VOLUME 1

MARSHALL UNIVERSITY

BRAD D. SMITH
SCHOOLS OF BUSINESS

Herd Business Research Review 2018

Strategic Plan

VISION STATEMENT

The Lewis College of Business will provide current and comprehensive undergraduate and graduate education and be recognized as a major contributor to the region's economic development.

MISSION STATEMENT

The Lewis College of Business prepares students to become successful business professionals advancing economic development throughout West Virginia and beyond. The College provides a high quality innovative business education in a supportive learning environment that encompasses exemplary teaching, service to our communities, and a faculty committed to applied and pedagogical scholarship.

STRATEGIC PRIORITIES

HIGH DEMAND CURRICULUM

Health Care Management	Business Analytics
Entrepreneurship	Supply Chain
Energy Management	Tourism & Hospitality

DESIRED SKILL SETS

Agility & Flexibility	Collaboration
Creativity	Leadership
Analytics	Ethics
Communication	Social Responsibility

EXPERIENTIAL LEARNING, EXTERNAL ENGAGEMENT & ECONOMIC DEVELOPMENT

Herd Solutions	Student Competitions
Projects with Companies	Student Organizations
Speaker Series	Outreach Centers

ENTREPRENEURSHIP & INNOVATION

Design Thinking	Risk Management
Intrapreneurship	Incubator
Start-up Culture	Accelerator
Social Entrepreneurship	Eco-system

GLOBAL FOOTPRINT & CONNECTIONS

International Partnerships	Cross-cultural Immersion
Articulation Programs	Collaborative Projects
Student Exchanges	International Internships
Faculty Exchanges	Study Abroad

A Message from Dean Avinandan Mukherjee

Welcome to the inaugural edition of Herd Business Research Review from the Brad D. Smith Schools of Business at Marshall University. Challenging and expanding our boundaries of knowledge, coupled with their applications in the populations we serve, is a raison d'être of our college. Our research is a potpourri of rigor and relevance, of theory and application, of local and global focus, and of creativity and analytics.

With ten undergraduate programs, five graduate programs (including one doctoral program), and four outreach centers, the Lewis College of Business and its Brad D. Smith Schools of Business encourage faculty and students to catalyze partnerships with business to advance our shared research and education goals, thus laying the foundation for intellectual collaboration and economic prosperity. Our business environment is evolving rapidly, and so too are the Brad D. Smith Schools. In this report, we share with you a sample of our faculty's applied and interdisciplinary scholarship. As this report demonstrates, the Brad D. Smith Schools of Business faculty are thought leaders in their disciplines and highly sought-after experts.

Our business research is second to none in fostering innovation, engagement and impact. In this issue, you'll learn how Ivan Muslin's data-driven research on change of scenery effect is improving performance in major league baseball; you'll explore Dr. Junwook Yoo's work to investigate whether aggregate performance measures can motivate managers in multiple-task settings; you'll discover Dr. Alberto Coustasse-Hencke's investigation into the effect of teledermatology on improved dermatological access in rural areas; and you'll read about Dr. Nancy Lankton's work on trust in technology, including her examination of three technology usage contexts with regard to unmet expectations. The scholarship of these individuals, that of the other faculty featured in this issue – Drs. Mohammad Karim, Shaorong Zhang, and Jean Price — and so many others throughout the College, continues to help broaden the Brad Smith Schools' footprint nationally and globally. As you read through the following articles, you'll see how the implications of this scholarship extend well beyond the walls of academia through engagement with the world of business. Our research also creates lasting impact, with the collective citation score (Google Scholar®) for our faculty well exceeding 10,000.

I hope you enjoy reading some of our most interesting research. I invite you to visit our faculty web pages to view more of their research and explore opportunities for research collaboration. Please do not hesitate to contact me at mukherjeea@marshall.edu with questions, feedback, and suggestions.

Avinandan Mukherjee

Avinandan "Avi" Mukherjee, PhD
Dean, Lewis College of Business and Brad D. Smith Schools of Business, Marshall University

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» HIGHLIGHTS

- Investigated the occurrence of earnings management in mergers and acquisitions.

