

# Sykes COB Research Day

## March 18, 2016



THE UNIVERSITY  
OF **TAMPA**<sup>™</sup>  
SYKES COLLEGE OF BUSINESS

A Message from the Dean

Welcome to the Sykes College of Business Annual Research Day. This program showcases the intellectual contributions made by the College’s faculty over the past year. The summaries presented below are a sample of the faculty’s research contribution in a wide variety of business disciplines. With over 80 full time faculty members in the College of Business we have had more than 200 intellectual contributions in noteworthy journals this past year. Many of the Colleges’ intellectual contributions are in pedagogical outlets such *the Journal of Education for Business, the Journal of Financial Education, the Journal of Entrepreneurial Education*, and more. We pride ourselves as a premier teaching institution with intellectual contributions making an impact on theory and practice.

Frank Ghannadian, Ph.D.

<p><b>9-9:10 a.m.</b></p>	<p><b>Coffee and Bagels</b></p>
<p><b>9:10 - 9:15 a.m.</b></p>	<p><b>Introduction by Dean F. Frank Ghannadian</b></p>
<p><b>9:15 - 9:27 a.m.</b></p> <p><b>Karla Borja</b> is currently exploring economic development issues in the region of 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 developed and developing nations. She has published in the <i>American Economic Review</i>.</p>	<p><b>Title:</b> Fintech: Measuring Customers’ Utility and Risk Preferences</p> <p><b>Citation:</b> Borja, K., Parker, T., Malo, J. and Piazza, M. (2015) Fintech: Measuring Customers’ Utility and Risk Preferences. <i>Journal of Finance Case Research</i>, Vol. 17, No.1, 2015.</p> <p><b>Objective:</b> Through the case of the firm “Fintech,” an electronic service provider for the alcohol industry located in Tampa FL, we apply the well-known “Von Neumann-Morgenstern utility theorem” in economics, in which many rational individuals make decisions using a risk-averse utility function instead of mere expected values.</p> <p><b>Background:</b> “Fintech” was experiencing a puzzling situation. The sales manager wondered why his sales force had not been able to capture 24% of the small liquor stores in the state of Florida. Each store could save up to \$12,558 in the first year by using Fintech services. In addition, the Fintech system is a more secure and convenient form of payment that conforms to state regulations. The only risk factor is that the success in reducing costs is predicated on adequate system coverage. That is, if only few businesses embrace Fintech, the investment in equipment and training might not ensure cost savings. However, over the years, Fintech has increased the usage of the system among retailers from 40% in 1993 to about 75% in recent years. Thus, why would small liquor stores not use a more efficient and secure method of payment?</p> <p><b>Methods:</b> We completed several interviews with the Chief Financial Officer of Fintech. We used demographic data from liquor distributors and retailers collected by Fintech. Using this data, we constructed utility functions for two types of Fintech’s customers, and calculated expected values and expected utility values.</p> <p><b>Results:</b> When analyzing some of the characteristics associated with small liquor store owners (level of education, age, size of the business, etc.), we found that most of these individuals experience higher levels of risk aversion than the overall Fintech customer. Thus, calculating the expected value of the possible monetary gains from using the Fintech system constituted an incomplete analysis. Most of these customers are risk averse and do maximize</p>

	<p>expected utility, not expected monetary values. In this case, adopting the Fintech system is a sort of 'lottery,' in which the retailer's utility of successfully implementing the system is measured using a risk-averse utility function.</p> <p><b>Conclusion:</b> The expected utility of a risk averse customer is smaller than the expected value. Fintech must provide additional incentives (monetary or non-monetary) to compensate for the risk-aversion attitude among these customers.</p> <p><b>Implications for Practice:</b> Firms must study customer's attitudes toward risks before providing rewards or incentives to participate in programs or to adopt new systems.</p>
<p><b>9:27 - 9:39 a.m.</b></p> <p><b>Robert Marley</b> specializes in behavioral research with an accounting information systems emphasis. Robert Marley has been published in a variety of academic journals. Most recently, the <i>Journal of Corporate Accounting &amp; Finance</i> published his study "Essential IT Controls for Preventing Cash Fraud" (2015) which provides organizations with simple tools they can use to safeguard electronic cash accounts against hackers. Marley's work has been published in the <i>International Research Journal of Applied Finance</i> (2014), <i>The Journal of Corporate Finance &amp; Accounting</i> (2014), and <i>Issues in Accounting Education</i> (2013).</p>	<p><b>Title:</b> A Comparison of the Long-Term Learning Effects of Comprehensive and Topic-Specific Practice Set Assignments</p> <p><b>Citation:</b> Darius Fatemi, Robert Marley &amp; Linda M. Marquis (2015): A Comparison of the Long-Term Learning Effects of Comprehensive and Topic-Specific Practice Set Assignments, <i>Journal of Education for Business</i>, DOI: 10.1080/08832323.2015.1081864</p> <p><b>Objective:</b> The purpose of this study is to examine whether individuals retain more long-term knowledge when they complete assignments that cumulatively integrate the course material ("comprehensive approach") on each assignment versus assignments that feature one topic on each assignment ("topic-specific approach").</p> <p><b>Background:</b> Many college business courses have shifted from a comprehensive learning approach to a topic-specific learning approach. As a result, industry has voiced concerns that business students are entering the workforce having retained less knowledge than their predecessors.</p> <p><b>Method:</b> 136 accounting junior students enrolled in Intermediate Accounting classes were randomly assigned to a comprehensive approach or a topic-specific approach for an entire semester. Students assigned to the comprehensive approach completed homework assignments requiring them to cumulatively practice the course material on each assignment. Students assigned to the topic-specific approach completed homework assignments that required them to practice one topic on each assignment. Because the exact same questions were used in both conditions and because each homework assignment contained the same number of questions, the only difference between the two conditions was whether each assignment covered all the course material (comprehensive approach) or covered one topic (topic-specific approach). Long-term learning was measured using a 10-question knowledge test that was administered during participants' senior year.</p> <p><b>Results:</b> Individuals assigned to the comprehensive approach retained approximately 30 percent more long-term knowledge than individuals assigned to the topic-specific approach. Further, the effects of the comprehensive approach are directly related to the academic prowess of the individual (i.e., to GPA). This study's results are robust to both the inclusion and exclusion of extraneous influences (i.e., relevant control variables).</p>

