning situations and challenging problems for students. However, it can be difficult to bring research cases to classroom teaching because the “answers” appear directly within the case study articles themselves. In fact, the answers are threaded so tightly into the fabric of the case story that is can be a daunting process to unwrap the two. The present study provides one method for unwrapping the academic research case (ARC) and repurposing it as a teaching case (TC). We will use the ARC/TC designation throughout this paper.

Background: TCs are a valuable pedagogical tool because they expose students to a variety of real-life situations and allow them to analyze and create business solutions within a classroom environment. ARCs can be a rich source of TCs, providing the academic with an opportunity to develop two or more scholarly products from the same body of research. The process of deconstructing an ARC and then constructing a TC in the present study provides the researcher/author additional insights that can benefit their students.

Method: This study used a qualitative categorical framework to identify the elements of typical ARCs, along with the elements of typical TCs. The second phase of the study involved identifying the parallel elements of both types by means of purpose or explanation. Finally, we offer a five step process to turn an ARC into a TC for use in the classroom.

Results: The steps to transform ARCs into TCs are as follows: (1) selecting an appropriate ARC to transform; (2) identifying the differences between the ARC and the TC; (3) deconstructing the ARC; (4) building the TC and the instructor’s manual; and (5) testing the TC in the classroom.

Conclusion and Implications: The value of this work is not only the description of a method by which a faculty member can earn credit for two publications from the same data; it also helps to satisfy the faculty member’s scholarship requirements. Moreover, it achieves the new publication” impact” requirement for AACSB accreditation. Further, it facilitates student learning, and increases a faculty member’s level of credibility from their students by teaching what they have learned. Finally, it will also help the research faculty member who might be struggling in the classroom by allowing that faculty member to take the research about which they are passionate directly into their classroom to their students. The process described in the paper is not the only means of achieving these goals; however, it is one that has been used effectively by the authors.

industries.	
Noon-1 p.m.	**Lunch**