- Analyzed 1,630 acquisitions from 30 non-U.S. countries with diverse legal environments, levels of investor protection, and capital market developments.

- Found that acquiring firms manage earnings surrounding mergers when the method of payment is stock, but not when the method of payment is cash.

Managers engage in earnings management when they alter financial reports by using judgment in financial reporting or in structuring transactions. This can mislead stakeholders about the economic performance of the company or influence contractual outcomes that depend on reported accounting numbers.

Early studies examining earnings management find evidence that managers manipulate earnings in capital market transactions by making accruals to influence short-term stock price performance.

Associate Professors of Finance Mohammad Karim and Shaorong Zhang recently embarked on a study to investigate earnings management related to mergers and acquisitions.

Managers may have strong incentives to manage earnings to gain economic benefits in a stock-financed acquisition because the acquirer uses its own stocks in exchange for the acquired shares at an agreed-upon ratio. The study by Drs. Karim and Zhang is unique because it examined earnings management practices surrounding mergers and acquisitions in countries other than the U.S.

By studying the earnings management of 1,630 acquisitions from 30 non-U.S. countries with diverse legal environments, levels of investor protection, and capital market developments, Drs. Karim and Zhang were able to shed light on the pervasiveness of earnings management practices in mergers and acquisitions.

They found that acquiring firms do manage earnings surrounding mergers when the method of payment is stock, but there is no such evidence when the method of payment is cash. By increasing earnings through accruals manipulation, acquirers in these countries can temporarily inflate their stock price, and hence provide economic benefit to the acquiring firms' shareholders and managers.

» **TO READ THE FULL PAPER GO TO:**

Karim, M. A., Sarkar, S., and Zhang, S. (2016). Earnings Management Surrounding M&A: Role of Economic Development and Investor Protection. *Advances in Accounting,* 35, 207-215.

Drs. Karim and Zhang also examined whether the level of economic development and country-specific institutional characteristics play any role in acquiring firms' earnings manipulation. Using two groups of countries based on the level of economic development and nine different institutional variables, they found evidence that acquirers' accrual manipulation differs based on such characteristics. Acquirers in countries with weak investor rights, less stringent disclosure requirements, and less developed financial markets manage earnings.

Baseball and "The Change of Scenery" Effect

- Explored performance improvements among baseball players whose declining performance precedes leaving one organization and joining another.

- Used publicly available major league baseball performance data from 2004 to 2015 comprising 712 team changes.

- Discovered a change of scenery effect where players with declining performance benefited from changing organizations.

Ivan Muslin, Associate Professor of Management in the Lewis College of Business, found synergy between his love of baseball and his interest in organizational theory.

Dr. Muslin's most recent study examined a change of scenery effect on performance in major league baseball. A change of scenery effect occurs when an employee, whose performance has been declining in one organization, moves to a new organization and experiences improved performance.

This topic interested Dr. Muslin and colleagues because modern careers are marked by frequent organizational, job, and occupational changes. Despite the increasingly transitory nature of employment, the effects of job change on employee performance remain relatively unexplored. In particular, sports commentators suggest that a change of scenery may reverse an athlete's declining performance, yet this effect is only speculative.

This study used publicly available major league baseball performance data from 2004 to 2015. The data comprised 712 team changes for players having two consecutive years with the same organization. Dr. Muslin drew on field theory that posits one's psychological past influences the way disruptions like changing jobs, are experienced. The similar experience of changing jobs may have a differential impact for individuals with declining performance and those with stable or improving performance.

Results indicated players with declining performance benefited from a change of scenery. Following a team change, these players experienced a significant increase in their performance that remained stable through a subsequent season.

Findngs also showed that players leaving while their performance was improving suffered a subsequent performance drop-off in the new organization. The authors termed this a grass is not greener effect. The much-publicized case of Bobby Bonilla illustrates this result. He played on the Pittsburgh Pirates where his performance was increasing. He then moved to the New York Mets where he became one of the highest paid players in baseball, yet his batting performance declined.