	<p><b>Conclusion:</b> Overall, the comprehensive approach yields more long-term learning. However, while individuals using the comprehensive approach retained more knowledge <i>on average</i>, the comprehensive approach was not superior for <i>every</i> individual. Specifically, the overall effectiveness of the comprehensive approach was greater for individuals possessing higher academic prowess. Moreover, individuals possessing below average academic prowess retained less knowledge using the comprehensive approach than the topic-specific approach.</p> <p><b>Implications for Practice:</b> Individuals generally retain more knowledge when they are assigned tasks that require them to continually practice what they have learned. Employers should consider structuring tasks in a way that requires an employee to continuously practice the position’s key concepts.</p>
<p><b>9:39-9:51 a.m.</b></p> <p><b>Stephanie Thomason</b> specializes in international human resource management, cross-cultural organization behavior and strategic human resource management.</p> <p><b>Cheri Etling's</b> areas of expertise include derivative securities, corporate finance, new venture financing, investments, and insurance.</p> <p><b>Amy Brownlee</b> focuses on organizational behavior and human resources. She is especially interested in how being held accountable influences an individual's work behavior.</p>	<p><b>Title:</b> Psychological entitlement and conscientiousness as predictors of socially responsible workplace decisions</p> <p><b>Citation:</b> Thomason, S.J., Etling, C., Brownlee, A., &amp; Charles, T. (2015) Psychological entitlement and conscientiousness as predictors of socially responsible workplace decisions. <i>Small Business Institute Journal</i>, 11(2): 1-15.</p> <p><b>Objective:</b> Organizations can benefit from identifying job candidates who make good ethical decisions, yet determining such candidates can sometimes be difficult, particularly for smaller organizations that are less likely to have formalized human resource practices or ethical codes of conduct. Such organizations may welcome low cost selection tools that they can use to distinguish ethical decision makers. Building upon agency and stewardship theories, we examine the relationships between conscientiousness, psychological entitlement (PES), and ethical decision-making.</p> <p><b>Background:</b> Organizations of all sizes benefit from selecting high performing, ethical employees at the outset, since high performers with the capability to make good ethical decisions at all levels are likely to help organizations succeed. While widely-used personality tools such as the Five Factor Model of Personality (Costa &amp; McCrae, 1992) offer validity in the prediction of performance by identifying conscientious and emotionally stable employees (e.g., Barrick <i>et al.</i>, 2001; Ones <i>et al.</i>, 2007), they should be considered in conjunction with assessments of attitudes, such as entitlement and ethical decision making.</p> <p><b>Methods:</b> We administered two phases of surveys to 64 and 118 potential job seekers, respectively. The first phase consisted of a manipulation check of the two vignettes we used to assess ethical decision making. The second phase consisted of survey items representing the Five Factor Model of Personality, entitlement, and the survey vignettes.</p> <p><b>Results:</b> Results from the present study provide partial support for our hypothesized model of the relationships between psychological entitlement, conscientiousness, and socially responsible workplace decisions. Specifically, results indicate that conscientiousness relates positively with the more socially responsible workplace decision, while psychological entitlement does not significantly relate. Yet conscientiousness does not distinguish individuals when the choice involves working for less pay. Our findings support previous research cited above that identified a lack of significance between</p>

	<p>conscientiousness and egoism or altruism. In contrast, the decision to work for less pay to work for a socially responsible organization negatively relates to psychological entitlement. This finding confirms the notion that entitled individuals may feel what Campbell and colleagues (2004) note is a pervasive sense that they are more deserving of various outcomes than others.</p> <p><b>Conclusion and Implications for Practice:</b> The present study offers several important findings for organizations seeking to identify and hire ethical employees: (1) employees with high levels of conscientiousness are more likely to make ethical decisions that benefit their organizations; (2) employees with high levels of entitlement are less likely to choose to work for socially responsible organizations if the choice will result in less pay; (3) organizations have little reason not to use personality and attitudinal assessments when determining whether job applicants are a good fit, particularly those that value socially responsible workplace decisions. Validated personality assessments are accessible on the internet, often at little or no cost to users.</p>
<p><b>9:51-10:03 a.m.</b></p> <p><b>Natasha Veltri's</b> research interests include digitally-enabled social media, 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 <i>California Management Review</i>, <i>Communications of the Association for Information Systems</i>, <i>Business &amp; Information Systems Engineering</i>, <i>International Journal of Human-Computer Interaction</i>, <i>DATABASE for Advances in Information Systems</i>, <i>International Journal of Knowledge Management</i>, and <i>Journal of Information Systems and Education</i>.</p>	<p><b>Title:</b> Beliefs and Attributions toward Computing Technology: The Moderating Role of Social Cues in Interfaces</p> <p><b>Citation:</b> Johnson, R.D., Veltri, N.F. and Thatcher J. (2015) "Beliefs and Attributions toward Computing Technology: The Moderating Role of Social Cues in Interfaces," <i>Journal of Organizational and End User Computing</i>, 27(3).</p> <p><b>Objective:</b> The purpose of this study is to investigate the relations between social cues in a computer interface, user personality, user beliefs about the social role and capabilities of computers, and the attributions of responsibility users made for their interactions and outcomes with a computer.</p> <p><b>Background:</b> Social cues in computers, such as interactions through language, voice response, visual representation, and the fulfillment of a social role (e.g. personal assistant), signal the user that he or she is interacting with an independent, social, and intelligent entity. While social cues can lead to more natural and effective interaction, greater trust, and increased purchase intentions, these same cues can lead users to develop a fundamental misunderstanding about the capabilities and limitations of computing technology.</p> <p><b>Methods:</b> A controlled laboratory experiment was used to collect data from a total of 152 participants. Analysis was conducted using partial least squares (Smart PLS 2.0).</p> <p><b>Results:</b> An Individual's personality affects both the computing continuum of perspective, i.e. user beliefs about the social role and capabilities of computers, as well as the attributions made toward their interactions with a specific computer. Individuals who use interfaces with social cues are more likely to ascribe characteristics to the computer that it does not have. Those with lower self-esteem and higher neuroticism, who may already feel lower worth, are more likely to attribute responsibility for the outcomes to the computer when using interfaces with greater social cues. As individuals become more confident in their abilities to use computers, they may become less likely to view the computer as having social characteristics.</p> <p><b>Conclusion:</b> Social artifacts can mean different things to different users, and different user groups can have different responses to the same computer</p>