As the war for talent escalates and employees change jobs more frequently, extending our understanding of how performance can be influenced by work context may provide new insight into organization staffing policies. Dr. Muslin explains, "An untapped source of talent is those who have performed well in the past but have experienced a decline with their current organization."

» TO READ THE FULL PAPER GO TO:

Rogers, B. L., Vardaman, J. M., Allen, D. G., Muslin, I. S., and Baskin, M. B. (2017). Turning up by Turning Over: The Change of Scenery Effect in Major League Baseball. *The Journal of Business and Psychology,* 32, 547-560.

In a recent study, Dr. Junwook Yoo, Assistant Professor of Accounting in the Lewis College of Business, theoretically analyzed the optimal conditions for using aggregate performance measures to motivate managers and employees.

» **HIGHLIGHTS**

- Investigated whether aggregate performance measures can motivate managers in multiple-task settings.

- Discovered that optimally, there should be at least as many performance measures as there are managerial tasks.

Accounting information is shaped by the tension between its fundamental function to record transactions in detail and the widespread practice of aggregating that detail in accounting reports like financial statements. But aggregation is potentially costly when it results in information loss.

Aggregating performance measures in a single-task setting can be beneficial. However, motivating managers for multiple tasks is different from a single-task setting because the allocation of effort among tasks plays a major role and imposes different demands on performance evaluation. In these situations, it may be more beneficial to implement disaggregated or individually customized performance measures.

Dr. Yoo and his colleague found that in a multi-task setting, performance measure aggregation is constrained by the number of managerial tasks. A uniform optimal performance measurement system for a multi-task environment requires at least as many performance measures as there are managerial tasks. When the number of performance measures is less than the number of managerial tasks, performance measures should not be aggregated in a uniform fashion but should be aggregated in an individually customized way.

Practically speaking, relying on financial statements that contain aggregated information is very limiting for evaluating complex jobs. Instead, firms should use discretionary and customized assessment for complex, multi-task jobs. To illustrate, Jack Welch, the former CEO of General Electric, used a customized performance evaluation system for complex managerial jobs by giving handwritten performance evaluations each year. He advocated standardized ratings such as forced rankings only for general employees who had less complex jobs.

Says Dr. Yoo, "This study also has implications for job design. Organizations can balance the number of tasks and the performance measures used in controlling them, to obviate the need for customized performance measures."

» **TO READ THE FULL PAPER GO TO:**

Sabac, F., and Yoo, J. (2018). Performance Measure Aggregation in Multi-Task Agencies. *Contemporary Accounting Research,* 35(2), 716-733.

To Trust or Distrust . . . Does Quality Matter?

Lewis College of Business Professor of Accounting Dr. Nancy Lankton and Associate Professor of Accounting Dr. Jean Price have studied this question in the context of business-to-business relationships.

They chose to study this area because the Internet and electronic commerce applications are increasingly allowing businesses to use information technology to manage business-to-business (B2B) activities and create competitive advantage. Forrester Research recently reported that the B2B e-commerce market is more than twice the size of online retail and is expected to top $1.1 trillion by 2020.

Successful B2B data exchange systems like web-based ordering systems can help businesses establish visibility, improve inventory control, reduce carrying costs, and increase customer satisfaction. However, not all B2B data exchange systems achieve these benefits, and some can even damage inter-organizational processes.

Prior research has found that quality and trust are important factors for realizing B2B data exchange system benefits. Yet little is known about distrust's role in B2B relationships. Distrust is not just low trust or the absence of trust. It is the active belief that the other party is deceitful and incompetent. It may be critical in B2B relationships for questioning partners' ulterior motives and opportunistic behaviors.

Drs. Lankton and Price, and their colleagues decided to examine the complex relationships among quality, trust, and distrust. They surveyed 55 graduate students and 90 professionals who played the role of a purchasing manager from a large manufacturer and used a B2B data exchange system to order aluminum sheets required for the plant's production process.

In the survey, the professors asked about service outcome quality, which is a basic or essential part of the service that partners expect. A main finding was that as service outcome quality decreases, exchange partners focus on the negative attributes of the other partner, leading to increased distrust rather than decreased trust. Information quality, on the other hand, acts as a sought-after service differentiator. As it increases, partners develop positive perceptions, and their trusting beliefs increase more than distrust decreases.

"Organizations should try to decrease the impacts of fulfillment failures that our study shows can increase distrust," says Dr. Price. "Apologizing for poor information accuracy during the ordering process is not as important as solving delivery issues."

» TO READ THE FULL PAPER GO TO:

McKnight, D. H., Lankton, N. K., Nicolaou, A., and Price, J. (2017). Distinguishing the Effects of B2B information Quality, System Quality, and Service Outcome Quality on Trust and Distrust. *Journal of Strategic Information Systems,* 26(2), 118-141.

Board-Level IT Committees: What do the Charters Reveal?

» **HIGHLIGHTS**

- Developed a framework and guidelines to assess IT committee charters.

- Explored IT committee charters for 23 Fortune 500 companies.

- Discovered that committee roles and responsibilities focus on five major governance areas.

IT governance is a subset of corporate governance that embodies the design and execution of structures and processes to ensure strategic decision-making delivers IT value, accountability, and integrity. IT governance is becoming increasingly important to businesses because of the changing role and relevance of IT within organizations for supporting, sustaining, and expanding operations.

Lewis College of Business Associate Professor of Accounting Dr. Jean Price and Professor of Accounting Dr. Nancy Lankton were interested in investigating the use of board-level IT committees, which are an important form of IT governance. The co-authors zeroed in on IT committee charters to better understand committee structure and roles. They wondered how consistent the IT committee charters were with recommended practices from the literature, and with actual practices of the committees.

To investigate this issue, the authors examined the content of 23 board-level IT committee charters from Fortune 500 companies. They first developed a framework for assessing the charters, and used resource-based and agency theories to develop six propositions about committee characteristics, member characteristics, and roles and responsibilities.

Findings revealed that a majority of the charters specified the minimum number of required meetings and a large majority specified the minimum number of required members. The authors also uncovered evidence that most IT committees had more members and met more often than required by the charter, and all but one committee had at least one member with IT expertise. Also, most roles and responsibilities detailed in the charters focused on the five main IT governance focus areas of strategic alignment, value delivery, resource management, risk management, and performance measurement. Surprisingly, the roles were not consistently specified in all charters.

According to the authors, "While board-level IT committees are not common among Fortune 500 firms, those that do exist have some strengths and weaknesses. Because board members and components of the committee charters may affect IT governance, academics and practitioners should consider our findings."

» **TO READ THE FULL PAPER GO TO:**

Price, J., and Lankton, N. (2018). A Framework and Guidelines for Assessing and Developing Board-Level Information Technology Committee Charters. *Journal of Information Systems,* 32(1), 109-129.

The Benefits of Delivering Dermatological Care via Teledermatology

Telemedicine involves using using visual communication and interactive audio to transfer medical information and facilitate remote patient consultations, diagnosis, and treatment. ***With expertise in this area and a concern for disadvantaged populations, Alberto Coustasse-Hencke, Professor of Health Care Management at the Lewis College of Business,*** and his colleagues set out to study whether one form of telemedicine called teledermatology has improved access to dermatological care in rural areas.

Delivering dermatological care via teledermatology can improve access to patients in rural areas. Teledermatology uses telemedicine and imaging to deliver remote dermatological services to geographically dispersed patients. It has been one of the most rapidly evolving branches of telemedicine with estimates of 229 dermatology-related mobile applications in 2013. Because of its innovative visual and imaging functionality, teledermatology could enhance treatment accuracy and decrease consultation costs.

» **HIGHLIGHTS**

- Followed a systematic approach to gather prior literature on teledermatology.