	<p>interface. As advances in interactivity and social capabilities in technology continue to grow, social cues have the potential to enhance or reduce, not only system usability and satisfaction, but also performance.</p> <p><b>Implications for Practice:</b> Although it is not possible to change someone’s personality during an interaction with a computer, it is possible to consider personality in software design. Designers can use interactivity in the design to improve navigational experience and perceived credibility, which in turn could also improve purchasing behavior.</p>
<p><b>10:03 - 10:15 a.m.</b></p> <p><b>Eric Liguori’s</b> research specialties include entrepreneurial ecosystems, entrepreneurial self-efficacy, entrepreneurial behavior, entrepreneurship education and the evolution of management thought. Eric Liguori is an associate editor for the <i>Journal of Small Business Management</i>, the <i>Journal of Business and Entrepreneurship</i>, the <i>Annals of Entrepreneurship Education and Pedagogy</i>, and the <i>Experiential Entrepreneurship Exercises Journal</i>. He is also on the editorial review boards of <i>Management Decision</i> and the <i>Journal of Small Business and Entrepreneurship</i>.</p>	<p><b>Title:</b> Technology brokering as practice: Innovations in skiing and tennis</p> <p><b>Citation:</b> Laudone, R., Liguori, E. W., Muldoon, J., &amp; Bendickson, J. (2015). Technology brokering in action: Revolutionizing the skiing and tennis industries. <i>Journal of Management History</i>, 21(1), 114-134.</p> <p><b>Objective:</b> This paper explores the true sources of innovation that revolutionized two sports industries – skiing and tennis – tracking the flow of ideas and power of technology brokering through the eyes of the innovator, Howard Head.</p> <p><b>Background:</b> This paper aims to paint a more complete picture of how the Howard Head story unfolded by refocusing the discussion away from Head and the ideas themselves and instead exploring the source of those ideas and the process of recombinant innovation and technology brokering; areas in which scholars lament for more exploration.</p> <p><b>Methods:</b> Using a focal innovation action-set framework we unite heretofore-disparate pieces of information to paint a more complete picture of the innovation and technology brokering process. Primary source material from Head’s patents, personal memoirs and journals, and documented correspondence between him, his brother, and his colleagues are augmented with secondary source material from periodicals, media excerpts, and the academic literature.</p> <p><b>Results:</b> Head stands as an exemplar example of a technology broker, both through his serial practice of recombinant innovation and his savvy exploitation of resources. Results discredit the Great Man Theory of Innovation, while emphasizing the importance of exploiting social capital to realize opportunities.</p> <p><b>Conclusion:</b> This paper is the first to offer detailed insight into the technology brokering and innovation processes that revolutionized the tennis and skiing industries. It is novel in that it (a) is one of very few papers to challenge the Great Man Theory of Innovation propagated by many textbooks and mass media, (b) explores the process of technology brokering from the broker’s perspective rather than organizationally, and (c) employs focal innovation action-set methodology to compliment a historical biographical sketch of innovativeness relative to sports equipment and machines.</p> <p><b>Implications for Practice:</b> Innovation is a chaotic, complex, iterative, and profoundly social human process often lacking any notion of linearity. Given the complex and chaotic nature of innovation, successful technology brokers must learn to view their social capital as a resource primed for exploitation; they must continually look for ways to connect the dots in such a way that</p>

	<p>value is created for the end user. Innovators often use the institutional capital of others as a means of gaining legitimacy for their innovation. Thus, individuals seeking to gain buy in for their innovative solutions should look to exploit the perceived legitimacy of their network connections. Lastly, Head's upbringing demonstrates that we can raise kids to think differently and better recognize opportunities, but it is critical this process begin at very young ages and be continually reinforced throughout formal education.</p>
<p><b>10:15-10:30 a.m.</b></p>	<p><b>Break</b></p>
<p><b>10:30 - 10:42 a.m.</b></p> <p><b>Deirdre Dixon's</b> work examines in extremis leadership, or leadership when the leader's life is in danger. She focuses on the military, fire fighters, and law enforcement personnel. Her dissertation centered on leadership in crises situations.</p>	<p><b>Title:</b> Designing a Holistic Experiential MBA course for 21<sup>st</sup> Century Leaders</p> <p><b>Citation:</b> Dixon, D. P. (2015). Designing a Holistic Experiential MBA course for 21st Century Leaders. <i>Journal of Instructional Pedagogies</i>, 16 (Summer), 8.</p> <p><b>Objective:</b> With the plethora of MBA leadership courses, schools are examining ways to differentiate their programs and to provide tangible learning outcomes. MBA graduates want the knowledge skills and ability to make them successful in their chosen fields of endeavor. This paper outlines one holistic experiential MBA leadership course that challenges the students to think of themselves and leadership differently. The course content combines simulation, assessment, outdoor challenge course, and coaching to experientially challenge students while creating leaders for the 21<sup>st</sup> century.</p> <p><b>Background:</b> The goal for educators is that students move away from just the knowledge level (rote memorization) of Bloom's taxonomy, and progress to the evaluation level, the top level that requires assessing information and determining value of the idea. The intention is to facilitate learning that lasts, and to accomplish this, educators must incorporate the integration of learning, development, and performance. The question still plaguing business schools is how to develop future leaders. To combat these issues, a holistic leadership course was developed based on integrated assessment and development, coaching and mentoring, theory and best practice, and it was experientially based with cases, simulations team and group experiences, taking into account both Bloom's taxonomy and learning that lasts.</p> <p><b>Methods:</b> The course is based on the thought that active involvement through meaningful, facilitated experiences enhances learning. Not only are a myriad of experiences provided, the encounters are varied and seek to provide learning that lasts. The experiences range from real time simulation, personality and physical assessments, coaching by current business leaders, to outdoor and indoor challenge course activities.</p> <p><b>Results:</b> The course content experientially challenges students while creating leaders for today's business environment. The course has been in place for almost a decade, but remains a work in progress. Professors are not satisfied with status quo and regularly discuss changes and enhancements to ensure continuous improvement.</p> <p><b>Conclusion:</b> Experiences including simulations, assessments, challenge courses, and coaching enhances students' education through active involvement in meaningful experiential learning – learning that lasts – that improves their understanding of leadership in the 21<sup>st</sup> century.</p>