- Classified the literature into four main categories of teledermatology benefits.

- Concluded that teledermatology has improved dermatological access in rural areas.

To better understand this issue, Dr. Coustasse-Hencke and his colleagues systematically reviewed the previous literature on teledermatology. They classified the literature into four main categories: diagnostic acuity and quality of images; waiting periods for initial consultations, duration of consultations and travel reduction; biopsy, identification of skin malignancy, referrals, and follow-ups; and patient/physician satisfaction.

Results of the literature review suggested that teledermatology could increase dermatological access to underserved, rural areas. A major finding was that the technology could permit rural patients to capture images as a complimentary evaluation tool to augment clinical care, while urban-based dermatologists could refine or enhance rural general-practitioner diagnoses. Despite high image quality, this review showed that sole reliance on these images as a confirmatory diagnostic tool could be risky because they can easily be misinterpreted.

The authors also found that both patients and physicians have positive perceptions of teledermatology, although satisfaction was stronger among physicians. Reflecting on these findings, Dr. Coustasse-Hencke explains that "This positive perception could foster the expansion of existing teleservices and educational programs to improve access."

» **TO READ THE FULL PAPER GO TO:**

Coustasse, A., Sarkar, R., Abodunde, B., Metzger, B. J., and Slater, C. M. (in press). Use of Teledermatology to Improve Dermatological Access in Rural Areas, *Telemedicine and e-Health.*

» TO READ THE FULL PAPER GO TO:

Lankton, N. K., McKnight, D. H., Wright, R. T., Thatcher, J. B. (2016). Using Expectation Disconfirmation Theory and Polynomial Modeling to Understand Trust in Technology. *Information Systems Research, 27*(1), 197-213.
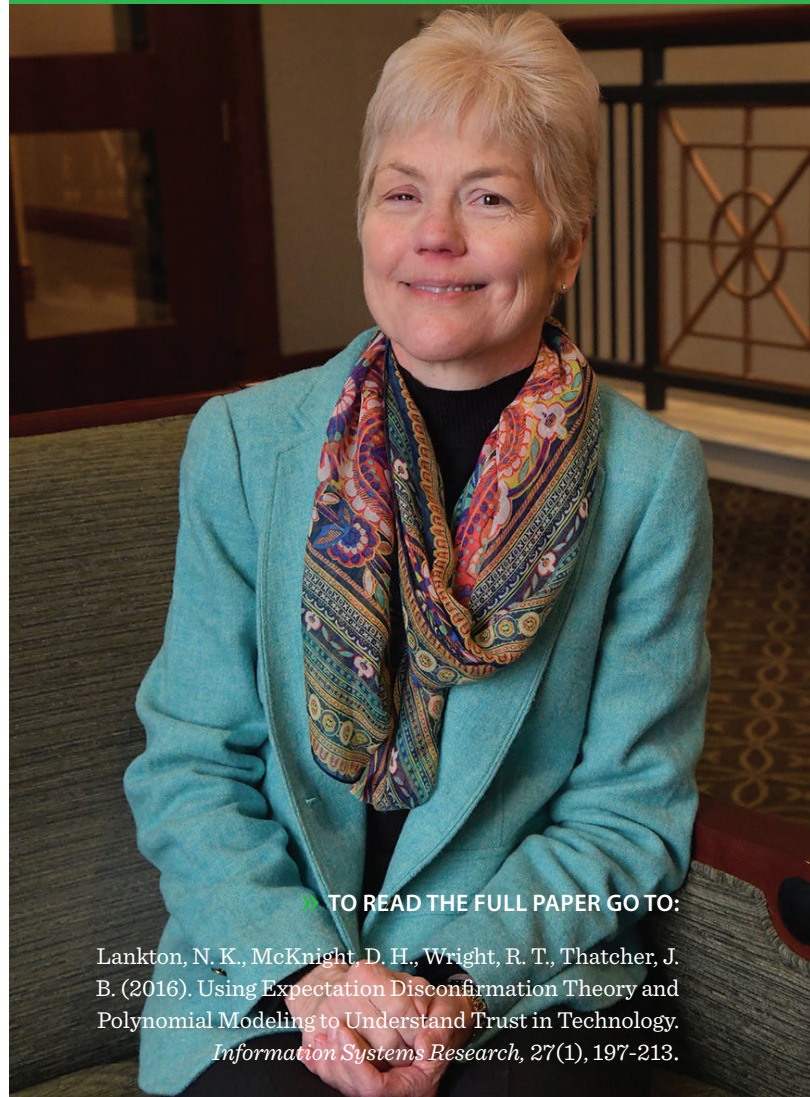
» HIGHLIGHTS

- Explored how unmet expectations about technology performance affects trust in that technology.

- Gathered data from three technology usage contexts in which users receive different amounts of training.

- Showed that with longer training both unmet and exceeded expectations decreased trust.

Whereas much research has examined trust in people, organizations, and Internet vendors, less research studies trust in technology. Trust in technology exists when a user depends on the technology for an outcome, and the possibility exists that the technology may not enable that outcome.

Nancy Lankton, Professor of Accounting at Marshall University's Lewis College of Business, set out to investigate how unmet expectations are associated with trust in technology. Trust can be strengthened when expectations are met and harmed when expectations are not met. Understanding how this works is important because unmet expectations can negatively influence IT usage. This could undermine organizational attempts to innovate with IT.

Dr. Lankton and colleagues used Expectation Disconfirmation Theory research that shows people compare their initial expectations of a technology's performance against its actual performance. If initial expectations are met or exceeded, users will be more likely to depend on and trust the technology, whereas if initial expectations are not met, users will be less likely to depend on it. The authors thought these effects might differ by context.

To investigate this issue, data was collected from three technology usage contexts: MBA students using a web development software, undergraduate students using an online presentation solution, and organizational employees using a customer relationship management system. These contexts had different introductory or training periods, with longer periods leading to more well-formed or mature expectations. The customer relationship management system was a mature expectation case based on a longer training period, and the other two were less mature expectation cases based on shorter training periods.

Findings showed that expectation maturity consistently matters. With shorter training and less mature expectations, unmet expectations decreased trusting intention, and met or exceeded expectations increased trusting intentions. By contrast, when training was longer and expectations were more mature, both unmet *and* exceeded expectations decreased intentions to trust.

Dr. Lankton notes, "This research implies that when individuals are exposed to longer introductory periods, organizations should try to either increase expectations through enhanced communications, or ensure technology does not greatly outperform expectations."

Consumer Recycling: A Motivational Perspective

» HIGHLIGHTS

- Examined the effects of hedonic, gain, and normative goals on consumer recycling behavior.

- Surveyed 206 individuals who were active members of the TerraCycle recycling company.

- Found the degree to which individuals perceive recycling is easy or difficult is the strongest predictor of their recycling behavior.

Avinandan Mukherjee, Professor of Marketing at Marshall University Lewis College of Business, worked with a colleague to examine recycling from a green consumer behavior and sustainability marketing perspective.

They set out to understand the post-usage stage of the consumer behavior process because it can have devastating effects on the environment. According to the EPA, 250.9 million tons of solid waste was generated in the United States during 2012, which generated nearly 4.38 pounds of waste per capita per day. Yet only 34.5% of this waste was recycled, meaning 135 million tons of solid waste was added to landfills.

It is imperative to understand what leads consumers to recycle because generating this much waste and not recycling can lead to environmental and economic problems. Determining individual motivations is crucial to support and increase recycling.

While prior research has examined what motivates people to recycle, most work is not comprehensive in nature. The objective of this study was to determine the multiple factors that influence consumer recycling behavior. Dr. Mukherjee and his colleague used Goal Framing Theory, which contends that hedonic, gain, and normative goals can motivate consumer behavior.