	<p><b>Implications for Practice:</b> MBA leadership courses need to be relevant and predicated on the evaluation level of Bloom’s taxonomy, while being constantly revised and updated to reflect current issues affecting leaders of today in order to build leaders for tomorrow.</p>
<p><b>10:42 – 10:54 a.m.</b></p> <p><b>Erika Matulich</b> specializes in qualitative and quantitative marketing research, customer service and satisfaction measurement, innovation and high-technology marketing strategy, and public policy implications of marketing. She has worked with numerous financial institutions, restaurants, consulting firms, nonprofit organization, 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.</p> <p><b>Deirdre Dixon’s</b> work examines in extremis leadership, or leadership when the leader’s life is in danger. She focuses on the military, fire fighters, and law enforcement personnel. Her dissertation centered on leadership in crises situations.</p>	<p><b>Title:</b> Army of One? Marketing Battle for Recruits</p> <p><b>Citation:</b> Matulich, Erika; Dixon, Deirdre; Atkins, Jacqueline; Cece, Erin; Drechsel, Stefan. (2015). Army of One? Marketing Battle for Recruits. <i>Journal of Business Cases and Applications</i> (Spring/Summer), 9.</p> <p><b>Objective:</b> This case study reviews the United States Army’s efforts to recruit through various advertising campaigns, and the challenges faced in meeting recruiting goals during wartime versus peacetime.</p> <p><b>Background:</b> The Army spends both time and money on its brand messaging through slogans to help in recruitment. The “Be All You Can Be” slogan was popular from 1980 to 2000. In 2001, the Army changed the slogan to “An Army of One” which was controversial for veterans who believed the slogan emphasized the individual over the team. In early 2005, the military was looking at a recruiting deficit and the Army was projected to miss their goals by almost 30%. During this time, the Army was heavily involved in the wars in both Iraq and Afghanistan, and needed to come up with a marketing plan and a new slogan that would allow them to meet their recruiting goals.</p> <p><b>Methods:</b> The Army has a more difficult time in recruiting during war time, as their soldiers tend to be in more danger than the other branches of service. A high number of casualties significantly influences how potential recruits and their immediate family perceive the brand. Retention of soldiers during this time was higher, so the overall numbers of service members was not as drastic as it could have been, but something had to change. It was time for the recruiting slogan of “An Army of One” to be retired.</p> <p><b>Results:</b> In November of 2006, “Army Strong” replaced “An Army of One,” which lasted almost ten years. Veterans and soldiers loved the new slogan and felt it told the Army story, however, in 2015 the “Army Strong” tagline was retired and there has not been another one introduced.</p> <p><b>Conclusion:</b> The “Army of One” slogan was introduced by advertising agencies that felt that the potential recruits in the millennial generation would resonate with the idea of leadership and independence. After 9/11, the Army believed that slogan downplayed the risks of war and focused instead on individual success, a difficult sell during a protracted war in the Middle East. A new slogan was necessary to refocus on the team aspect of the Army.</p> <p><b>Implications for Practice:</b> Recognition of changing target markets, along with specifically meeting that market’s needs and wants, can allow a company’s new brand to re-capture the interest of the market.</p>

10:54-11:06 a.m.

**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 has also presented his work 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*.

**Erika Matulich** specializes in qualitative and quantitative marketing research, customer service and satisfaction measurement, innovation and high-technology marketing strategy, and public policy 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

**Title:** Alibaba: Credibility Crisis.

**Citation:** Leite, T., Martin, C., Montes, C., Reyes, S., McMurrian, R., Matulich, E. (2015). Alibaba: Credibility Crisis. *Journal of Business Cases and Applications*, 14.

**Objective:** An analysis of the growth strategies of Alibaba group illustrates the challenges of international expansion, initial public offerings, and negative public relations due to counterfeiting accusations.

**Background:** Jack Ma founded Alibaba Group in 1999 with a website to help small Chinese manufacturers, exporters, and entrepreneurs market goods internationally. From its inception, Alibaba Group believed the internet would level the playing field by enabling small enterprises to leverage innovation and technology to grow and compete more effectively in the domestic and global economies. With this conviction, Alibaba Group has become a global leader in mobile and online commerce.

**Methods:** E-commerce in China accounts for 85 percent of Alibaba's revenue. However, even with the majority of its business located within China, Alibaba saw the potential growth associated with international expansion. Alibaba has deliberately increased its global presence at a gradual pace understanding international markets have different sets of needs compared to the Chinese market. In 2007, Alibaba opened a European office in Geneva to spearhead its expansion within Europe. Alibaba, in 2013, opened offices in the United States to strategically invest in U.S. companies. Alibaba stock (BABA) was listed on the New York Stock Exchange in September 2014. Closing at \$93.89 the first day, the IPO resulted in a market capitalization of almost \$220 billion; larger than Facebook, eBay, and Amazon. Two months after Alibaba's IPO, a Chinese government agency accused the company of providing an online medium for manufacturers selling counterfeit goods. Additionally, a U.S. clothing trade group accused Alibaba of tolerating fake goods on its e-commerce platform, leading to a major credibility crisis. Six months after the IPO, BABA stock was trading just above \$80 per share.

**Results:** Alibaba has been active in the battle against counterfeit products. The company spent over \$160 million in 2013 and 2014 to address the counterfeiting problem. Alibaba also conducts random checks using data-mining technology and offers an online complaint forum to regulate counterfeit practices. Despite growth, strong sales, and anti-counterfeiting practices, stocks continue to fall, and traded around \$65 by January 2016. **Conclusion:** Alibaba has recognized international expansion as a key area for the future. By 2017, the online market is projected to be around \$2.35 trillion. With aggressive anti-counterfeiting measures, there are high expectations of Alibaba in the future both domestically and internationally.