The authors surveyed 206 individuals who were active members of the TerraCycle recycling company. Results indicated that Goal Framing Theory is an appropriate framework to explain consumer recycling behavior. Perceived behavioral control, a factor related to gain goal frames, was the strongest predictor of recycling intention. It represents the degree to which a person perceives ease or difficulty in implementing an intended behavior. Other results showed factors related to moral goal frames can also explain consumer recycling behavior.

This study provides important implications pertaining to environmentally sensitive consumer behavior that are relevant for marketing managers and policymakers. States Dr. Mukherjee, "Providing easier access to recycling, making the action more convenient, and focusing on normative motives can reduce landfill waste by encouraging consumers to recycle."

» TO READ THE FULL PAPER GO TO:

Onel, N., and Mukherjee, A. (2017). Why Do Consumers Recycle? A holistic perspective encompassing moral considerations, affective responses, and self-interest motives. *Psychology & Marketing,* 34(10), 956-971.

» HIGHLIGHTS

- Adopted personas as a way to better explain complex sustainable consumer behaviors.

- Performed multiple in-depth interviews across several countries.

- Revealed three different consumer archetypes with distinct sustainable consumption strategies.

The ever-increasing consumption of goods and services by consumers has environmental, social, cultural, and economical impacts. Some estimate that humans consume resources equal to that of 1.7 planets a year. This makes it crucial to alter environmentally significant behaviors of consumers and help them become more environmentally friendly.

Avinandan Mukherjee, Professor of Marketing at Marshall University Lewis College of Business, recognized that the underlying causes of consumption behaviors have not been adequately understood. In their study, Dr. Mukherjee and his colleagues sought to qualitatively explore different stages of the consumption process and to examine consumption behavior across multiple domains. The objective was to provide a richer depiction of consumer groups in sustainable consumption behavior.

Personas are abstractions of real consumer groups who share common characteristics and needs and have been used in fields such as software design. The authors examined how personas fit into four product domains of sustainable behavior including mobility, housing, clothing, and food. Primary data for their study was generated from 14 semi-structured in-depth interviews from consumers in Germany, Spain, Switzerland, and the United States.

The authors identified three sustainable consumer personas from the interviews including holistic, transitional, and restricted personas. Each one embraces a different concept of sustainability, shows different sustainable behaviors during the three stages of consumption, and focuses on the four product domains. For example, the holistic persona takes the most significant approach to sustainable consumption and fully embraces a sustainable way of life. Consumers with this persona are more apt to be vegan or reduce meat consumption and buy locally grown and raised food. Dr. Mukherjee explains that "For holistics, sustainability is not something that revolves around them but with them."

Public policy implications were derived from examining the personas. One such implication involved reinforcing sustainable behaviors beyond acquisition and eliminating obsolescence through the extension of product lifecycles. Results also revealed the need to decrease barriers to access that impair consumers' ability to buy green and adopt sustainable habits.

» TO READ THE FULL PAPER GO TO:

Onel, N., Mukherjee, A., Kreidler, N. B., Díaz, E. M., Furchheim, P., Gupta, S., Keech, J., Murdock, M. R., and Wang, Q..(2016). Tell Me Your Story and I Will Tell You Who You are: Persona Perspective in Sustainable Consumption. *Psychology & Marketing,* 35(10), 752-765.

The Brad D. Smith Schools of Business celebrated its second and third "Research Days" during 2018. Started in Fall 2017, this event provides an opportunity for faculty to present their current or recently completed research projects. The College's Faculty Development Committee, led by Dr. Alberto Coustasse, created the Research Day events to promote and showcase faculty research efforts. Its goal is to encourage dissemination of research ideas and cultivation of opportunities for collaboration.

Each event features a plenary Dean's Distinguished Speaker from outside the University who is a renowned scholar with a top-notch record of research excellence and impact. The Speaker, along with a panel of academic, community, and student leaders, judge the presentations and give awards for the top three.

Reflecting on the successful completion of the 2018 Research Days, Dean Avinandan Mukherjee stated, "I am delighted to see such an overwhelming response to our Research Day, because it is not only a celebration of our faculty's intellectual accomplishments, but also it is the recognition of how our applied research can help the business community. Let us make Research Day a signature event for the Brad D. Smith Schools of Business."