**Implications for Practice:** Alibaba has supported business growth throughout China and has begun to expand beyond China's border, aiming to become a leader in international markets. However, this path has not been easy. This case illustrates the challenges firms face in global expansion, up-and-coming rivals, going public, and how to handle accusations of counterfeiting.

<p>projects for local, national and international businesses.</p>	
<p><b>11:06- 11:18 a.m.</b></p> <p><b>Erika Matulich</b> specializes in qualitative and quantitative marketing research, customer service and satisfaction measurement, innovation and high-technology marketing strategy, and public policy 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.</p> <p><b>Lisa Bostick</b> specializes in accounting. She is a certified public accountant. She has served in public accounting (auditing) for more than 10 years and as a controller for six years.</p> <p><b>Ronald Kuntze</b> has published in the <i>Journal of Consumer Research</i>, the <i>Journal of Services Marketing</i>, <i>Psychology and Marketing</i>, <i>Marketing Education Review</i>, and the <i>Journal of Retailing and Consumer Services</i>. Kuntze serves on the Editorial Board of <i>Psychology &amp; Marketing</i>, one of America's premier academic consumer behavior journals. Ronald Kuntze also reviews for <i>Marketing Education Review</i> and the</p>	<p><b>Title:</b> Attention Kmart Shoppers: Into and Out of Bankruptcy.</p> <p><b>Citation:</b> Matulich, E., Squires, K., Bostick, L., Kuntze, R., Barrett, T., Myrick, C. (2015). Attention Kmart Shoppers: Into and Out of Bankruptcy. <i>Journal of Business Cases and Applications</i>, 14, 11.</p> <p><b>Objective:</b> An analysis of the rise and fall of Kmart, once a leading retailer, is used to illustrate the road into bankruptcy, and what can or should be done in the aftermath of a bankruptcy.</p> <p><b>Background:</b> In the early 1990s, Kmart dominated 30% of the retail market, but was beginning to experience fierce competition from other discount retail stores such as Wal-Mart and Target. Positioned as a low-priced discount store that offers a wide variety of products, Kmart began to lose significant market share. The retailer found it could no longer compete against Wal-Mart's highly advanced distribution network and Target's trendiness and higher perceived quality brands, products and service. Saddled with a poor distribution network, unappealing stores, and a lack of differentiation from the discount competition, Kmart began hemorrhaging market share. Kmart first declared bankruptcy on January 22, 2002; at the time, the biggest chapter 11 filing in retail history.</p> <p><b>Methods:</b> Kmart came out of bankruptcy in May 2003, closing 599 stores and laying off more than 67,000 employees in an attempt to lower cost structure. At that time, Kmart made a \$1 billion investment in IT to enhance its distribution network and to help keep shelves stocked, reducing operating costs by 21.4% and reducing inventories by 22.3%. Executive upheavals followed, but personnel changes were just the beginning of Kmart's problems and continued decline. Kmart merged with the long-time largest retailer in the world, but now struggling Sears in late 2004. Store closings of both Sears and Kmart escalated in 2010 and continue until the present day.</p> <p><b>Results:</b> Kmart/Sears continues to find itself on pundits and analysts lists of the next major company to go bankrupt – again. The popular retail strategy newsletter <i>Robin Report</i> characterizes the Sears/Kmart decline as the “sinking of the Titanic.”</p> <p><b>Conclusion:</b> Wal-Mart is expected to be the first company in mankind's history to reach the half-trillion-dollar mark in world-wide sales and Target boasts stronger margins than both retailers with sales of \$72 billion in 2014, twice that ever claimed by once behemoth Kmart. “Attention Kmart Shoppers” and the “Bluelight Special” appear to be relegated to historical business trivia.</p> <p><b>Implications for Practice:</b> This case illustrates the importance of adapting to a changing market and how not keeping up with current technologies and consumer demands can have disastrous effects for a firm. It also underscores</p>

<p><i>Journal for the Advancement of Marketing Education</i>. He has been quoted for his work on retailing, consumer behavior and shopping in the Arizona Republic, Boston Herald, Providence Business Gazette, St. Pete Times-Nationally, quoted extensively in <i>Business Week</i> and <i>Forbes</i>. He has also been interviewed several times by Fox National News, as well as the local affiliates.</p>	<p>the need to have key differentiating factors that set a brand apart from competition as well as the importance of customer satisfaction. Even well-established giants can fall if they fail to adapt to meet the challenges of a changing marketplace.</p>
<p><b>11:18 - 11:30 a.m.</b></p> <p><b>James Welch's</b> publications and research have primarily focused on corporate social responsibility, transformational leadership, management ethics, and business law issues. His research interests have included charismatic leadership in multinational corporations, copyright and patent infringement, and corporate social responsibility as it relates to global strategy.</p>	<p><b>Title:</b> Closing the Laches: Does the Split Decision in the “Raging Bull” Case Finally Bring Some Consistency to the Doctrine of Laches in Copyright Infringement Cases?</p> <p><b>Citation:</b> Welch, Jr. J.S. (2016) Closing the Laches: A Split Decision in the “Raging Bull” Case Finally Brings Some Consistency to the Doctrine of Laches in Copyright Infringement Cases. <i>Southern Law Journal, Volume 26 (Forthcoming)</i>.</p> <p><b>Objective:</b> This article addresses the 2014 Supreme Court decision in <i>Petrella v. Metro Goldwyn Mayor, Inc.</i> and examines the ongoing controversy surrounding the doctrine of laches for copyright infringement cases. The article also explores the inconsistent interpretation in different appellate court jurisdictions, the reasoning behind the Supreme Court decision, and discusses the impact on such cases going forward.</p> <p><b>Background:</b> The Plaintiff Paula Petrella brought a copyright infringement suit in 2009 against MGM claiming that her deceased father, Frank Petrella, wrote the screenplay that was made into the movie <i>Raging Bull</i>, a film which was released in 1980. While MGM prevailed at the district and appellate court levels, the Supreme Court, on May 14, 2014, in a 6-3 decision, ruled that the equitable defense of laches, the legal argument that MGM relied upon to obtain their summary judgment at the district court level, does not provide an automatic bar to pursuing copyright infringement cases and reopened the possibility for damages.</p> <p><b>Methods:</b> The research consists of a literature review and case review examining the basic details of U.S. Copyright Law including the historical background of the statute of limitations and the doctrine of laches, the rationale in the Supreme Court decision including a look at the dissenting argument, and the potential impact of the decision for copyright infringement cases going forward.</p> <p><b>Results:</b> For MGM a core argument was the hypothesis that, absent the doctrine of laches, a plaintiff could sit idly by and wait for the defendant to make substantial investments in the project and then wait to see if the project actually turned a profit. At that point, if they imagine that legal action could be lucrative, the plaintiff could initiate a claim to try and capitalize on the</p>