SPRING 2018 RESEARCH DAY

Welcome Dr. Avi Mukherjee, Dean | Dr. Alberto Coustasse, FDC Chair

Dean's Distinguished Speaker Dr. William Kehoe, William F. O'Dell Professor of Marketing, University of Virginia

Protection-Motivated Behaviors: The Role of Criticality *Dr. Nancy Lankton | Dr. Charles Stivason*

A Comparative Analysis of Pedagogical Approaches in International Marketing Course: Simulation versus Export Plan Project *Dr. Uday Tate | Dr. Ben Eng | Dr. Deepak Subedi*

Does Repeated Access to Information Influence an Underrepresented Collectives Willingness to Engage in Future Non-financial Gifting? *Dr. Ivan Muslin | Prof. Sara Davis*

Strategic Management and Social Media: Its Role in Strategic Planning and Management *Dr. Marc Sollosy | Dr. R. Nicholas Gerlich*

Treatments and Services Provided by Mental Hospitals: Impact of Insurance and Type of Hospital *Dr. Dennis Emmett*

Health Care Administration/ Pharmacy School Program 340B: Benefits and Limitations *Dr. Alberto Coustasse | Dr. Craig Kimble*

The Needle Exchange Programs in West Virginia *Dr. Margie Phillips | Dr. Alberto Coustasse*

Do Share Repurchases Signal Mispricing? *Dr. Mohammad Karim*

Burnout Syndrome and Nurse-to-Patient Ratio in the Workplace *Dr. Kent Willis | Dr. Alberto Coustasse*

Aggregation of Performance Measures under a Normal Distribution *Dr. Junwook Yoo*

Marijuana, Fraud, and Investors' Unclean Hands *Prof. Casey Baker*

The Effect of Environmental Regulation on Technical Innovation and Productivity *Dr. Zhao Min, Visiting Professor from China*

Early Adoption of Information Technology and Ownership in Mental Health Treatment Facilities Following HITECH *Dr. Doohee Lee | Dr. Dennis Emmett*

FALL 2018 RESEARCH DAY

Welcome Dr. Avi Mukherjee, Dean | Dr. Alberto Coustasse, FDC Chair

Dean's Distinguished Speaker *Dr. George T. Solomon, Professor of Management, Co-Founder & Director for the Center of Entrepreneurial Excellence, George Washington University School of Business*

Are Key Audit Matters Useful to Investors? The Group Lease Example *Dr. Parporn Akapathorn | Dr. Nancy Lankton | Dr. Charles Stivason*

Implications of Upcoding on Medicare Fraud *Dr. Alberto Coustasse*

Does an Information Technology Investment Contribute to Company Performance: A Further Examination of the Productivity Paradox *Dr. Marc Sollosy*

Changes in Business Core & Accounting Course Requirements: AACSB Influences *Dr. Marie Archambault*

Using Omnichannel Sales Data Analytics to Decide Between Store and Distribution Center Fulfillment Options *Dr. Jingran Zhang*

GIS Application in Economic Analyses: Using Aid Effectiveness in Sub- Saharan Africa as an Example *Dr. Yi Duan*

Conditional Cash Transfer and Girl Child Survival in India *Dr. Nabaneeta Biswas*

An Analysis of the Sale of Contracts by the Athletics after the 1914 Season *Dr. Jeff Archambault*

Real-Time Nowcasting of Short-Run of the Euro-Dollar Exchange Rate with Economic Fundamentals: Does the Measure of Money Supply Matter? *Dr. Boniface Yemba | Dr. Michael Otunuga*

Understanding the Antecedents and Outcomes of Facebook Privacy Behaviors: An integrated Model *Dr. Nancy Lankton*

Sustainability & Entrepreneurship in Distressed West Virginia Counties *Dr. Margie Phillips*

Pay it Forward: Who Does This? *Dr. Liz Alexander | Dr. Charles Braun*