	<p>effort and investment of the defendant. The Court was not swayed by this argument and the majority opinion determined that “There is nothing untoward about waiting to see whether an infringer’s exploitation undercuts the value of the copyrighted work, has no effect on that work, or even complements it. Section 507(b)’s limitations period, coupled to the separate-accrual rule, allows a copyright owner to defer suit until she can estimate whether litigation is worth the candle.”</p> <p><b>Conclusion:</b> The results of the majority opinion may open the floodgates in the terms of copyright infringement litigation. In May 2014, the same month the Petrella decision was handed down, Mark Andes, former bass player of the band Spirit, filed a copyright infringement suit regarding the song, Stairway to Heaven. To address the reasons for the delay, Andes claimed that he and other members of the band did not have the financial resources to pursue legal action and they also believed that “The stature of limitations was done.” If the lawsuit is successful, the money earned over the past three years, along with any future earnings, will be on the table. Because of the Petrella decision, Mark Andes’ stairway to heaven may very well be paved with gold.</p> <p><b>Implications for Practice:</b> Perhaps the most concerning scenario going forward is the potential of increased copyright infringement litigation following this decision. It will be interesting to see if a flood of litigants will emerge to file infringement actions claiming ownership of successful creative works and this article explores that scenario. This is a real possibility that will only be revealed in time and can impact not only protected artistic works but also other creative efforts protected by copyright.</p>
<p><b>11:30-11:45 a.m.</b></p>	<p><b>Break</b></p>
<p><b>11:45-11:57 a.m.</b></p> <p><b>Abigail Hall Blanco's</b> work focuses on topics surrounding the U.S. military and national defense. She has worked on issues including domestic police militarization, arm sales, weapons as foreign aid, and imperialism. Her dissertation research centered on the political economy of unmanned aerial vehicles or drones.</p>	<p><b>Title:</b> The War on Drugs in Afghanistan: Another Failed Experiment with Interdiction*</p> <p><b>Citation:</b> Coyne, Christopher J., Abigail R. Hall (Blanco), and Scott Burns. “The War on Drugs in Afghanistan: Another Failed Experiment with Interdiction.” <i>The Independent Review</i>, forthcoming.</p> <p><b>Objective:</b> The purpose of this study is to explore the relationship between the War on Drugs and War on Terror in Afghanistan and to explore the efficacy of these policies in achieving both counter drug and counter terror policy in light of increases in opium production and terror activity since the start of the U.S. occupation.</p> <p><b>Background:</b> Following the start of the War on Terror in 2001, U.S. policymakers determined that winning the War on Drugs in Afghanistan was necessary for winning the War on Terror. Following this line of reasoning, coalition forces have worked closely with the new Afghan government to eradicate opium production since the overthrow of the Taliban in 2001. The underlying logic of this strategy seems to makes sense—effectively eradicating illicit drugs will eliminate a key revenue source for terrorist groups. This reduction in resources will limit the growth and capabilities of groups like al-Qaeda and the Taliban who threaten the stability and future of Afghanistan. Yet despite spending \$12 billion on drug interdiction in</p>

	<p>Afghanistan since 2002, opium production has grown substantially and terrorist activities remain commonplace.</p> <p><b>Methods:</b> We use the tools of economics to explore the failures of the U.S. War on Drugs in Afghanistan. Utilizing existing frameworks regarding the economics of prohibition, drugs, and the economics of terrorism, we explore the implementation, results, and implications of U.S. policies using an analytical narrative.</p> <p><b>Results:</b> By driving the opium economy into the black market, the War on Drugs in Afghanistan has created a variety of unintended consequences. We find that U.S. policies fostered regime uncertainty, meaning that citizens of Afghanistan became progressively uncertain regarding future policies. We further find that drug policies in Afghanistan resulted in the violent cartelization of the drug industry and empowered the Taliban insurgency throughout the country. We also discuss how these policies contributed to and perpetuated corruption throughout the Afghan government.</p> <p><b>Conclusion:</b> Our analysis has several related implications. The first is that the U.S. policies of drug eradication in Afghanistan have not only failed their own objectives, but have also undermined the goals of the War on Terror. In creating numerous perverse unintended consequences, the U.S. government’s interdiction policies actually strengthened the Taliban insurgency and undercut the broader goals of the occupation. If the goal of prohibition is to hamper the market for illegal drugs and to assist in the war on terror, our analysis suggests that this policy fails on both margins.</p> <p><b>Implications for practice:</b> Counterintuitively, if the goal is to weaken the Taliban in Afghanistan, one policy to consider would be to fully legalize opium and poppy production. This would lower the price of opium, decrease the benefit to using violence, and very likely erode the Taliban’s monopoly over the industry. This would also likely reduce opium-related corruption in politics. Beyond Afghanistan, our analysis has implications for similar U.S. domestic and foreign policies related to drug prohibition. In particular, this analysis has implications for the domestic War on Drugs and for U.S. policies toward Mexico and other countries throughout Latin and South America. The U.S. has historically pursued and advocated aggressive eradication policies both domestically and abroad. The insights of our analysis can be similarly applied to these attempts at drug interdiction.</p>
<p><b>11:57 a.m.-12:09 p.m.</b></p> <p><b>Stephanie Thomason</b> specializes in international human resource management, cross-cultural organization behavior and strategic human resource management.</p> <p><b>Speros Margetis</b>, SAP Certified Business Associate, is an associate professor of finance at The University of Tampa. He has been with The University</p>	<p><b>Title:</b> Authentic research projects and community engagement in the classroom: Do the professor’s tenure status, discipline, and classroom size make a difference?</p> <p><b>Citation:</b> Thomason, S.J., Taranto, N., Taranto, S., &amp; Margetis, S. (2015) Authentic research projects and community engagement in the classroom: Do the professor’s tenure status, discipline, and classroom size make a difference? <i>Journal of Higher Education Theory and Practice</i>, 15(4)</p> <p><b>Objective:</b> The present study examines whether authentic learning experiences vary as a function of discipline, instructor characteristics, and classroom size. As examples, we examine whether students of disciplines such as entrepreneurship and marketing are more likely to receive an authentic learning experience than their counterparts in finance or accounting. We</p>

of Tampa since 2002. His research interests include private equity, corporate finance, and international finance. He has published in a variety of journals including the *Journal of Private Equity*, *Journal of Financial Education*, *Journal of Instructional Techniques in Finance*, *Multinational Financial Management Journal*, *Journal of Finance Case Research and Managerial Finance*.

examine whether the tenure status (term/non-tenure track, tenure track, or tenured) of the instructor impacts the learning experience. Finally, we examine whether classroom size matters.

**Background:** Many in the academic community have embraced experiential and authentic learning for decades and at present, there are a wide variety of classroom engagement activities that fall under the broad umbrella experiential or authentic learning. One primary distinction between experiential or authentic learning from traditional learning is the focus on application over lecture. Accreditors such as the AACSB have embraced experiential education, which may pressure educators currently not using experience in the classroom to figure out ways to do so. Furthermore, assessment-focused academics may embrace experiential learning since evidence suggests that such learning helps to achieve various learning outcomes. Despite positive trends in experiential education, new accreditation standards, and benefits to learning outcomes, we suspect that faculty in some universities may not be requiring their students to engage with the community or in authentic research projects. We suspect that these requirements vary as a function of the tenure status of the instructor, the classroom size, and the discipline of the instruction.

**Methods:** We collected the email addresses of 3,878 faculty members from 256 institutions in the United States. 233 faculty members responded to our survey, indicating a response rate of 6 percent. To assess authentic research projects, we slightly modified the instrument developed by Ma and Lee (2012) to modify the target audience from students to instructors. We asked respondents the degree to which they require ten items representing different sorts of authentic research projects and community engagement.

**Results:** Previous research has found that students benefit from engagement and activities both outside of the classroom (cf., Stuart, Lido, Morgan, Soloman, & May, 2011) and inside (e.g., Bruner, 2002). As noted at the outset, students benefit from engagement with the community and the requirement of authentic research projects, yet our results suggest that the likelihood that students will receive this experiential education varies by several factors in business schools. These include discipline, tenure-status of the instructor, and class size. While we expected that students in smaller classes would receive more individualized attention and would thus be exposed to the community and the requirement of authentic research projects than their counterparts in large lecture halls, we did not expect that students taking courses with term faculty may be provided a richer educative experience than their counterparts taking courses with tenured or tenure-track faculty members. We further suspected that discipline would make a difference. Results indicated that students are less likely to engage with the community in quantitative disciplines (e.g., Economics, MIS/ITM, Finance, and Accounting) than qualitative disciplines (Management, Marketing, and Entrepreneurship). Economics ranked the lowest in the requirement of authentic research projects, yet a relatively small number of respondents in that discipline (n=12) may have impacted generalizability assumptions.

**Implications for Practice:** Our findings may be useful to administrators considering the student satisfaction, retention, and placement. While resource constraints often lend themselves to large class sizes, students in

	<p>such classes are not benefiting from a rich, educative experience. Perhaps resources should be devoted to hiring additional term faculty, who our modest study suggests are providing an authentic learning experience for their students. Term faculty members are likely less expensive than their tenure-track or tenured instructors, so the investment could be worthwhile on several fronts.</p>
<p><b>12:09-12:21 p.m.</b></p> <p><b>Farouq Alhourani</b> specializes in operations management, service operations management, supply chain management and total quality management. His research interests lie in group technology for cellular manufacturing, lean production, manufacturing systems, quality control and total quality management. Alhourani has published articles in the <i>International Journal of Production Research</i>, <i>Decision Sciences Journal</i>, and <i>Journal of Manufacturing Systems</i>. He also published articles for teaching innovation in Service Operations Management and Lean Production in the <i>Journal of Information Systems and Operations Management Education</i>. Alhourani is also the author of a forthcoming textbook in Operations Management.</p>	<p><b>Title:</b> Cellular Manufacturing System Design Considering Machines Reliability and Parts Alternative Process Routings</p> <p><b>Citation:</b> Farouq Alhourani. <i>International Journal of Production Research</i>, 2015.</p> <p><b>Objective:</b> Cell formation is an important problem in the design of cellular manufacturing systems (CMS). Considering machines reliability in addition to machines capacity and machine duplicates during the part route selection process help to obtain better machine grouping and minimum total cost for CMS. Considering these factors in addition to operations sequence and production volumes makes the problem complex but more realistic. A new similarity coefficient equation that incorporates all these production factors is developed. Furthermore, a procedure that captures the similarity between machine groups and minimizes the total CMS cost is also developed. The procedure utilizes functional cells to eliminate intercellular moves and achieve “one-piece flow” practice.</p> <p><b>Background:</b> The main objective of CMS is the identification of machine groups and part families for the creation of cells, in which the parts in each cell are processed with minimum moves into other cells. Cellular Manufacturing has many benefits such as decreasing products flow and setup times and increasing production flexibility. Most cell formation methods appeared in the literature assume that each part has one process plan and all machines are 100% reliable with unlimited capacity. However, this is not realistic in manufacturing systems. Also, most of the methods appeared in the literature to solve such problems use mathematical programming procedures that take large amount of computational efforts. Procedures using similarity coefficient method (SCM) are more flexible in incorporating various important production data and lend easily to computer applications.</p> <p><b>Method:</b> A new methodology is developed to solve the cell formation problem in cellular manufacturing system using the SCM. The developed methodology involves two parts: in the first part a new generalized similarity coefficient equation is developed. A clustering algorithm is developed in the second part. The proposed similarity equation is based on minimizing the total cost of intercellular moves and machines reliability. The equation also considers parts alternative process routings, sequence of operations, multiple visits to the same machine, and production volume factors.</p> <p><b>Result:</b> Three examples that appeared in the literature have been solved using the developed methodology. The result is compared with other methods in the literature. The proposed methodology was found to be more effective and able to produce better design for CMS.</p>

	<p><b>Conclusion:</b> Considering parts,' alternative process routings,' and machines' reliability together to solve the generalized GT problem can help in realistic selection of process routings for parts. Also, other important production parameters such as operations sequence, production volumes, machines capacities, and duplicate machines in addition to the machine reliability and parts alternative preprocess routing factors should be considered all together in the machine cell formation problem. It is showed that machines capacity and machine duplicates should be considered during the part route selection to obtain better machine grouping and lower cost.</p>
<p><b>12:21-12:33 p.m.</b></p> <p><b>Bella Galperin</b> specializes in leadership, international management, workplace misbehavior and human resource management/ organizational behavior.</p>	<p><b>Title:</b> Which came first, the chicken or the egg? Exploring the relationship between entrepreneurship and resilience among the Boruca Indians of Costa Rica</p> <p><b>Citation:</b> McInnis-Bowers, C., Parris, D. &amp; Galperin, B.L. (2015). <i>Journal of Enterprising Communities: People and Places in the Global Economy</i>.</p> <p><b>Objective:</b> We explore the relationship between entrepreneurship and resilience in an indigenous context. Our overarching research questions are: what are the mechanisms that link entrepreneurial thought and action to resilience in a marginalized context; and how can entrepreneurial thought and actions lead to building economic, community, and cultural resilience? This paper suggests a different view of the relationship between resilience and entrepreneurship when the context is outside of the resource-rich context of the developed world.</p> <p><b>Background:</b> Our view of entrepreneurship and resilience in an indigenous context is shaped by the dominant Western literature, which suggests that the resilience of an entrepreneur is a key factor that explains entrepreneurial success. We put forward the idea that in highly marginalized contexts, entrepreneurship leads to resilience, a reversal of the accepted proposition. In other words, we re-ask the question, whether the chicken (i.e., resilience) or the egg (i.e., entrepreneurship) comes first? It is especially important to examine the relationship between entrepreneurship and resilience in an indigenous context since indigenous communities worldwide account for over 300 million of the world's population and face critical issues of high levels of poverty at disproportionate levels (World Bank, 2014). Entrepreneurship has the potential for rebuilding indigenous communities and is central to economic development (Anderson et al., 2004). Gaining deeper and richer insights into the linkages of resilience and entrepreneurial success is important for supporting efforts of those seeking to forge pathways out of poverty.</p> <p><b>Methods:</b> We used an exploratory-naturalistic case study methodology to examine the entrepreneurial journey of the Boruca. Data were collected from in-depth semi-structured and unstructured interviews among 10 informants over a five-year period. Constant comparative method was used to analyze the data.</p> <p><b>Results:</b> Due to the need to survive, the Boruca engaged in entrepreneurial thought and action, which, in turn, led to the development of community, cultural, and economic resilience. We developed a conceptual model to illustrate how individual resiliency gained through entrepreneurial thought and action led to community, cultural, economic resiliency of the Boruca.</p>

	<p><b>Implications for Practice:</b> We examine the entrepreneurial journey of one of the eight indigenous tribes of Costa Rica. From a practical standpoint, our paper suggests the need for entrepreneurial training among indigenous businesses as a key factor in developing resiliency. This is applicable for non-profit, for-profit, and public organizations interested in preserving world ethnic cultures and empowering indigenous people. In addition, gaining deeper and richer insights into the linkages of resilience and entrepreneurial success is important for supporting efforts of those seeking to forge pathways out of poverty.</p>
<p><b>12:33-12:45 p.m.</b></p> <p><b>John Stinespring</b> specializes in the impact of tax and fiscal policy on economic growth. His other research interests include tax evasion, financial crises (e.g. the costs and benefits of TARP), the economic history of the Roman Empire, microeconomic theory and the economics of religion (especially, state welfare impacts on religious affiliation).</p>	<p><b>Title:</b> <i>Why Are More Men Living with Their Parents?</i></p> <p><b>Citation:</b> Stinespring, John Robert and Kench, Brian T. "Why Are More Men Living with Their Parents?" <i>Journal of Economics and Economic Education Research</i>, Volume 16, Number 3, 2015</p> <p><b>Objective:</b> The purpose of this study is to examine the economic and socio-demographic factors that contributed to the recent increase in adult men ages 25-34 to cohabit with their parents. Regression results are used to determine the impact of each factor on adult child-parent cohabitation and what they portend for the future.</p> <p><b>Background:</b> The 2011 Census revealed that the percentage of 25 to 34-year-old men living at home with their parents grew from approximately 13 percent in 2001 to 17 percent in 2011—a 31 percent increase in just over 10 years. Previous research has applied cross-section longitudinal studies of 10-year census data and linear probability models to analyze behavior of this cohort at the microeconomic level. This study applies the 31 years of U.S. time series data on this cohort to assess the macroeconomic and socio-demographic determinants of cohabitation.</p> <p><b>Methods:</b> This study applies Ordinary Least Squares, Canonical Cointegrating Regression, and Fully-Modified OLS regression techniques to annual time series data from 1983-2013 to examine the behavior of a cohort population using socio-demographic and economic variables for that specific male cohort. Various tests and corrections for non-stationary variables are run and applied to assess the robustness of the model results.</p> <p><b>Results:</b> Each econometric methodology is found to be robust and three socio-demographic and three economic factors are found to be statistically significant. Overall, 90 percent of the variation in adult male-parent cohabitation is explained by these factors.</p> <p><b>Conclusion:</b> More males are living with their parents because of increases in the rent-to-home price ratio, the unemployment rate, and stagnant or decreasing real wages faced by this specific cohort. In addition, changes in sociological factors such as the increase in marriage age, the level of educational attainment for this cohort, and the decline in the birth rate are found to contribute to the increase in cohabitation. Interestingly, student and consumer debt show little impact when controlling for these other factors.</p> <p><b>Implications for Practice:</b> Policies that improve labor market conditions for males 25-34 years old may offset the socio-demographic trends that increase cohabitation, such as delayed marriage and lower birth rates.</p>
<p><b>12:45 p.m.</b></p>	<p><b>End of Presentations and Lunch</b></p>

